



Justice

OPOD Restructure 2016

Asset Management Services

Presentation overview

- ▼ Update on OPOD restructure
- ▼ Future state AMS
- ▼ Change processes

Asset Management Services

Major initiatives

- ▼ Major construction
- ▼ Minor works and facilities management
- ▼ Prison bed capacity program
- ▼ Decade of Decentralisation
- ▼ Court upgrade program

Challenges

- ▼ Historic under-investment in assets
- ▼ ICAC enquiry
- ▼ High staff turnover

Key Achievements

- ▼ 2015/16 TAM Strategy
- ▼ 1400 staff relocated
- ▼ Coffs Harbour, Wollongong, Newcastle, Wagga major works
- ▼ Addition of 500 beds
- ▼ NCAT Guardian Division relocation
- ▼ Lindt Café Siege Coronial Court

Opening of the \$89 million Newcastle Courthouse

Opened 15 February 2016

- Seven storey, 12,000 square metre building
- 10 courtrooms
- State's largest court complex outside Sydney
- Will host sittings of the Supreme, District and Local Courts



Completion of first four pods of modular inmate accommodation

Completed December 2015

- Each pod contains 40 cells
- Two pods installed at both Parklea and South Windsor
- Accommodation for 160 inmates in total



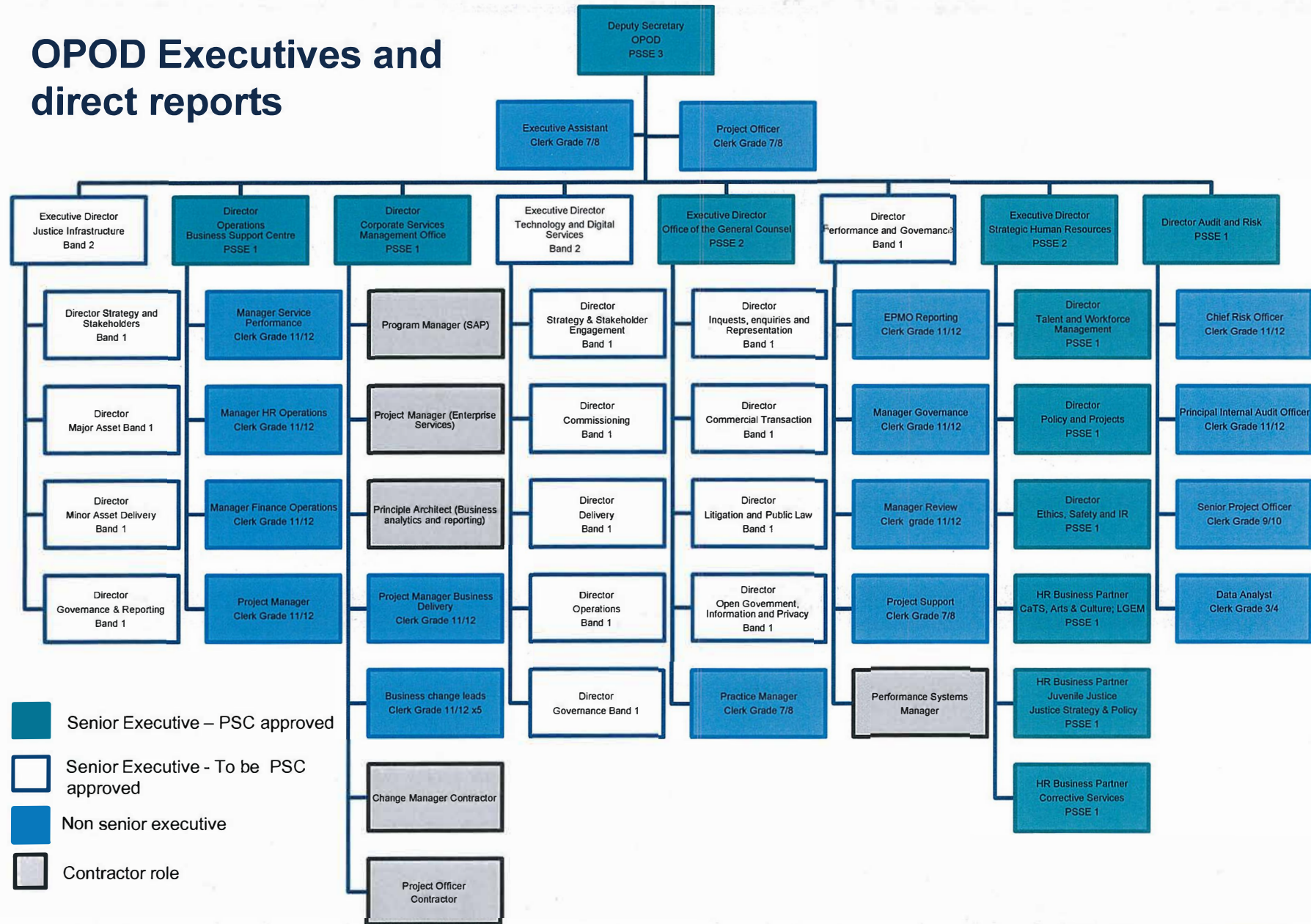
Opening of the \$17.5 million upgrade to Wollongong Courthouse

Reopened 2 February 2016

- Includes new local custodial court, call over court and registry
- Separate entrance for juries and protected witnesses
- Upgraded juror facilities and courtroom technology



OPOD Executives and direct reports



- Senior Executive – PSC approved
- Senior Executive - To be PSC approved
- Non senior executive
- Contractor role

Progress in OPOD restructure

Where are we up to?

- Structure, Executive and staff role descriptions developed
- Change management plan drafted
- Secretary submission to Public Service Commission

Branch	Status
Strategic Human Resources	Complete
Business Support Centre	Management recruitment complete
Audit and Risk	Chief Audit Officer appointed, recruitment of non-exec roles commenced
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Why are we doing this?

