



Finance,  
Services &  
Innovation

# NSW Public Works

## DRAFT Restructure Management Plan

### Government Architects Office

&

### Sydney Region (Project Management)

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# 1 BACKGROUND AND REASONS FOR ORGANISATIONAL CHANGE

NSW Public Works provides expert advice and professional service to Government agency clients to enable them to deliver their services to the community. In May 2015, Government made the decision to reform NSW Public Works for economic and structural reasons. A new operating model has been approved that will transform NSW Public Works over the next two years.

There were four primary courses of action relating to the then structure of NSW Public Works as a whole resulting from the Government decision, those being:

1. Wind down of the business unit;
2. Further review to be undertaken;
3. Explore sale opportunities; or
4. Transfer the business unit to another division/agency

The focus of this Restructure Management Plan will only be those business units identified to be wound down; **Government Architects Office** and **Sydney Region (Project Management)** (excluding Construction Services Group and Heritage Services).

Further Restructure Management Plans will be developed for the remaining Public Works business units, in alignment with the timing of their relevant courses of action.

## 1.1 Background

In May 2015, Government made the decision to reform NSW Public Works. Revenue has been declining, and further consultation with clients indicates a significant fall in future revenue as agencies build internal capabilities and increasingly turn to the commercial market, thereby significantly impacting the ongoing viability of NSW Public Works. In addition, experience showed that uninformed public sector purchasing significantly drives up costs and disputation.

Therefore, the decision was made that NSW Public Works will no longer offer services where there was a mature private sector market who can provide that service, but will instead re-focus capabilities on providing a unique and expert strategic and commission advice service.

This would see the new Public Works filling the role in the market as a 'smart buyer' focusing on commissioning and providing strategic advice which would ultimately allow government to access internal expert knowledge in order to save taxpayer dollars as well as cease crowding out the private sector.



## 2 CHANGE MANAGEMENT APPROACH AND PRINCIPLES

The NSW Public Works Restructure Management Plan approach is intended to ensure that the future needs of the business are met by skilled staff with the capabilities to deliver the services envisaged under the new operating model.

The following principles underpin the NSW Public Works approach to managing employees throughout the transformation:

- Placement of people is a high priority and we will looking to maximise opportunities for employee matching and redeployment;
- Adherence to public sector policy and legislation;
- Implementation of fair, transparent and accountable processes;
- Regular consultation with employees and unions; and
- Appropriate information and support mechanisms for employees to both assist their understanding of and transition through the process.

## 3 APPROVAL

The Secretary, Department of Finance, Services and Innovation (DFSI) will approve the implementation of the Restructure Management Plan after consultation among the parties.

## 4 STAFF COMMUNICATIONS STRATEGY

A key success factor underpinning the Restructure Management Plan is staff engagement and communication. The Public Works leadership team will be the primary points of contact for staff together with the DFSI Director People Partnerships.

In implementing the Restructure Management Plan, NSW Public Works is committed to:

- Defining the reason for change through ongoing communication to all staff, directly and indirectly affected;
- Delivering formal top-down communication, including ongoing briefings and team meetings with all staff to discuss issues and answer questions relating to the restructure;
- Ensuring all staff have the opportunity at any time to either directly approach or email the dedicated points of contact with questions relating to the restructure;
- Clearly communicating the impact of the change and ensuring the transition arrangements are regularly communicated to staff; and
- Consulting with the respective unions in relation to issues raised by members.



Once approval to release the draft Restructure Management Plan has been received, NSW Public Works commits to:

- conduct briefings outlining the major elements of the draft Restructure Management Plan;
- provide all NSW Public Works staff with access to the draft Restructure Management Plan and any associated documentation, whether via electronic or hard copy means for those staff on extended leave or with limited access to computers;
- provide all NSW Public Works staff with the opportunity to ask questions relating to the draft Restructure Management Plan and to provide feedback on the plan;
- establish an appropriate mechanism to consult with the respective unions on all elements of the Restructure Management Plan; and
- conduct face-to-face briefing sessions across the business.

