

Human Resources Transition Plan (using Agency Change Management Template) - for consultation

2017 and Beyond:
*Maximising value to clients, the
organisation and our staff*

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1 Executive summary

The 2017 and Beyond Transformation will deliver significant organisational change for NSW Trustee and Guardian (NSWTG). The Transformation is crucial to build a sustainable organisation, continuing to deliver valued services to the NSW community. It affects most parts of the organisation and nearly all roles.

The Change Management Plan outlines the anticipated organisation and staff impact, and how the human resource aspects of the Transformation will be implemented. The Plan describes how the new roles will be filled and the support available to employees to transition, including options for those exiting the organisation. The plan has been prepared as required under the Public Service Commission Policy Directive D2011_014: Agency Change Management Guidelines.

Context

While NSWTG accepts that the Transformation will result in turnover, it is imperative that it retains employees with the capabilities, commitment and expertise for the success of the future organisation. It is also important that employees who exit NSWTG are supported and exit with dignity.

The transition to the new structure and placement of employees in new roles will be staged to reflect the needs of the organisation, availability of process changes and system enhancements. It will be methodical and completed as quickly as possible. Where possible, NSWTG current employees will be placed in roles at their ongoing level in the first instance.¹ Assessment for any vacancies above or below level will be considered once employees have been assessed for roles at their ongoing grade.

NSWTG has worked with the PSA to develop and agree the contents of this document in line with the Agency Change Management Guidelines.

The processes outlined enable the implementation of the government approval of the 2017 and Beyond Business Case and the Independent Pricing and Regulatory Tribunal (IPART) recommendations.

This plan applies to all NSWTG employees covered by Crown Employees Award conditions.

¹ Ongoing employment is the term used in the *Government Sector Employment Act 2013* that replaced the previous term of permanent employment.

2 Background and reasons for the organisational change

New South Wales Trustee and Guardian (NSWTG) was formed through the merger of the NSW Office of the Protective Commissioner (OPC) and the Public Trustee NSW (PTNSW). The “parent” organisations existed since 1878 and 1914 respectively. The merger was effected by the *NSW Trustee and Guardian Act*, which came into effect on 1 July, 2009.

NSWTG continues to provide an essential public service that both former organisations had offered over many years. The range of services NSWTG provides helps people deal with some of life’s most significant challenges. Those services range from people needing: an independent and impartial executor attorney or trustee; to make a will, power of attorney, or enduring guardianship; or establish a trust with NSWTG. Those who have diminished capacity to manage their financial affairs receive direct or indirect oversight of their estate to protect from exploitation. This is done through an Order from the Supreme Court, Mental Health Review Tribunal or the NCAT Guardianship Division.

NSWTG faces a range of challenges making the current operating model unsustainable:

- **Legacy issues from the merger impede performance and impact client service:** Although the two former organisations delivered similar services, the approach and processes were significantly different. Initial attempts to consolidate and streamline moved the processes closer together rather than designing new, fit for purpose processes. Six years since the merger, much of NSWTG still functions as two distinct units. This is also supported through feedback from employees who are seeking changes in the organisation to underpin an empowered culture that delivers improved service.
- **Client demand is changing:** The profile, needs and expectations of clients continues to evolve. This has implications for the services NSWTG offers and how they are delivered. An ageing population means NSWTG must work towards an increased uptake of pre-planning instruments. A range of state, national and international policies mean NSWTG must reframe its role as a financial manager. This will require NSWTG to build the capacity in the community so clients have choice in their financial manager.
- **The current business model is financially unsustainable and places services to vulnerable clients at risk:** When the government merged the former OPC and PTNSW they directed that the Interest Suspense Account (ISA)² be used as a

² The funds in the Interest Suspense Account (ISA) were accrued by PTNSW due to a historical practice of providing a fixed rate of return to clients on their funds (irrespective of actual returns earned). The *NSW Trustee and Guardian Act 2009* instructed NSWTG to wind up the ISA and provided authority for NSWTG to allocate part of the ISA to cover the costs incurred in the exercise of its function. NSWTG has used transfers from the Interest Suspense Account (ISA) since 2009/10 to increase operating revenue and fund capital expenditure. The ISA was expected to be exhausted after three years of operation. Through prudent management this has been extended to over five years.

temporary mechanism to fund current and future operational costs of the merged entity. The gap between NSWTG's operating revenues and operating costs will continue beyond the expected exhaustion of the ISA. Without changes to the current business model, service delivery cannot be maintained in the long term. NSWTG would incur a significant operating loss in 2016/17 with no alternative funding source identified. This poses significant risk to the future viability of the organisation and the capacity to provide critical services to vulnerable clients and the people of NSW.