Key drivers

- ▼ Implementation of the GSE Act
- ▼ Department Priority 8 'Organisational Modernisation'
- ▼ Consolidation and integration of corporate functions (One Department of Justice)
- ▼ An opportunity to better serve our internal clients

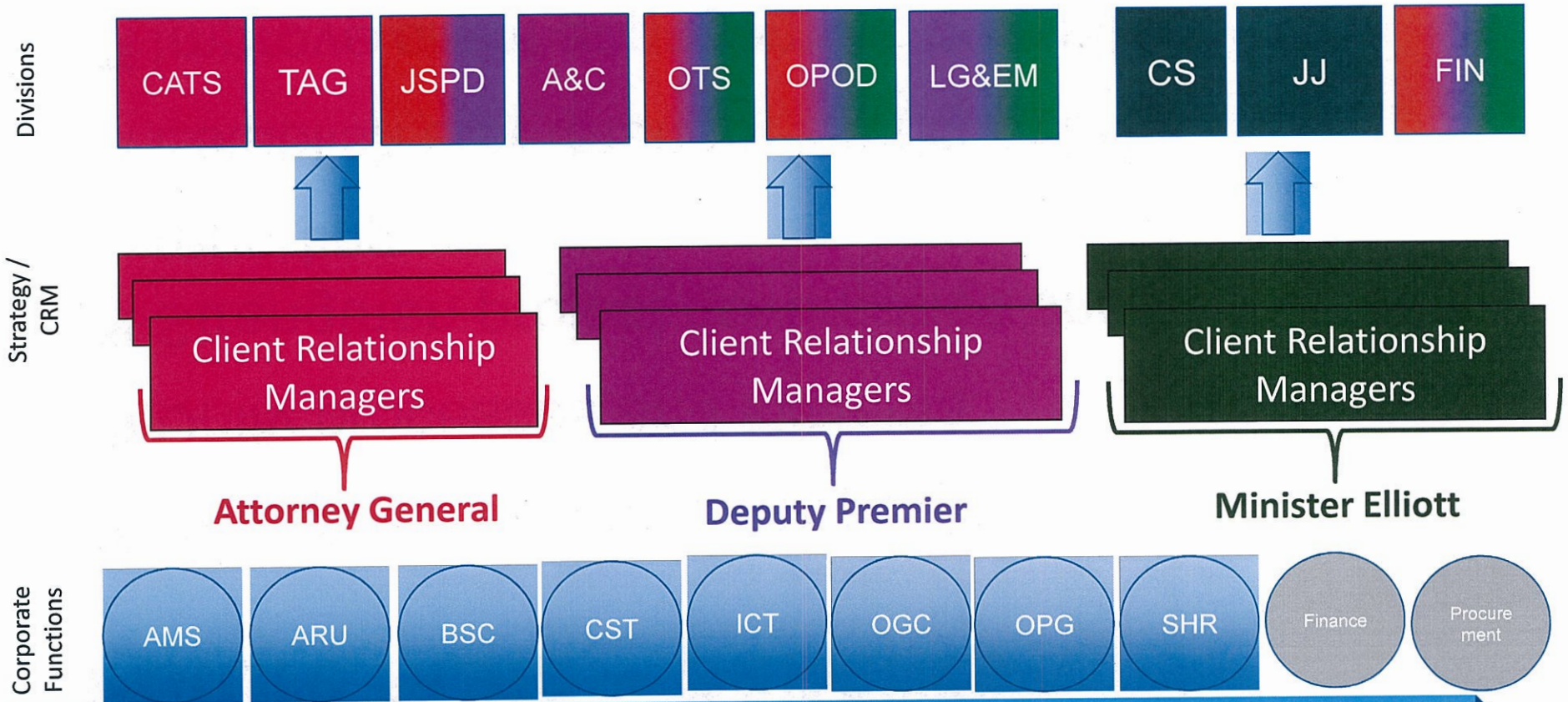
Key themes for restructuring

(as outlined at OPOD-X)

- ▼ Strategy and client engagement
- ▼ Commissioning of services
- ▼ Delivery of services
- ▼ Governance and reporting

How will we operate?

CRM: corporate functions & divisions



Future state – benefits

- ▼ Strengthen strategic capability
- ▼ Unify processes and systems
- ▼ Strengthen project governance and reporting
- ▼ Establish a permanent staff capability
- ▼ Improve client engagement capabilities
- ▼ Ensure effective delivery of the capital and maintenance programs

What will this branch do?

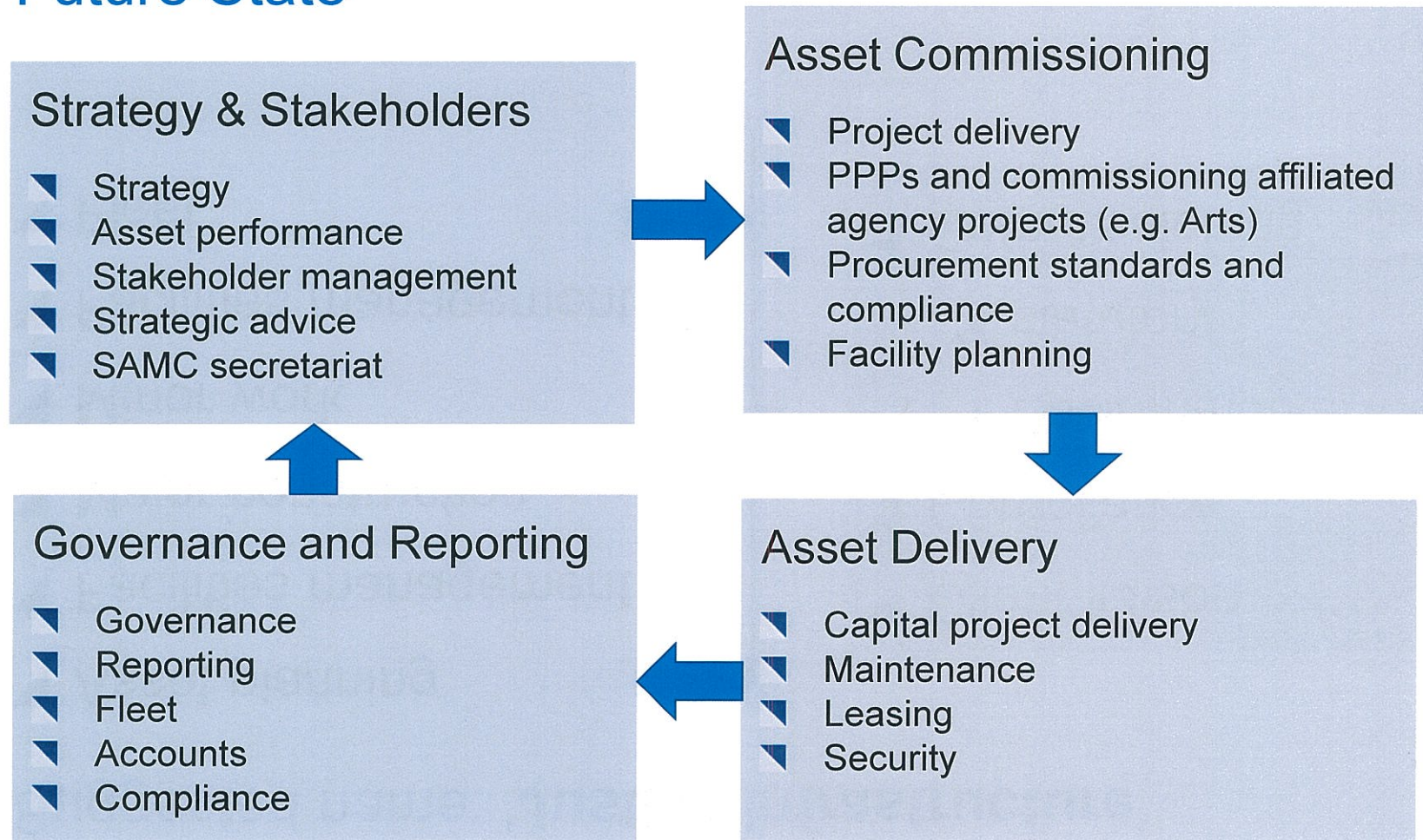
Suggested name: 'Justice Infrastructure'