Following the period of consultation, all feedback from staff and unions will be given due consideration. The appropriate changes will then be made to the Restructure Management Plan and approval will be sought for a final Restructure Management Plan to be released for implementation. Once approved, NSW Public Works commits to:

- conduct briefings highlighting the difference between the draft and final Restructure Management Plans; and
- provide all NSW Public Works staff with access to the Restructure Management Plan and any associated documentation, whether via electronic or hard copy means for those staff on extended leave or with limited access to computers

## 5 STAFF SUPPORT SERVICES

NSW Public Works is committed to providing comprehensive support services to all staff impacted by the change, both at a personal and organisation level. Ongoing support from the NSW Public Works Leadership team and the DFSI Director People and Partnership will continue on an as required basis. In addition:

- Staff will be provided with the contact details for the DFSI Employee Assistance Program, a telephone and face-to-face confidential counselling available to both staff and their immediate families;
- The Deputy Secretary and direct reports have been invited to attend 'Leading through Change' training, providing them with the skills and capabilities to effectively manage themselves and their teams during the transformation;
- All staff will be invited to attend 'Resilience' Training, equipping them with fundamental life skills to help them cope with stress, deal with change, manage interpersonal conflict, maintain positive relationships and build emotional resilience;
- All staff will be invited to attend a 'Get That Job' training program, aimed at building capability in preparing applications for roles and interview techniques;



- A career transition website has been developed to provide staff with all the latest information pertaining to the restructure; and
- Information sessions from Superannuation providers will be arranged where required.

## 6 CONSULTATION

NSW Public Works will ensure that all parties will be consulted with as part of the Restructure Management Plan communication and approval process, and such consultation will be conducted prior to referral to the Secretary, Department of Finance, Services and Innovation for approval to implement the Restructure Management Plan.

Implementation of the Restructure Management Plan will proceed after consultation has occurred with staff and the respective unions.

The DFSI Director, People Partnerships will manage consultation around the Restructure Management Plan and its implementation.

Where any issues remain unresolved during or after the consultation phase, DFSI and the respective unions will use existing dispute resolutions procedures.

## 7 WORKFORCE PLANNING NEEDS AND EFFECT TO SERVICES AND FUNCTIONS

The government has approved a new operating model for NSW Public Works as a smart buyer, focusing on commissioning and providing strategic advice.

The government also acknowledges that agencies are increasingly turning to the commercial market for construction-related services and this is impacting the ongoing viability of NSW Public Works. However, there are capabilities which are core to government which the market cannot effectively or efficiently provide or is not sufficiently mature enough to provide and these will be retained as approved by Government.

To fulfil this role then as a smart buyer and for the new operating model to be successful, a different structure is required.

The key considerations for a transformed NSW Public Works are to:

- source, maintain and develop essential capabilities so Government is a smart asset buyer and manager;
- source and maintain essential capabilities so Government meets its responsibilities for the built and natural environments and responds to disasters;