The breadth and depth of these challenges confirmed the need for a comprehensive transformation to deliver a new operating model for NSWTG. The transformation includes:

- a new Vision, Mission and Strategy
- redesigning services to meet client needs
- restructuring the central office to focus on service delivery (with defined time frames) and consistency of service
- focusing branch offices on attraction and retention of voluntary clients
- improving technology support available to streamline processes and assist service delivery
- redesigning roles to deliver the new service delivery model and delivery modes.

A key strength of the transformation is that the ideas that underpin every project were raised independently by staff through extensive consultation. All of the projects NSWTG are implementing are based on ideas presented by staff in the *Shape the Future* workshops conducted in mid 2014, the *Customer Excellence* workshops held in early 2015 or emailed independently to the Transformation Office. The engagement and undertaking has been considerable. NSWTG will continue to harness the energy and passion of staff to ensure the success of the transformation.

2.1 Principles of the Change Process

The following principles will underpin the change process:

- demonstrate our values of Integrity, Trust, Service and Accountability throughout the implementation
- consult with and provide information to employees about the impacts of the transformation process and support them to decide how their capabilities fit the new operating environment
- apply the principles of merit, equal opportunity, transparency and fairness in implementing the new structure
- support Managers, employees and their representative organisations to minimise disruption to individuals and client service
- work collaboratively with employee representatives to address employee concerns

3 Ministerial approval

The government has approved both the IPART report and the Business Case for the Transformation.

4 Employee communication and consultation strategy

The engagement of employees throughout the transformation process is important to achieve a seamless transition to the new organisational structure and operating model. Detailed information will be available on NSWTG Intranet (The Hive) to help staff understand:

- the challenges NSWTG faces that require a transformation in how it operates
- how the new operating model will work
- the new organisational structure and the new roles
- the placement and recruitment processes, i.e. what they need to do and when to apply for new roles
- what assistance will be available.

The Executive has and will continue to visit all branches (in both metropolitan Sydney and regional NSW) to provide staff with an opportunity to ask any questions they have and provide support. There will also be ongoing communication through The Hive to keep staff informed.

[NSWTG will continue to consult with the PSA on the content of this change management plan. Consultation was commenced in February 2014 when the PSA was advised of the challenges faced by NSWTG. A draft of this plan has been submitted to the Secretary, Department of Justice and the agreed version will be approved by him.](#)

The PSA will be kept up to date of progress both through exchanges and formal meetings with NSWTG management.

5 Support services

NSWTG is committed to supporting employees through the change and to help them make informed choices about what is best for them personally, the organisation and clients.

NSWTG will offer support to all employees to assist them through the organisational change.

5.1 Support for employees seeking roles in other agencies

- Justice HR have developed an eLearning module on applying for a role using the capability framework. This will be supplemented by the availability of group sessions to assist with the application process
- A career management specialist has been engaged to provide training in making career choices and applying for new roles. There will be information sessions available for all employees. The timing of these sessions will depend on the needs of the employees. The training will be followed up where required with individual feedback on resumes and the application process.
- All agencies across Justice have been approached to highlight the availability of employees at a variety of levels and locations that will be seeking alternate roles from NSW TG. In particular, Courts have a wide network and could provide opportunities for suitable roles. NSW TG can be assessed for priority placement where roles become vacant and are to be filled. These efforts are being coordinated through Justice HR.
- Service NSW will advise NSW TG employees of any employment opportunities that arise across their network. Where Service NSW is increasing their staffing level at any Branch to be able to deliver services for NSW TG priority assessment and training will be provided to NSW TG employees at appropriate levels.
- NSW TG Executive have and continue to advocate for employees to gain roles in other agencies should they wish to seek these opportunities.
- A career transition specialist has been engaged to provide feedback on resumes and applications for new roles.
- NSW TG employees who wish to be seconded to other agencies will be supported to increase the prospect of redeployment. Employees who are on secondment will be advised and kept informed of changes that may impact them.