- ▼ Asset planning
- ▼ Facilities management
- ▼ Major construction
- ▼ Minor work
- ▼ Facilities management
- ▼ Fleet

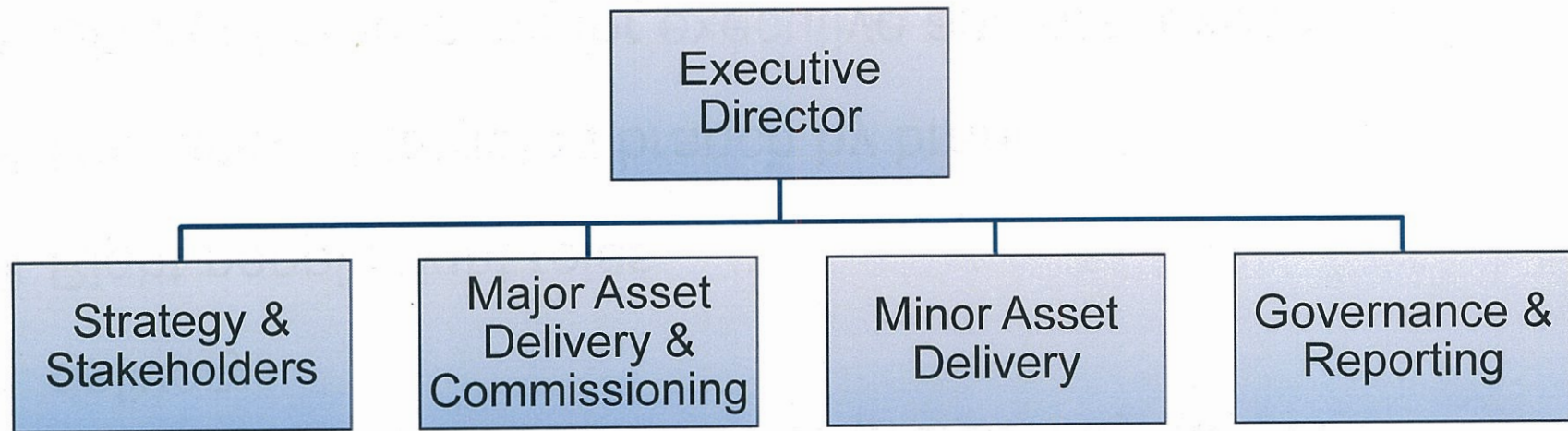
- ▼ Client liaison
- ▼ Compliance
 - ▼ Environmental
 - ▼ statutory
- ▼ Commissioning

Justice Infrastructure DRAFT

Future State



Senior Executive



Who is impacted and how?

All staff are affected by the restructure

- ▼ Significant changes to structures and roles
- ▼ Recruitment process needs to protect key service delivery
- ▼ Right people right roles
- ▼ Recruitment targeted branch by branch
- ▼ Different processes for executive and non-executive recruitment

Expectations and Behaviour

- ▼ Restructuring is not easy
- ▼ Uncertainty
- ▼ Maintaining service delivery during change
- ▼ Values
- ▼ Professional behaviour

Strategy and Stakeholders (draft)

Role and purpose

- ▼ Strategy (TAM Plan)
- ▼ Performance of assets against asset strategy
- ▼ Stakeholder management
Asset Advisory
- ▼ Strategic Asset Management
Committee secretariat
- ▼ Strategic advice

Staff Profile (future)

- ▼ Grade 11/12 x 5
- ▼ Grade 7/8 x 3

Commissioning & Major Asset Delivery (draft)

Role and purpose

- ▼ Major capital Project delivery
- ▼ Facility planning
- ▼ Project Commissioning
- ▼ PPPs and Commissioning projects
- ▼ Procurement standards
- ▼ Procurement compliance
- ▼ Statutory planning

Staff Profile (future)

- ▼ Band 1 PD x 1
- ▼ Grade 11/12 x 3
- ▼ Grade 9/10 x 1
- ▼ Grade 7/8 x 3

Minor Asset Delivery (draft)

Role and purpose

- ▼ Minor capital works delivery
- ▼ Maintenance delivery
- ▼ Property Leases
- ▼ Security

Staff Profile (future)

- ▼ Grade 11/12 x 5
- ▼ Grade 9/10 x 3
- ▼ Grade 7/8 x 15
- ▼ Grade 5/6 x 2

Governance & Reporting (draft)

Role and purpose

- ▼ Governance
- ▼ Reporting
- ▼ Fleet Services
- ▼ Accounts
- ▼ Compliance

Staff Profile (future)

- ▼ Grade 11/12 x 1
- ▼ Grade 9/10 x 2
- ▼ Grade 7/8 x 3
- ▼ Grade 5/6 x 1
- ▼ Grade 3/4 x 3
- ▼ Grade 1/2 x 4