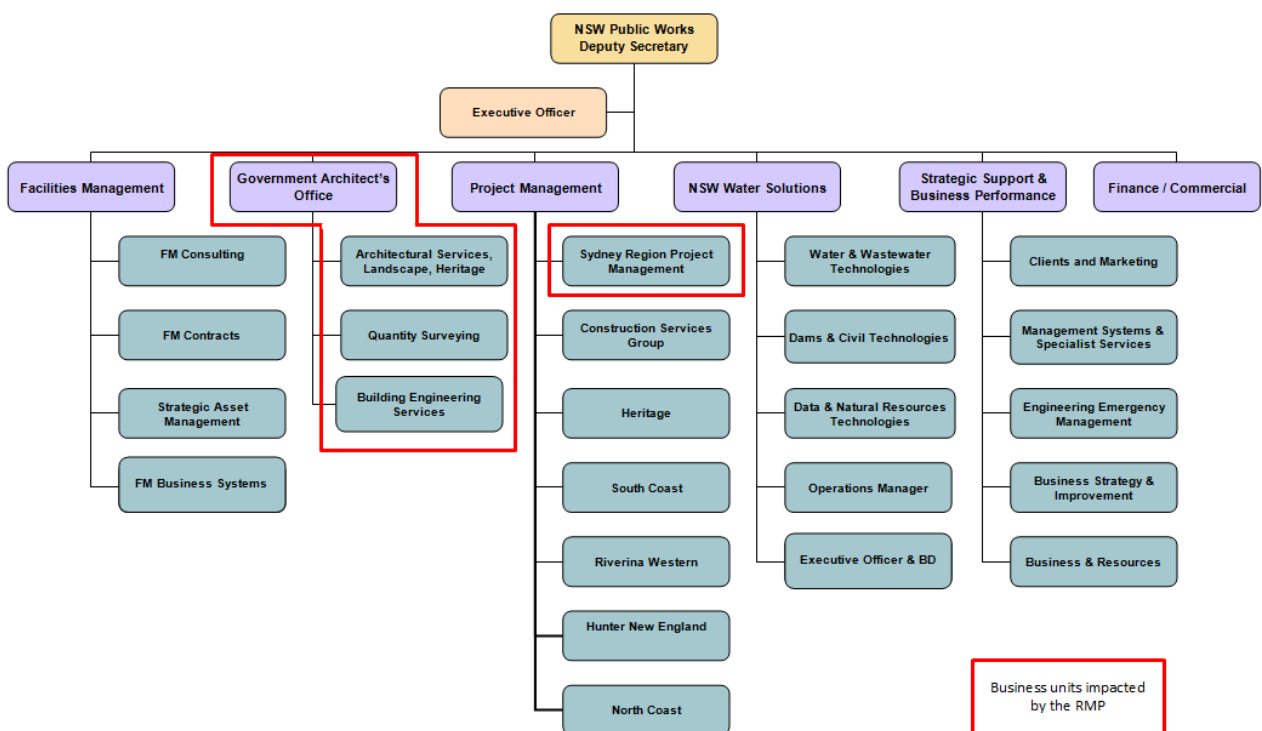


- maximise and support the development of competitive markets to drive efficiency and sources of innovation; and
- take a commissioning approach to yield maximum value for money

Bearing in mind the decision for NSW Public Works to no longer offer services where there is a mature private sector market who can provide that service, a decision was made for the GAO and Sydney Region (Project Management) business units to be wound down.

## 8 CHANGES TO ORGANISATIONAL STRUCTURE

The current structure is outlined below, highlighting those business units impacted by the proposed Restructure Management Plan.







## 8.1 Major Business Unit Changes

The business unit structural changes together with the headcount impact analysis are detailed in Appendix A, Government Architects Office Structure and Analysis and Appendix B, Sydney Region (Project Management) Structure and Analysis.

## 8.2 Overview of NSW Public Works Role Changes

A breakdown of the existing role grades across GAO and Sydney Region (Project Management) is detailed below.

Grade	GAO	Sydney Region (Project Management)	Total
SES 4	0	1	1
SNR OFF 2L	1	0	1
PROF S3	1	0	1
PROF S2	1	0	1
PROF S1	4	0	4
PROF 04S1	3	0	3
PROF 04	8	0	8
PROF 03	19	1	20
PROF 03/04	3	0	3
PROF 02	3	0	3
PROF 01/02	22	0	22
PROJ GR2	1	0	1
PROS 02/03	4	0	4
PROS 01/02	1	0	1
SNR MGR 02	0	2	2
SNR MGR 01	0	1	1
STF GS	0	1	1
STF 12	0	8	8
STF 11/12	1	1	2
STF 11	0	3	3
STF 09/10	2	16	18
STF 09	0	1	1
STF08/09	2	0	2
STF 07/08	6	15	21
STF 05/06	9	12	21



STF 040/05	0	1	1
STF 03/04	4	15	19
STF 01/02	0	3	3
<b>Total</b>	<b>95</b>	<b>81</b>	<b>176</b>

## 9 VOLUNTARY REDUNDANCY PROGRAM

An upfront formal Voluntary Redundancy (VR) Expression of Interest Program will not be conducted as part of the NSW Public Works restructure.