5.2 Personal support for employees dealing with change

- Individual counselling is available to all employees within NSW TG for any purpose, including to assist in the transition process.
- Employees will continue to have access to the Employee Assistance Program (EAP). The EAP also provides wellbeing support to all employees and their eligible, immediate family members. The EAP Provider is OPTUM. The service can be accessed by calling 1300 361 008.

EAP provides employees with access to services including:

- 24-hour telephone counselling
- face to face counselling
- Justice HR provides an email hotline for staff with individual questions about how the changes may impact their employment (hrhelp@justice.nsw.gov.au).
- The Executive have and will travel to all offices in the days and weeks following the announcement of the change to answer any questions that employees may have.

5.3 Support for Managers to assist employees

- Support for employees will also be available from their Manager, Assistant Director and Director. Managers will monitor employees and be available to seek feedback on processes and progress.
- Where relevant, managers will seek further information and coaching from their manager to fulfil this need. Managers will also seek coaching through Manager Assist if relevant issues arise that are outside their capacity.

5.4 Support for employees considering leaving the public sector

Employees are encouraged to seek specialist taxation and superannuation advice when making decisions about their future employment. State Superannuation Schemes are managed by Pillar. Pillar does not provide financial advice though a member may arrange a personal interview appointment to discuss general information about the scheme. Relevant contact numbers are:

Sydney CBD (02) 9238 5540

Newcastle 1800 807 855

Parramatta 1800 626 000

Port Macquarie 1800 676 839

Wollongong 1800 060 166

State Super Financial Services Australia Limited (SSFS) can provide financial planning advice. With SSFS, you can get assistance over the phone or by meeting with a professional financial adviser. Briefing sessions have been arranged for NSWGTG. At the end of the sessions SSFS will schedule individual appointments for interested NSWGTG employees.

SSFS contact details are: www.ssfs.com.au or 1800 620 305.

Employees of other superannuation funds are encouraged to contact their fund for advice.

5.5 Support for employees adopting new organisation structure and operations

- NSWGTG will provide employees with guidance to assist them in seeking employment within the new structure. Assistance will include information about the capabilities required, the expression of interest and assessment process.
- NSWGTG will clarify employee roles to promote adoption of new practices. The Executive will provide guidance about expectations and behaviours, and the new processes to deliver services. The Performance Planning Process and performance measures will support and reinforce these messages at each level in NSWGTG. The financial reports, automation of transactional processes, engagement and training of

employees through the transformation will deliver a streamlined consistent process that removes unnecessary complexity.

- Monitoring of change adoption and workload will be monitored through Key Performance Indicators and performance feedback.

6 Workforce planning needs and impact on services and functions

NSWTG's new service delivery model will create a more efficient organisation and support improved delivery of customer service.

In 2014 NSW TG instituted a self-imposed staff freeze. Since then roles have been filled on a temporary basis while the extent of the financial and operational position was investigated. This has resulted in employees performing roles above their ongoing role for more than twelve months, with a number of employees being extended as long term temporary employees. Temporary employees with more than 12 months continuous service will be converted to ongoing employees prior to placement.

6.1 Changes to functions and responsibilities

This section describes the most substantial changes to functions and responsibilities across NSW TG.

NSWTG's operating model will change.

The client service functions will be grouped to help achieve:

- a consistent quality customer service;
- an efficient process for assisting clients; and
- equitably balanced workloads between teams.

Service Centres will be established with ongoing financial management by separate work teams to deceased estate matters that focus on finalising and closing the matter.

Private management support will be provided by the financial management teams, while compliance activities will be incorporated into the Compliance function.

Service advisory functions will be grouped to provide specialist, practical advice and support to front line service delivery areas. Specialist areas include: Taxation, Financial Planning, Property, Disability advocacy and Genealogy. Compliance and Audit will report to the Director Service Advisory who will also have responsibility as Chief Audit Officer.

Where the cost to serve is greater for NSW TG than the competitive market these functions will be outsourced while retaining expertise to manage the engagement of services on behalf of clients.