Julie Lonsdale

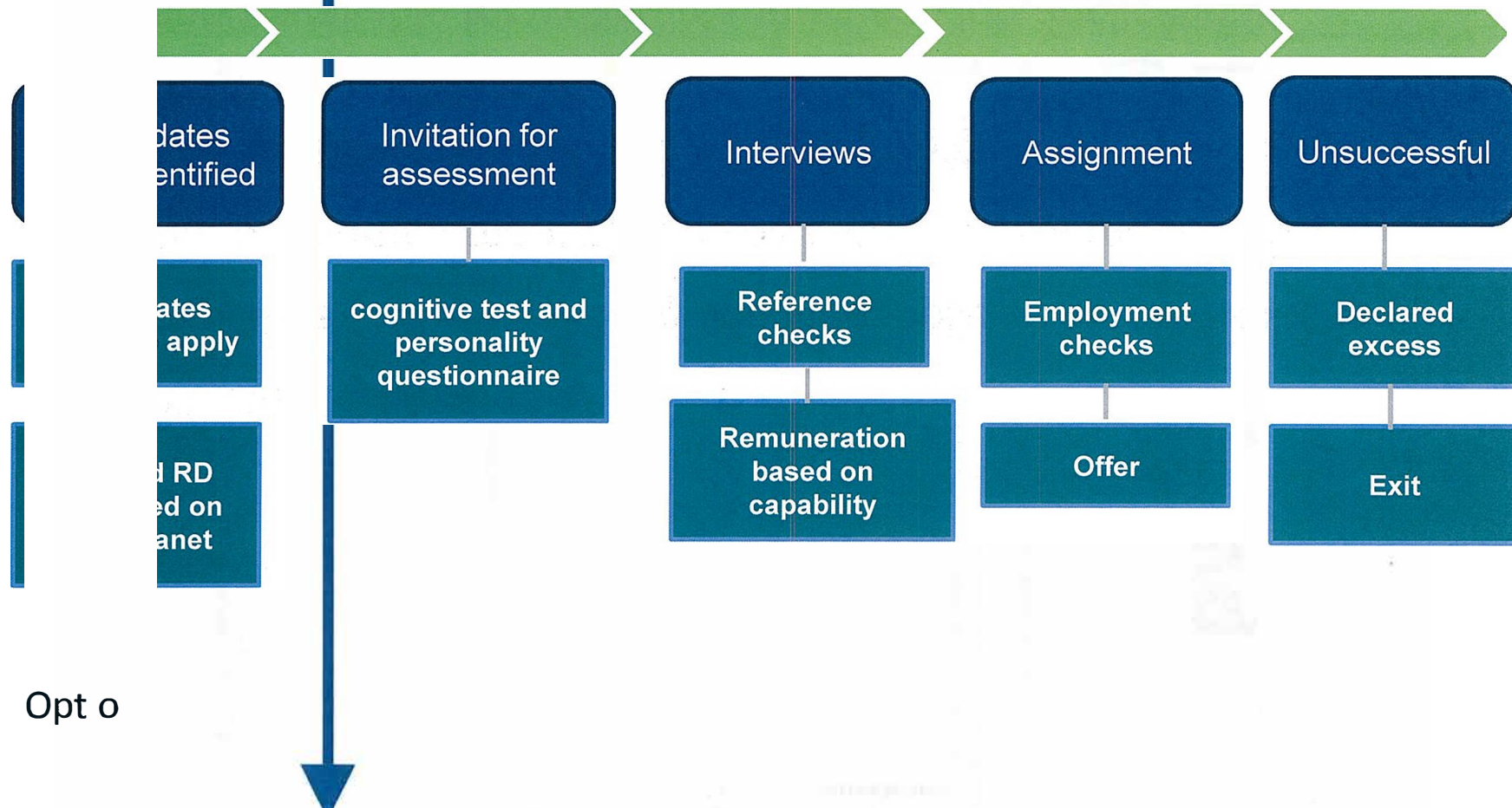
Implementation approach

Restructure implementation approach

'Major restructure' under the *GSE ACT*

- ▼ Equity and transparency
- ▼ Compliance GSE Act, PSC guidelines, policies on staff excess
- ▼ A change management plan guides the process (non-exec)
- ▼ Further briefings will be held with executives and non-executive staff
- ▼ Support available for writing resumes and job applications

Executive Placement and Recruitment



Non-Executive Placement and Recruitment

- ▼ Order of recruitment determined by key service needs of the branch
- ▼ Direct appointments and/or internal merit assessment
- ▼ Higher duties/ temporary status
- ▼ Future state - higher percentage ongoing staff
- ▼ Contractors can apply at external recruitment stage

labour hire?
temp staff?
Contractors?

Change management plan

- ▼ Non-executive recruitment
- ▼ Change management plan required for each branch restructure
- ▼ Secretary approval
- ▼ Staff consultation
- ▼ Plan details processes

PSA involvement

Ongoing communication

There is ongoing communication with relevant unions in the restructure process

Voluntary Redundancy Program

- ▼ VRP offered at start of restructure process
- ▼ Small number of self-funded VRs will be offered
- ▼ VRs not Treasury funded
- ▼ VRs to lesson staff to be considered for ongoing roles
- ▼ No certainty VRs will be offered again

Job Swap

NSW Public Works

- ▼ NSW Public Works Job Swap Program
- ▼ Potential swap with a NSW Public Works employee wishing to stay employed
- ▼ Business Support Centre precedent
→ what does the Business Support Centre precedent mean?

High-level indicative timeline

Key activities	April	May	June	July	- Dec
Change Management Plan	→				
Develop role descriptions	→				
Placement and Recruitment exec*	→				
Placement and Recruitment non-exec			→		
Job Swap		**	→		
VR Program		**	→		
Change Management Communications	→				
Branch name change				→	

* Subject to PSC approval

** EOI

Information and Support



Human Resources intranet and Tannu Kumar (tel) 8688 8436
(email) tannu.kumar@justice.nsw.gov.au



Public Service Commission – Employment portal



NSW Capability Framework



Your manager



Human Resources Business Partner



Employee Assistance Program (Optum: tel 1300 361 008
www.livewell.optum.com)