This does not negate the offer of Voluntary Redundancy made to staff once declared Excess under the Management Excess Employees policy as outlined below in 'Management of Excess Employees'.

## 10 PROPOSED MEANS FOR FILLING ROLES WITHIN THE NEW OPERATING MODEL

The determination and appointment of any Executive roles as part of the transformed NSW Public Works is not covered under this Restructure Management Plan. A separate process will be established for the appointment of Executive roles for the transformed NSW Public Works.

Where there are opportunities for non-executive roles to be filled in the new operating model, they will be filled in accordance with the prevailing rules and protocols in place under the *Government Sector Employment Act 2013 (GSE Act)*, the *Government Sector Employment Rules 2014 (GSE Rules)*, *Government Sector Employment Regulation 2014 (GSE Regs)* and relevant transitional arrangements. In particular, rule 23 provides that any vacant roles in the new operating model may have the recruitment action limited to those impacted by a major restructure.

Under the GSE Act, staff are initially employed in a classification and grade (eg Clerk grade 5/6) and then assigned to roles based on organisational needs and their capabilities.

Roles will generally be filled using a 'top down' approach. However all relevant flexibility will be applied to implement the approved restructure management plan where there is a business benefit and no disadvantage to affected staff.



## 10.1 Stages for Filling Roles

Upon the release of the transformed NSW Public Works structure, all eligible NSW Public Works staff will have the opportunity to apply for roles within the new structure. The below stages will be followed for the filling of roles:

### **Stage One – Direct Appointments**

Where there are more or the same number of vacant roles than staff affected within a grade, affected staff may be directly assigned who are or who may be suitable, as outlined in the below assessment standards, if provided with appropriate retaining and support, as determined by the business, taking into consideration the seniority of the role and the requirements of the role, as outlined in the role description.

Staff at each grade will be invited to express an interest in being directly appointed. Eligible staff, as defined above, will have the opportunity to express their preferences in terms of roles however may also be assessed for appointment against other roles within a grade.

Staff at a higher grade that have not been assigned at their level (potentially excess) may also be considered at this stage, should they wish, and assigned to a lower grade role for which they are **suitable**, pursuant to section 46 (4) of the GSE Act. This will only occur after staff at the “substantive” role level have been considered.

At grade staff who do not express an interest in being directly appointed may still be considered for appointment to any remaining roles after the above reviews.

### **Stage Two – Internal Suitability Assessments**

Where there are more affected staff than roles within a grade or level, an internal suitability assessment process will be conducted.

Staff at each eligible grade will be invited to express an interest in being matched via internal suitability assessment. Eligible staff will have the opportunity to express their preferences in terms of roles however may also be assessed for appointment against other roles within a grade.

Staff at a higher grade that have not been assigned at their level (potentially excess) may also be considered, should they wish, at this stage and assigned to a lower grade role pursuant to section 46 (4) of the GSE Act. This will only occur after staff at the “substantive” role level have been considered.



The assessment panel as detailed in Stage 1, will undertake a merit assessment in line with the Assessment Standards and rank candidates accordingly.

### **Eligibility for Stages 1 and 2**

The following non-executive officers are deemed to be equivalent for the purposes of determining eligibility for Stage 1 and Stage 2:

- Ongoing substantive non-executive NSW Public Works Officers at the relevant grade for the role(s);
- Temporary Crown employees whose substantive role is in NSW Public Works, appointed after a competitive merit (comparative) selection process and who have a minimum period of 12 months continuous services; and
- Ongoing employees whose substantive role is in NSW Public Works and who are on assignment in a higher graded role, appointed after a competitive merit (comparative) selection process and who have a minimum period of 12 month continuous service

Staff cannot rely upon expired appointments or assignments. They must be current as at the time of the launch of the final Restructure Management Plan.