Direct delivery of services for Property, Disability Services and conveyancing will be engaged directly through client services. They will use panels established, monitored and

evaluated by small specialist teams with expertise in contract, project management and conveyancing. There will be no changes to the role and functions of the Financial Planning or Taxation Units.

Legal Services Division will deliver specialist legal support across NSW TG incorporating Corporate and Client Service provision. Direct service delivery workload will be balanced through outsourcing legal work in market competitive and highly specialised areas through panel solicitors. Conveyancing will be outsourced to external providers and engaged directly by client services.

Finance Performance and Investment Division will group together: corporate budgeting and internal reporting; external reporting; investment strategy and contract management; and investment administration.

Client payment and transactional services will be automated and made by direct deposit. This will improve service times and leverage contemporary banking services and technology while improving accuracy.

The implementation of process changes that impact client budgets and client and trust account processing will occur in mid 2016. Employees in these areas will continue to perform these functions until the processes change. Any vacancies that occur between the implementation of the new service model and the automation of these processes, will be undertaken using agency staff to limit the impact on these employees.

Business Development and Communications Division will focus on Business Development, Marketing, External Relations, Communications and Product Development and Improvement. These functions will be coordinated to provide support and business growth to NSW TG.

The Records Unit will be impacted by greater use of technology over time. Records employees will support the digitising of records across NSW TG to maximise electronic access.

There will be two limited term (two years) operational areas to support the changes required:

1. The Transformation Office will guide the implementation of the new structure, projects and monitor progress. A reshaped Learning and Development Unit and Human Resources support will be included in the Division.
2. Information and Communication Technology will focus on identifying and addressing the technology challenges and improvements to automate processes to deliver consistent client services.

6.2 Guidance for employees undertaking new functions and processes

A range of mechanisms will support employees be successful in their new roles. These include:

- training prior to the commencement of new roles where necessary.

- a reformed ongoing training program aligned with the new functions and responsibilities.
- a dedicated Customer Excellence training program, to be implemented in 2016, for all staff, with special emphasis on staff in customer facing roles.
- revised policies and processes will guide the delivery of services.
- development plans will be established to address needs identified in the capability assessment for the role.

Alongside these mechanisms, the Executive and Management Team will provide guidance about expectations and behaviours. The Performance Planning Process being implemented across the Department of Justice and performance measures will support and reinforce these messages at each level in NSW TG.

The processes and mechanisms for service delivery will be piloted. Employees will volunteer to participate. These pilot participants will trial and refine the processes used in the service centres. This will also inform the procedure changes required to expand the pilot and implement the full service delivery framework. During this period a number of key projects will be conducted to streamline the: estate management processes; the private management support processes; the service advisory operating models.

7 Changes to organisational structure

Following consultation through the JCC, NSW TG will commence implementation of the new organisational structure. The timing of the implementation will be dictated by the completion of the pilot of the service centre.

Roles	Current Roles	New Structure	Current Roles	New Structure	Comments
	Metropolitan		Regional		
Executives	6	6	0	0	2 Temp roles for 2 years (Director Transformation and IT)
Clerk 11/12	10	11	0	0	3 Temp roles for 2 years (1 role in Transformation Office, Learning and Development, 2 roles in IT), 1 Temp role for 1 year (HR)
Clerk 9/10	34	29	6	7	2 Temp roles for 2 years (Change Manager and IT), 1 Temp role for 2 years (Transformation Project) and 2 Temp roles for 1 year (Transformation Projects)
Clerk 7/8	37	52	9	11	3 Temp roles for 2 years (IT), 2 Temp roles for 2 years (Transformation Office), 1 Temp role for 18months (Transformation Office - Project) 1 Temp role for 12 months (Transformation Office - Project) and 1 Temp role for 2 years (Learning and Development)
Clerk 5/6	88	63	23	22	
Clerk 3/4	110	116	30	23	1 Temp role for 2 years (Transformation Office)
Clerk 1/2	111	28	26	0	
Clerk General Scale	37	7.7	10	0	
Legal Officer	22	13	2	0	
Common Salary Point	10	0	0	0	

To comply with the Government Sector Employment Act the former Senior Officer roles have become Senior Executive roles.