Questions

OPOD Restructure 2016

Information Technology Services

Presentation overview

- ▼ Update on OPOD restructure
- ▼ Future state ITS
- ▼ Change processes

Information Technology Services

Environment and initiatives

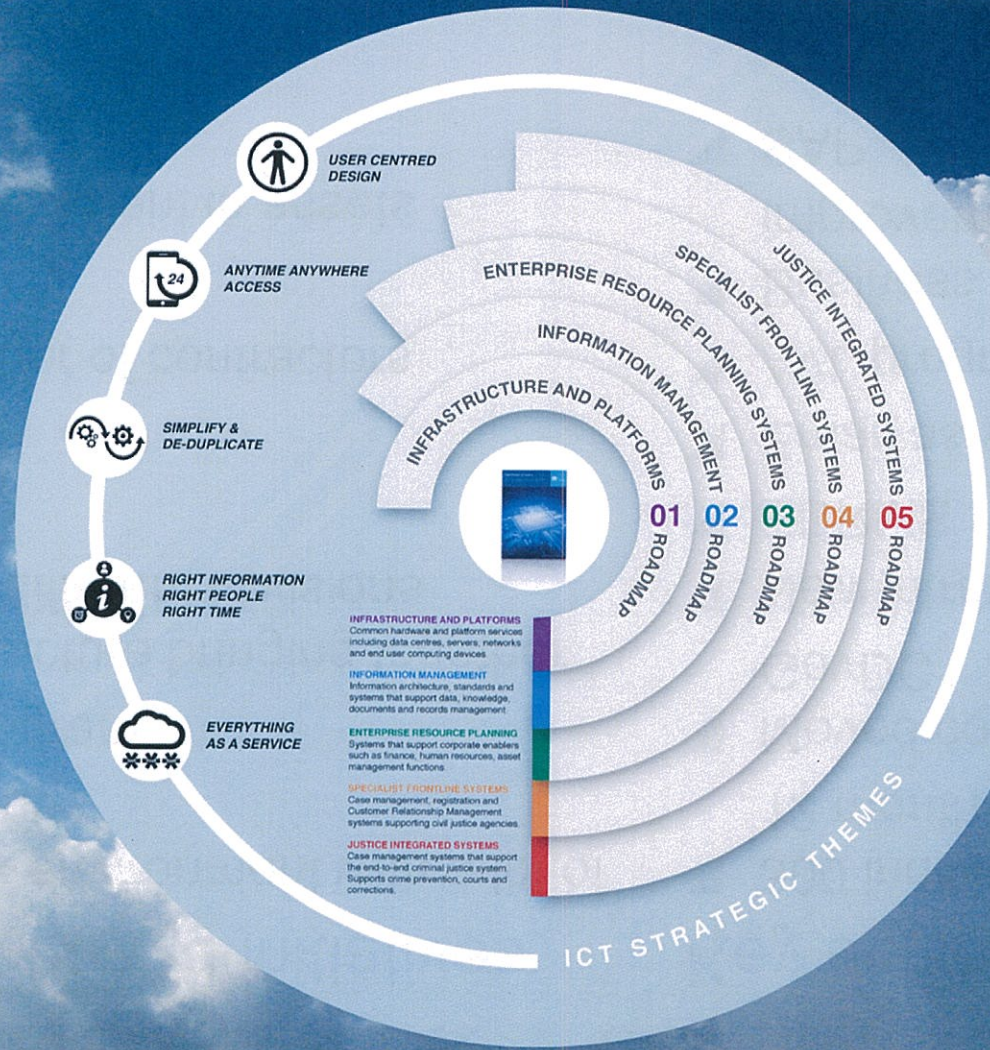
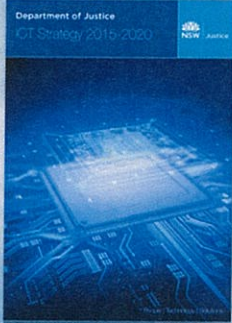
- ▼ A complex environment with a lot of legacy issues
- ▼ CORE Program
- ▼ Interim structure bringing together staff from different Divisions

Challenges

- ▼ High number of contractors
- ▼ Outages
- ▼ Under-investment in assets

Key achievements

- ▼ 300 individual projects in last 12 months
- ▼ Moved core systems into GovDC
- ▼ New intranet/internet
- ▼ EDRMS
- ▼ Email as service
- ▼ AVL program
- ▼ Business systems improvements
- ▼ SAP

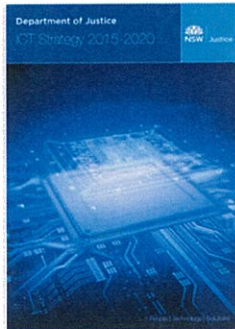


Consolidate

Optimise

Remediate

Enhance



Justice Integrated Systems

Specialist Frontline Systems

ERP Systems

Information Management

Infrastructure & Platforms

Department of Justice ICT Program Roadmaps

Justice Integrated Systems
I want to improve public confidence in the justice system and need applications that provide an efficient end-to-end service.

Specialist Frontline Systems
I need to provide more efficient channels for service delivery, exploiting e-services and decrease the reliance on traditional 'bricks and mortar' methods.

ERP Systems
I need business applications that meet my needs and the needs of my clients, provide value for money and subject to continuous improvement.

Information Management
I want more efficient corporate services applications with best practice processes, self service capability and a more effective management of enterprise resources.

Infrastructure & Platforms
I want access to the right information, when, where and in the form I need it. I need tools to support decision-making, research and business improvement.

Information Management
I need better communication and collaboration tools (directories, sms, IM, email, video, voice documents, web) to collaborate effectively with colleagues, clients and the community.

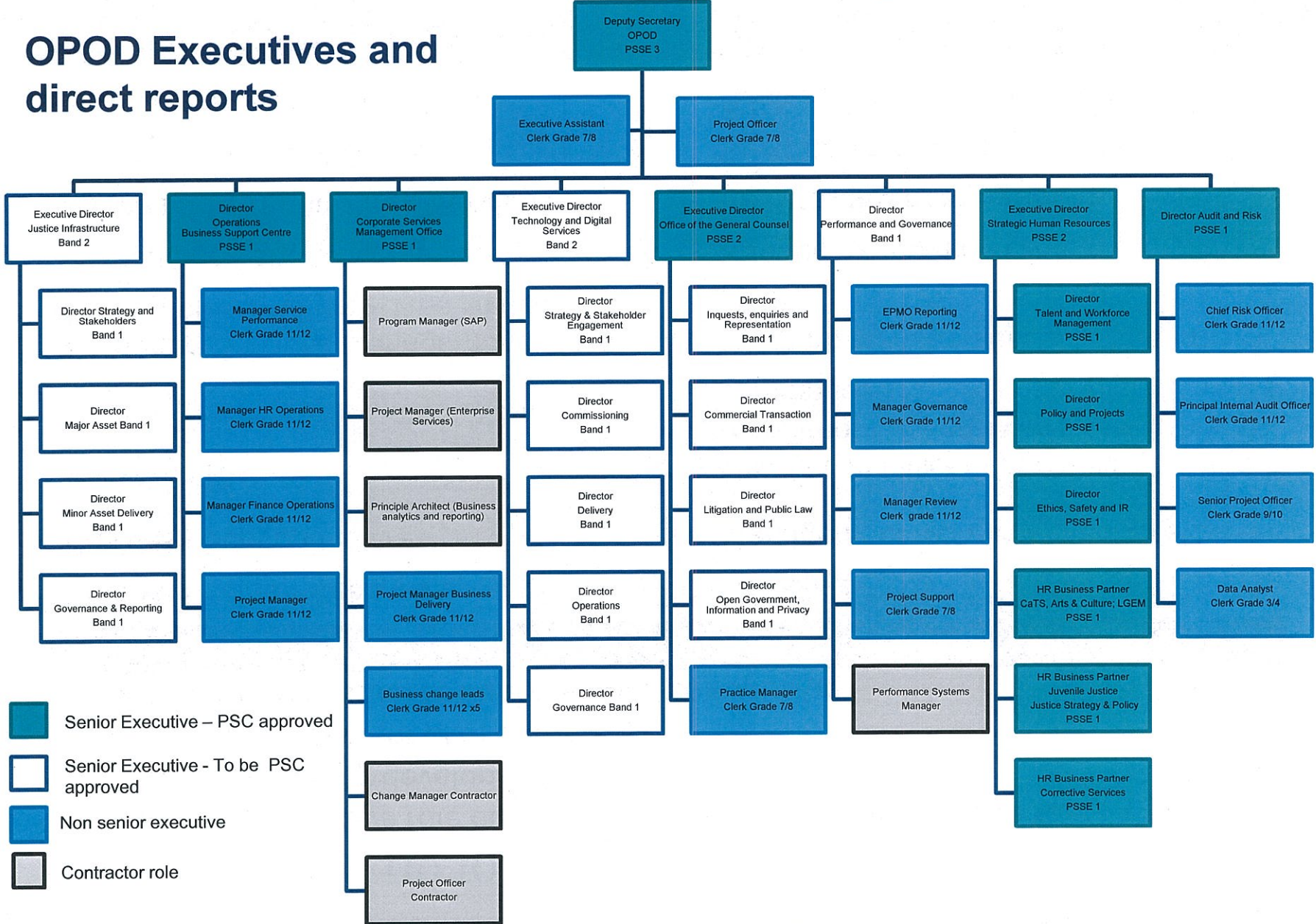
Infrastructure & Platforms
I need contemporary tools, remote access and greater flexibility in my desktop and mobile devices to stay productive.