### **Stage Three – Internal Merit Recruitment**

Any roles not filled through either Stage 1 or 2 will be opened as opportunities through internal merit selection within NSW Public Works pursuant to Rule 23 of the GSE Rules, provided the Deputy Secretary NSW Public Works Services is satisfied that more potentially Excess staff can be placed through this process. The Stage 3 process will be consistent with the relevant GSE compliant selection process.

### **Eligibility for Stage 3**

Eligible staff at this stage are defined as:

- Ongoing substantive non-executive NSW Public Works Officers at the relevant grade for the role(s); and
- Temporary Crown employees whose substantive role is in NSW Public Works, appointed after a competitive merit (comparative) selection process and who have a minimum period of 12 months continuous services

At this stage, the process can be run for either on-going or temporary employment roles for Departmental employees.



## **Stage Four – External Merit Recruitment**

All identified roles included in the Restructure Plan unable to be filled via Stages 1, 2 and 3 above will be made available for all current staff and those outside the eligibility criteria via a GSE compliant recruitment process.

### 10.2 Assessment Methodology for Stages 1 and 2

Members from the NSW Public Works Executive Leadership team, the DFSI Director People Partnerships and an independent member of the DFSI People & Culture team will undertake the direct assignment and internal matching processes (direct assignment panel). Members of the panel who are being considered for assignment / matching in Stage 1 or 2 are ineligible to participate as a panel member at their substantive grade.

#### Assessment Standard

The assessments standard for both stages is that for staff to be **suitable**, they must:

- Meet the essential requirements of the role as detailed in the role description; **AND**
- Be able to perform the focus capability to the appropriate standard as detailed in the role description as applied to the nature and context of the work to be performed;
- **OR**
- Be able to perform the focus capability to the appropriate standard as detailed in the role description within a reasonable period of time following training and support.

A 'reasonable period of time' is generally considered three to six months depending upon the seniority of the role.

#### Direct Appointment / Internal Suitability Assessment Processes

The following process will apply for Direct Appointment / Internal Suitability:

- Staff will be advised of the timing of the direct appointment / internal suitability processes and will be invited to express an interest in one or more roles;
- Staff expressing an interest will be required to submit an application, that being a 1-2 page covering letter plus a resume which includes the name and contact details of one referee, that being the current or previous manager;
- The covering letter and resume should demonstrate the Assessment Standard (as above) criteria for the role;
- Staff may submit a single covering letter for all roles or separate covering letters for each preferred role;
- A minimum of five working days will be given to affected staff to submit their application;
- The application will be lodged via the NSW Public Works EOI Board on Jobs.NSW. An email link will be sent to eligible staff with a link to lodge their application;



- Whilst staff can nominate their preferences for roles, they may be considered for other roles within the grade in line with the above assessment standard;
- In determining suitability for a role, in either stage, the panel may seek clarification on the various elements of the Assessment Standard from the staff members' current manager and / or referee;
- Interviews will only be undertaken if the panel cannot determine suitability or otherwise of an applicant for the role(s) in question based on the documentation supplied and discussion with either or both the current manager and referee.

The Deputy Secretary NSW Public Works will approve the direct assignment and internal matching recommendations.

#### Outcome of the Assessment

The Convenor of the assessment panel must provide feedback where requested to the unsuccessful staff for Stage 2, detailing the reasons as to why they were not assigned to a role. Staff will not be advised of their actual ranking.

### 10.3 Right of Review

There is no right of review against direct appointment decisions in either Stage 1 or Stage 2 consistent with Rule 24 of the GSE Rules.