All new roles have been evaluated to ensure the classification and grade is consistent with similar roles across the Justice cluster. Focus capabilities are consistent across similar roles.

The substantial change in NSW TG's operating model (outlined in Section 6.1) means there are significant changes in the responsibilities of different roles at each grade. NSW TG will use an assessment process, detailed in the following section, to perform internal merit based recruitment where employees are applying for promotional roles. Appointment to new roles will require staff to demonstrate the required capability.

8 Proposed process for filling roles

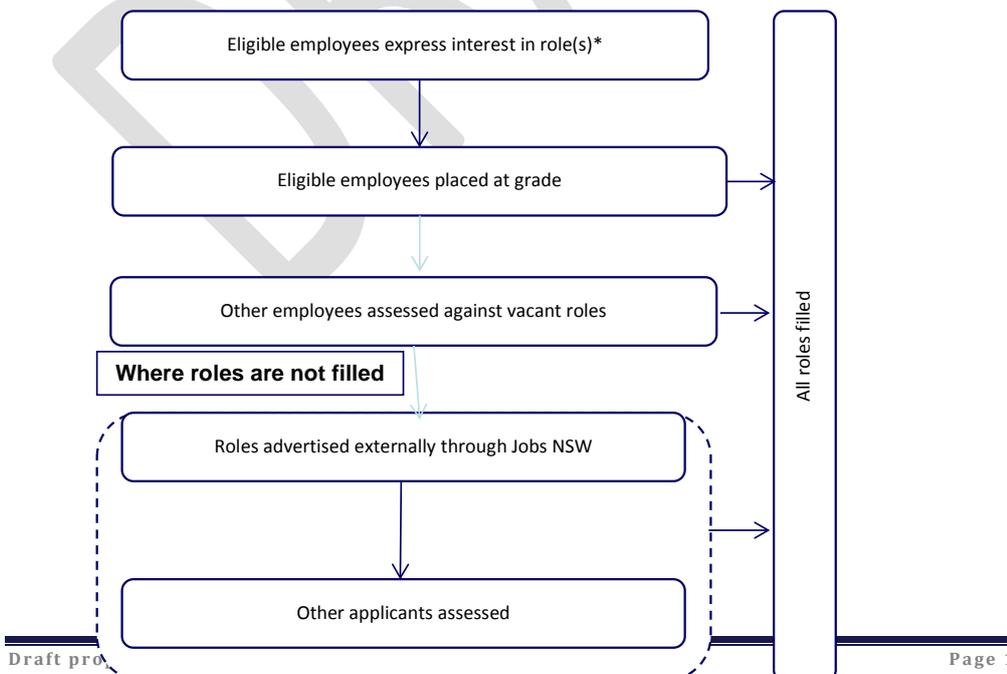
The following outlines the proposed process for filling roles, and the options available to NSW TG employees.

The implementation of the change will be phased to coincide with the availability of new systems and processes. The phases are shown in the attached graphic. (Attach Spreadsheet showing timing of changes)

Placement in the new structure is expected to be from the higher grades down. Employees will be considered on grade in the first instance. Any roles that remain vacant at the completion of that process will be advertised internally for employees at other grades to apply.

8.1 Description of key steps in the recruitment process

Figure 1: Process for filling roles



Employees will express interest in roles where they prefer to be placed. EOIs need to address any formal qualifications required and key capabilities. The closing date to submit the expression of interest will be advertised on The Hive. Employees on leave or secondment will be advised of the timing for filling roles.

Applications will close and where necessary assessment processes arranged for employees.

Where roles are vacant after eligible employees have been assessed other NSWTCG employees will be assessed prior to external advertising.

8.2 The placement process at grade

Comment [J01]: Page 6 of PSA position states employees at or above grade rather than at Grade.

Employees will be asked to express interest in the role(s) for which they would like to be considered at grade. They will need to submit a one-page cover letter, which includes a short statement in about how they meet the essential requirements of the role and the core capabilities for the role. Employees should prioritise their preference for roles at their grade (up to three). The Expressions of interest (EOIs) will be reviewed to establish if a comparative assessment process is required. Information for employees expressing interest in roles will include encouragement for employees who wish to work part time.