Infrastructure & Platforms
I want more reliable ICT systems and I expect them to be available 24/7. I need flexibility to growing business needs.

<p>Applications - Justice Integrated</p> <p>Refers to e2e systems supporting the criminal justice strategy, judiciary, courts and tribunal services, client and offender intake, assessment, case management, programs and services; Joined Up Justice initiatives</p>	<p>Multiple agency applications servicing the operational needs of agencies but without an integrated whole of justice approach to system design. Functionality is duplicated, information models and processes are not fully integrated leading to less than optimal client and business outcomes.</p>	<p>Develop Criminal Justice and Civil Justice Strategies. Deliver Joined Up Justice projects.</p>	<p>Justice data clearing house established. Consolidated ESB platform. Justice applications aligned to common data model.</p>	<p>An end-to-end view of justice processes and a portfolio of integrated justice applications that supports improved service delivery, business performance data, e-service channels, reducing re-offending and increasing confidence in the justice system.</p>
<p>Applications - Specialist Frontline</p> <p>Refers to frontline systems supporting the administration of rights; life matters; registration and regulation of the legal profession; legal practice; law reform, policy, research; and specific clients of DoJ.</p>	<p>Siloed agency specific specialist applications without an integrated whole of department approach to leverage common functional platforms. Poor customer experience and fragmented application portfolio. Legacy applications that are unsupported, custom developed or costly to maintain.</p>	<p>Remediate high risk legacy applications. Commence evaluation of platform based applications. Deliver Victims Services, JP Online, CrimeTool, Jury System, Caselaw</p>	<p>Extend platform approach to all remaining applications and exploit whole of government and cloud based software.</p>	<p>An optimised portfolio of specialist applications that meet business needs and are lifecycle managed with continuous improvement opportunities taken up. Common application functionality requirements leveraged through a cloud / platform approach to application acquisition</p>
<p>Applications - Enterprise Resource</p> <p>Refers to systems supporting corporate services functions. It includes systems that manage human resources, finance and assets. Extended capabilities include manufacturing, risk, project / service management and rostering.</p>	<p>Multiple legacy ERP solutions for core HR, finance and asset management. Duplicated systems impeding data and process consolidation. Savings opportunities for shared corporate services not fully exploited and legacy systems creating cost and business risk.</p>	<p>Commence migration to common SAP ERP Platform. Implement unified financial reporting platform. Upgrade systems for manufacturing, rostering.</p>	<p>Complete ERP consolidation of HR across DOJ; Implement Learning & Development; Enterprise asset management</p>	<p>Core ERP supports DoJ requirements with consolidated corporate services and a 'single pane of glass' view over the performance of human, financial and asset resources. Corporate services aligned to WoG shared services process standards and performance benchmarks.</p>
<p>Information Management</p> <p>Refers to the governance framework and systems that support the effective management and sharing of information assets. Includes enterprise content (web, document, collaboration), business intelligence, search and knowledge tools.</p>	<p>Disparate data models and data repositories creating silos of information limiting the capacity for a holistic end-to-end view of organisational performance, service delivery, knowledge, collaboration. Multiple intranet and internet sites presenting a fragmented view of the organisation and its information assets.</p>	<p>Information governance framework: Commence consolidated EDRMS; consolidated internet / intranet platform and single website for DoJ.</p>	<p>Mature information architecture, integrated business intelligence for evidence based decision making; contemporary tools for decision support / knowledge management</p>	<p>Information governance in place with information assets subject to lifecycle management, accessible for proactive business performance improvement and shared to internal and external stakeholders in the form required. Consolidated web, records and business intelligence platforms.</p>
<p>Infrastructure & Platforms</p> <p>Refers to technology platforms and infrastructure that support all systems and end-user access. It includes platform applications such as email, end user computing devices, networks, servers and data centres.</p>	<p>Fragmented ICT infrastructure environment with variable maturity. Gaps in resilience & performance causing business risk. Capacity constraints against growing business expectations for 24/7 availability. Desktop and mobile tools not meeting needs of a modern workforce.</p>	<p>Single network, email system; Common Windows 7, Office 2010 SOE. Commence GovDC Migration. Flexible remote access, BYOD.</p>	<p>Further cloud infrastructure opportunities exploited. Fully mobile capable workforce exploiting unified integrated network (fixed and wireless).</p>	<p>A scalable, reliable and sustainable technology infrastructure, proactively managed to meet business expectations for availability, performance, reliability and security. Modern flexible mobile and desktop environment. Shared and cloud service opportunities exploited to ensure value for money.</p>

User Centred Design
Right Information, Right People, Right Time
Anything as a Service
Simply & De-duplicate
Anytime Anywhere Access

OPOD Executives and direct reports



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Progress in OPOD restructure

Where are we up to?