In respect to a Right of Review for Stages 3 and 4, as governed by Rule 24 of the GSE Rules, a Public Service non-executive employee may request a review of the decision only where the role is a promotional offer at a higher remuneration level for both the successful and unsuccessful employees, and only on the grounds that the whole or any part of the selection process for the role concerned was irregular or improper.

The review is not a review of the merit of the relevant employee for the role. A request for the review of a promotion decision:

- a) must be in writing to the Executive Director People & Culture ; and
- b) may only be made within the period of 10 business days after the relevant employee is advised of the promotion decision.

If a request for the review of a promotion decision is made, the engagement of the other employee in the role to which the decision relates cannot be implemented until the review has been completed.



## 11 RESTRUCTURE IMPACT ON STAFF WITH SPECIAL NEEDS AND EEO CONSIDERATIONS

Where staff have a disability, consideration for appointment will be consistent with the terms of the *Disability Services Act 1993* and the *Anti-Discrimination Act 1977* or other legislation. Modifications to the assessment process, where necessary, will be made consistent with the requirements of the *Government Sector Employment Act 2013*.

## 12 IMPACT ON RURAL COMMUNITIES

The roles in NSW Public Works Government Architects Office and Executive and Sydney Project Management are predominantly located in Sydney and Baulkham Hills. There are no regionally located roles nor impact on rural communities as a result of this restructure.

## 13 MANAGEMENT OF EXCESS EMPLOYEES

Ongoing employees will be declared 'Excess' when they can no longer reasonably expect to be appointed to a role within the new NSW Public Works structure. Once declared 'Excess', staff will have two weeks to choose between two courses of actions:

1. Accept an offer of voluntary redundancy and leave the service within two weeks of accepting the offer or at a time nominated by the agency; or
2. Decline the voluntary redundancy offer and pursue redeployment during the three month retention period.

The Deputy Secretary, NSW Public Works will determine the date the employee is to be declared 'Excess'. The employee will receive a letter notifying them of their status and options.



## 14 PROPOSED TIMETABLE FOR IMPLEMENTATION

Action	Timeframe
Draft Restructure Plan approved by Secretary, NSW Public Works to release for consultation	Early February 2016
Briefings for Staff and Unions Consultation period with affected staff and the Unions	10 – 24 February 2016
Consultation period closes	24 February 2016
Restructure Management Plan finalised and approved for implementation	Early March 2016
Briefings for Staff and Unions	Early March 2016
Excess Employees Declared	Early March – Late June 2016

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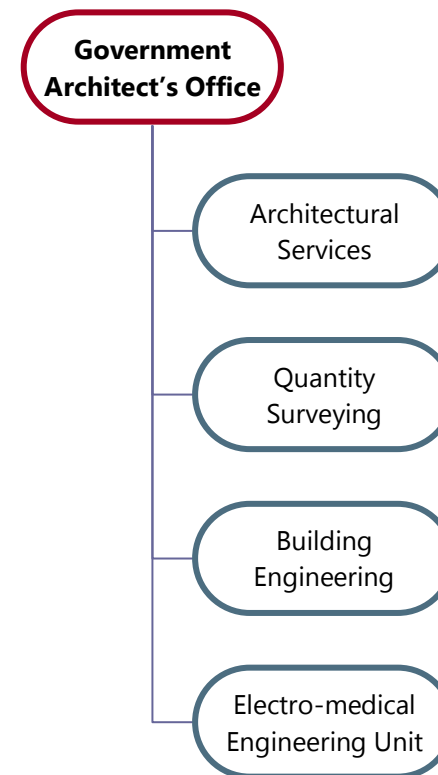




## APPENDIX A: GOVERNMENT ARCHITECTS OFFICE STRUCTURE & ANALYSIS

### Government Architects Office (GAO) Structural Changes

- A new Government Architect strategic unit was formed with effect from February, 2016 and resides within the Department of Planning and Environment (DPE)
- The Electro-medical Engineering Unit was transferred to NSW HealthShare in November 2015
- The remainder of GAO will be wound down by July 2016
- The exit strategy will be driven by completion of existing contracted projects in GAO