Employees can express interest for any role within their salary band for which they are qualified. Appropriately qualified employees may apply for roles outside their current classification at similar salary levels (for example Legal Officer IV may apply for Clerk 9/10 and Clerk 9/10 with legal qualifications can apply for Legal Officer IV).

NSWTCG will adopt the following criteria where employees wish to be placed in roles with award classifications that differ to the award classifications of their former ongoing roles.

1) The maximum salary in the award classification salary range of the matched role must be within 5% of the maximum salary of the award classification salary range of the employee's former ongoing position.

2) The excess employee's current salary point within the award classification salary range of their former ongoing role has to be within the award classification salary range of the matched position.³

Where web-based comparative assessments are required these will be targeted to reflect the role in most cases. Referee and conduct and service checks will be undertaken for all assessments.

8.3 Filling of roles at other levels

Where roles at any level remain vacant NSWTCG will conduct internal selection. Under the Government Sector Employment Act, NSWTCG needs to conduct three capability

³ Case Management and Redeployment Guidelines

assessments. A range of assessment methods will be used to further assess the suitability of a candidate to undertake the role. The Assessment Panel will consider options for demonstrating suitability such as:

- Presentation of work examples by candidates
- Behavioural interview
- Written job knowledge tests.

All employees involved in selection and placement panels will be above the grade of the role. All panel members will be trained in selection, briefed in priority assessment and include a male and a female. Where appropriate, selection panels will also include a person with a disability and/or an Aboriginal and Torres Strait Islander to provide advice about factors to consider. Panels will consist of a minimum of two and a maximum of four members. [Each panel will include an independent member who is qualified to conduct the assessment.](#)

If applicants have concerns about the assessment process or conduct of the selection, they should speak to the convenor. If they are still not satisfied, they should raise their concerns in writing to the CEO NSWTC within two weeks of the incident⁴.

Any development areas identified for employees through the placement process will be reflected in My Performance along with other agreed development goals.

9 Proposed voluntary redundancy program

Voluntary redundancy programs are offered at the commencement of a change process. As NSWTC has a commitment to retain all employees with the capabilities and expertise there will be no general voluntary redundancy program.

NWTC needs to retain skilled and talented employees to make the transformation a success.

NWTC will place employees in the new structure before any offers of voluntary redundancy are made. Employees who have been unsuccessful in gaining placement in a new role will be declared excess and offered a voluntary redundancy. The exit date for employees accepting voluntary redundancy will be in line with the transition to the new structure.

Voluntary redundancy payments are only available where there are fewer roles in a geographic area than employees currently employed at that level and classification. In line with NSWTC 12/01, NSWTC has estimated:

• a schedule showing the positions that are expected to be abolished, the associated salaries and estimated redundancy payments

⁴ This process complies with the Government Sector Employment Act

• confirmation that the positions are being deleted from the agency organisational structure and will not be re-established and consequently that there is an ongoing expense reduction to the agency. The redundancies must result in a genuine reduction in positions that leads to long term savings.”

This means that NSWTG cannot offer voluntary redundancy to employees across the board as redundancy payments need to meet these criteria.

10 Impact of the transformation on equal employment opportunity groups

NSWTG’s current level of Aboriginal and Torres Strait Islander employment is less than the minimum level required by NSW Government. Those employed tend to be in lower graded roles. The focus on outreach in the new service delivery model provides an opportunity to conduct targeted recruitment for roles to fill the new structure.

For any roles advertised, particularly in regional NSW, NSWTG will use appropriate publications and networks to encourage applications from Aboriginal and Torres Strait Islanders (e.g. local employment centres, Koori Times).

Targeted positions can be used for Aboriginal and Torres Strait Islanders to ensure the employee profile reflects the client base.

Women comprise 64% of employees in NSWTG. Approximately 31% of NSWTG employees are graded at or below Clerk 1-2 and around 80% of this group are women employees. The placement and assessment methods will minimise gender or cultural biases.

NSWTG will continue to seek placement and priority assessments for all Clerk Grade 1-2 and General Scale Clerks with other government agencies.

Comment [JO2]: How are we going to target roles in the change process. Does PSA have a view. NSWTG does not have identified roles. PSA submits that identified positions are required on top of the approved establishment. NSWTG has no funding to create positions above the current establishment.