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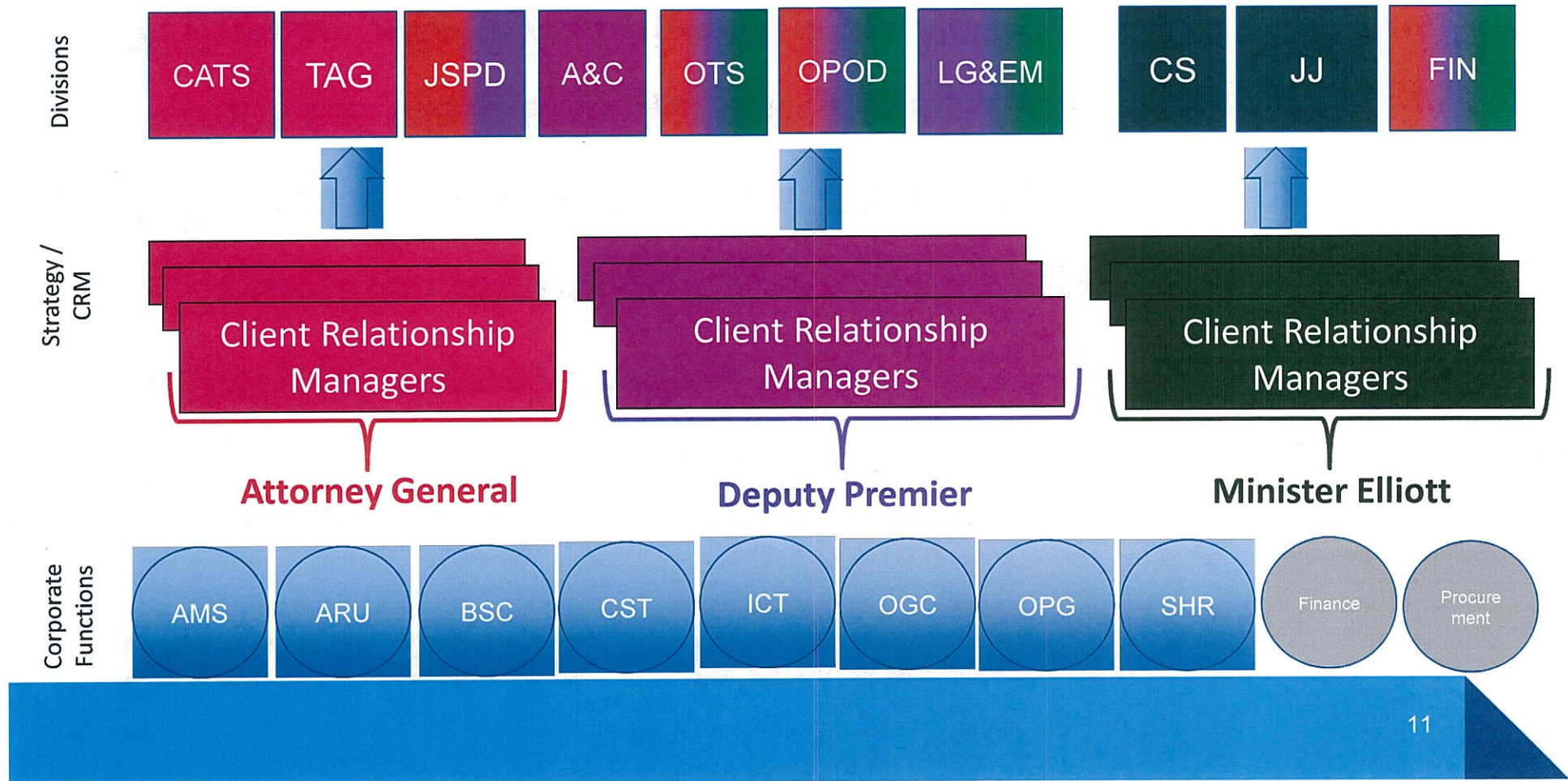
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How will we operate?

CRM: corporate functions & divisions



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What will this branch do?

Suggested name: **'Technology and Digital Services'**

- ▼ Focus on a new partnership and engagement model
- ▼ Develop commissioning capability and be a key driver of contestable services in ICT across government
- ▼ Continue to support the flagship initiatives, state and Premier's priorities
- ▼ Be a centre of innovation for digital services and support the NSW Government ICT Strategy

Technology and Digital Services

Strategy & Engagement

- ▶ Business partnership
- ▶ Business analysis
- ▶ Strategic planning
- ▶ Develop business case

Delivery

- ▶ Project management
- ▶ Change management CoE
- ▶ Develop / test CoE
- ▶ Implementation partnership

Commissioning

- ▶ New enterprise architecture
- ▶ Strategic sourcing and design
- ▶ UX and digital innovation
- ▶ Market / financial analysis

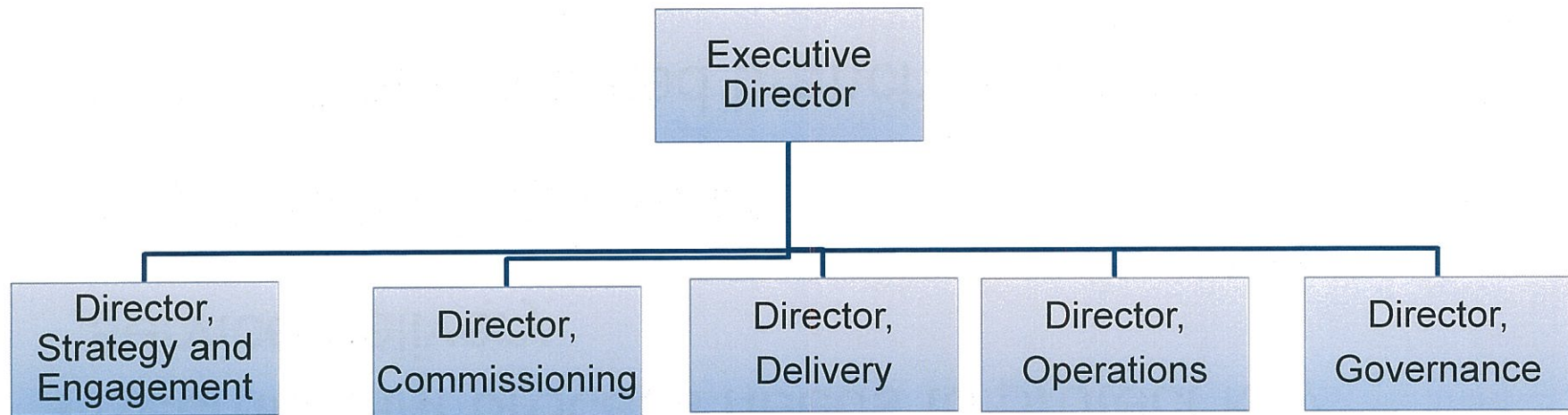
Operations

- ▶ IT service management
- ▶ Operational support
- ▶ Vendor management
- ▶ Contract management

Governance

- ▶ PMO
- ▶ Security and cyber
- ▶ Quality assurance
- ▶ Performance & risk

Senior Executive



Who is impacted and how?