## Government Architect's Office (GAO) Deleted Roles

Grade	Role Title	No of Roles	Grade	Role Title	No of Roles
SNR OFF 2L	Manager Engineering	1	PROF 03	Project Manager	1
PROF S3	Principal Architect	1	PROF 03	Quantity Surveyor	2
PROF 02	Expertise Leader (Technology)	1	PROF 03	Architect	8
PROF S1	Senior Architect	2	PROF 02	Engineer Mechanical	1
PROF S1	Senior Architect / Graduate	1	PROF 02	Quantity Surveyor	2
PROF S1	Senior Quantity Surveyor	1	PROF 01/02	Architect / Graduate	9
PROF 04S1	Senior Architect / Graduate	1	PROF 01/02	Engineer Electrical	3
PROF 04S1	Senior Engineer Electrical	1	PROF 01/02	Engineer Mechanical	4
PROF 04S1	Senior Engineer Lifts	1	PROF 01/02	Engineer Water Savings	1
PROF 04	Engineer Mechanical	1	PROF 01/02	Heritage Architect / Graduate	1
PROF 04	Senior Architect	2	PROF 01/02	Landscape Architect	4
PROF 04	Senior Architect / Graduate	1	PROJ GR 02	Inspector Electrical	1
PROF 04	Senior Engineer Structural	1	PROS 02/03	Acting Principal Architect	1
PROF 04	Senior Quantity Surveyor	3	PROS 02/03	Expertise Leader Architectural Services	1
PROF 03/04	Engineer Structural	2	PROS 02/03	Principal Landscape Architect	1
PROF 03/04	Senior Engineer Water Savings	1	PROS 02/03	Principal Quantity Surveyor	1
PROF 03	Architect / Graduate	3	PROS 01/02	Snr Engineer Structural	1
PROF 03	Engineer Electrical	2	STF 11/12	Executive & Operations Officer	1
PROF 03	Engineer Mechanical	1	STF 09/10	CAD Manager	1
PROF 03	Heritage Archaeologist	1	STF 09/10	Finance Manager	1
PROF 03	Landscape Architect	1	STF 08/09	Snr Technical Specialist Engineering	2



Grade	Role Title	No of Roles	Grade	Role Title	No of Roles
STF 07/08	Senior CAD Operator	3	STF 05/06	Technical Officer	1
STF 07/08	Technical Specialist Engineering	3	STF 05/06	Technical Officer (CADD Designer)	1
STF 05/06	Business Support Officer	2	STF 05/06	Technical Specialist Selections	1
STF 05/06	CADD Administrator	1	STF 03/04	Project Support Officer	1
STF 05/06	CADD Specialist	1	STF 03/04	Business Support Officer	1
STF 05/06	Contracts Officer	1	STF 03/04	Executive Assistant	1
STF 05/06	Executive Assistant to Govt Architect	1	STF 03/04	Technical Specialist Heritage	1

***NB: above roles all based in McKell, Sydney***

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## APPENDIX B: SYDNEY REGION (PROJECT MANAGEMENT) STRUCTURE & ANALYSIS