11 Impact of the transformation on employees with special needs

As at December, 2014 6.4% of NSWTG employees had disability with 3.5% requiring reasonable adjustments to perform their role. As part of the transformation, NSWTG will maintain reasonable adjustment strategies to support employment of staff with a disability and enable them to perform the new role.

Since NSWTG provides services to people with disability, it is important to maintain employment opportunities for employees with disability. This is particularly important for those with cognitive impairment. These employment opportunities should lead to career growth and possible transition to other roles in the organisation.

Targeted positions can be used for people with disability to maintain their employment.

Comment [JO3]: How are we going to target roles in the change process. These roles cannot be additional to operational roles.

12 Impact on rural communities

As acknowledged in the Industrial Relations Commission, the focus of the impact on rural communities throughout the transformation planning was how to provide and expand service access to regional communities. The transformation will impact direct employment by NSW TG in rural communities, although the proposed new structure provides for greater access to the whole of NSW:

- While Armidale, ~~Bathurst, Broken Hill~~ and Gosford will no longer have a physical branch, this will be offset by the establishment of an expanded mobile distribution network
- The staffing level in Lismore, ~~Bathurst~~ and Wollongong will decrease as the financial and deceased estates administration is centralised into Service Centres
- ~~Establishment of an office in Dubbo to service the central west of NSW will improve client accessibility~~
- NSW TG will maintain and increase its outreach program to indigenous communities to continue support the Aboriginal Wills Project and will collaborate with other government agencies' outreach programs to indigenous communities where relevant
- Online services will ensure continuity and improvement in access for all people living in rural communities.

Employees who accept placement in roles which require relocation within NSW TG (roles either located in regional areas, or employees need to move from regional areas) will be offered financial support under the Crown Employees (Transferred Employees Compensation) Award 2009.

NSW TG is actively identifying other NSW government agencies that may have relevant roles for employees. NSW TG will provide support to employees pursuing other employment options.

The engagement of local service providers in regional areas will continue to support employment in regional areas to support clients.

13 Management of excess employees

NSW TG currently has no excess employees. Any employees who become excess through this process will be managed using the Managing Excess Employees Guidelines (http://www.dpc.nsw.gov.au/__data/assets/pdf_file/0007/135178/D2011-07_MEE_2011_Version_2_POL.pdf).

14 Management of temporary employees

Temporary employees with over twelve months continuous employment with NSW TG will be placed in a role if it is vacant, prior to the commencement of the placement process.

Where an ongoing employee has been fulfilling a role above level for over 12 months since February 2014, they will be eligible for placement at the higher grade where they can be placed in a vacant role.

Temporary employees with less than twelve months employment and agency employees will only be able to apply for roles that are externally advertised. If they choose not to apply and/or are unsuccessful, they will be given notice of their employment end date.

Where a temporary employee has been engaged for twelve months or more, they will be eligible for a redundancy payment if:

- they do not secure a new role, and
- their initial term of employment was for a period of less than twelve months (i.e. their temporary employment will not be extended).

15 Corporate and shared services reform

NSWTG will continue to explore opportunities for more efficient use of resources through shared services as required. NSWTC will review these opportunities as the new structure of corporate and shared services with the Justice Cluster becomes clearer. Negotiations about the impact about the use of shared corporate services initiatives across Justice will be centralised in the Department of Justice.

16 Proposed timetable for implementation

The table below outlines proposed timetable for implementation.

Action	Proposed timing (week commencing)
Ministerial Approval in principle	Complete
Government approval	Complete
The Secretary and CEO will communicate the new service model and organisational structure to the E&SO. The CEO will then communicate the new service model and organisational structure to all staff.	13 October 2015
Consultation with employees and PSA – release proposed high level structure	Complete
Employees briefed on transformation impacts	Ongoing
Finalised structure negotiations for all levels with PSA	TBC

Reporting lines change where necessary	April 2016
New roles advertised internally at level by function	January – March 2016
Applications for new roles close	TBC
Internal recruitment finalised	February – April 2016
Remaining roles advertised externally	March – April 2016
Employees declared excess	End April – June 2016
Expression of Interest for VR sent to employees unsuccessful at securing a role	End April – June 2016
New structure finalised	TBC

DRAFT