### Sydney Region (Project Management) Structural Changes

#### **Sydney Region (Project Management) Structural Changes**

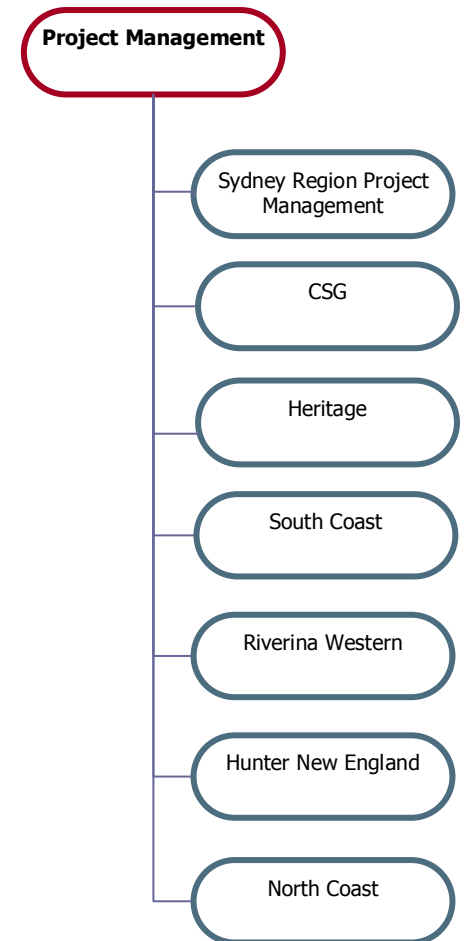
- Sydney Region (Project Management) services and support functions will be wound down by July 2016
- The exit strategy will be driven by existing contracted projects
- We will continue to work closely with client agencies for any existing projects that may require private sector engagement for completion. NSWPW will be wound down in such a way that ensures minimal disruption to client agency projects

#### **Construction Services Group (CSG) (Excluded from this RMP)**

- We will exit CSG services with a move in November 2015 to establish market interest through a sales process.
- Should there be market interest, CSG will proceed to a sale by June 2016 or if not, will be wound down by July 2016.
- We will continue to provide services to our clients during transition

#### **Heritage Services (HS) (Excluded from this RMP)**

- Heritage Services, including the highly specialised stonemasons unit, will also remain within the agency with further market analysis to be conducted in 2016. Whatever the outcome, the Government will continue its long term investment in the restoration and maintenance of its heritage building assets and will retain ownership of the Heritage Services' stockpile of yellow block sandstone





## Sydney Region (Project Management) Structural Changes cont'd

### **Regional & Rural (R&R) (Excluded from this RMP)**

The decision around R&R will be managed in two phases

#### Phase 1

- There is no change to current operations and the services provided to clients
- Regions will provide Project Management support for critical projects on behalf of government agencies and local council infrastructure projects
- A R&R review will be undertaken, due for completion by mid-2016

#### Phase 2

- The R&R review of regional capabilities will be the foundation of consideration in this phase
- The review will assess market maturity, the needs of client agencies and local government together with the demand for services

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## Sydney Region (Project Management) Deleted Roles

Grade	Role Title	No of Roles	Location
SES 4	General Manager Sydney Region	1	Sydney Metro
PROF 03	Project Manager Architecture	1	Sydney Metro
SNR MGR 02	Group Manager Project Delivery	2	Sydney Metro
SNR MGR 01	Senior Project Manager	1	Sydney Metro
STF 12	Senior Project Manager	8	Sydney Metro
STF 11/12	Business Resource Manager	1	Sydney Metro
STF 11	Senior Project Manager	2	Sydney Metro
STF 11	Project Manager	1	Sydney Metro
STF 09/10	Project Manager	14	Sydney Metro
STF 09/10	Business Unit Finance Manager	1	Sydney Metro
STF 09/10	Project Safety Advisor	1	Sydney Metro
STF 09	Management Systems Coordinator	1	Sydney Metro
STF 07/08	Project Manager	12	Sydney Metro
STF 07/08	Business Support Officer	3	Sydney Metro
STF 05/06	Business Support Officer	5	Sydney Metro
STF 05/06	Project Manager	5	Sydney Metro
STF 05/06	Assistant Safety Advisor	2	Sydney Metro
STF 04/05	Team Leader / Business Support Officer	1	Sydney Metro
STF 03/04	Project Manager	7	Sydney Metro
STF 03/04	Business Support Officer	6	Sydney Metro
STF 03/04	Graduate Project Officer	2	Sydney Metro



Grade	Role Title	No of Roles	Location
STF 01/02	Business Support Officer	3	Sydney Metro
STF GS	Business Support Officer	1	Sydney Metro

***NB: CSG, Heritage Services and Regional and Rural are excluded from the above***

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