All staff are affected by the restructure

- ▼ Significant changes to structures and roles
- ▼ Recruitment process needs to protect key service delivery
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- ▼ Recruitment targeted branch by branch
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Expectations and Behaviour

- ▼ Restructuring is not easy
- ▼ Uncertainty
- ▼ Maintaining service delivery during change
- ▼ Values
- ▼ Professional behaviour

Strategy and Engagement (draft)

Role and purpose

- ▼ Business partnership
- ▼ Business analysis
- ▼ Strategic planning
- ▼ Develop business case

Staff Profile (future)

- ▼ Grade 11/12 x 6
- ▼ Grade 9/10 x 4
- ▼ Grade 7/8 x 10

Commissioning (draft)

Role and purpose

- ▼ New enterprise architecture
- ▼ Strategic sourcing and design
- ▼ UX and digital innovation
- ▼ Market / financial analysis

Staff Profile (future)

- ▼ Grade 11/12 x 5
- ▼ Grade 9/10 x 13
- ▼ Grade 7/8 x 2

Delivery (draft)

Role and purpose

- ▼ Project management
- ▼ Change management
CoE
- ▼ Develop / test CoE
- ▼ Implementation
partnership

Staff Profile (future)

- ▼ Grade 11/12 x 9
- ▼ Grade 9/10 x 32
- ▼ Grade 7/8 x 17

Operations (draft)

Role and purpose

- ▼ IT service management
- ▼ Operational support
- ▼ Vendor management
- ▼ Contract management

Staff Profile (future)

- ▼ Grade 11/12 x 7
- ▼ Grade 9/10 x 17
- ▼ Grade 7/8 x 12
- ▼ Grade 5/6 x 10

Governance (draft)

Role and purpose

- ▼ PMO
- ▼ Security and cyber
- ▼ Quality assurance
- ▼ Performance & risk

Staff Profile (future)

- ▼ Grade 11/12 x 3
- ▼ Grade 9/10 x 6
- ▼ Grade 7/8 x 6
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Julie Lonsdale

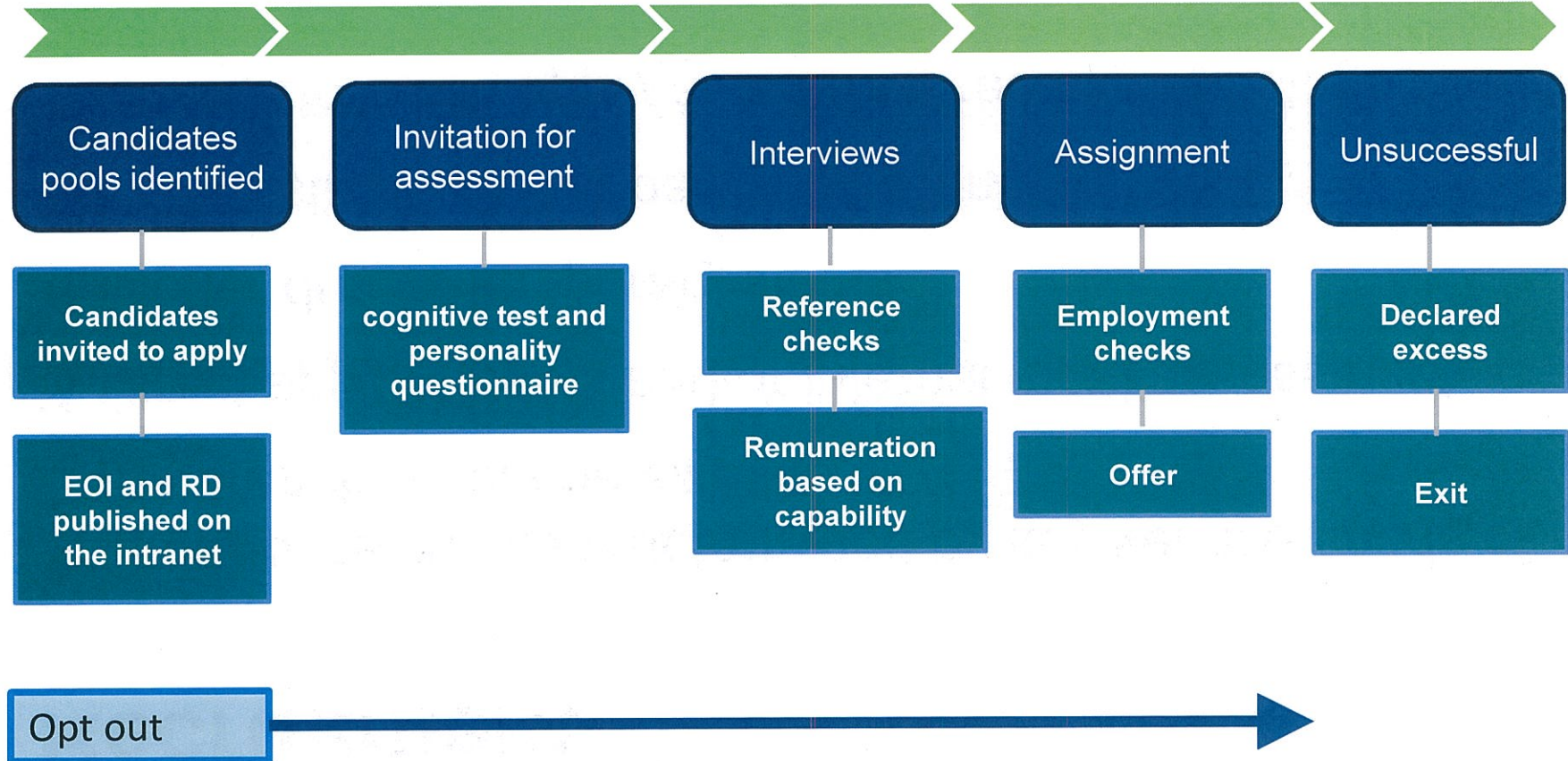
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Placement and Recruitment exec*	▶				
Placement and Recruitment non-exec			▶		
VR Program	▶ **				
Change Management Communications	▶				
Branch name change				▶	

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- ▼ Future state Office of the General Counsel
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Office of the General Counsel

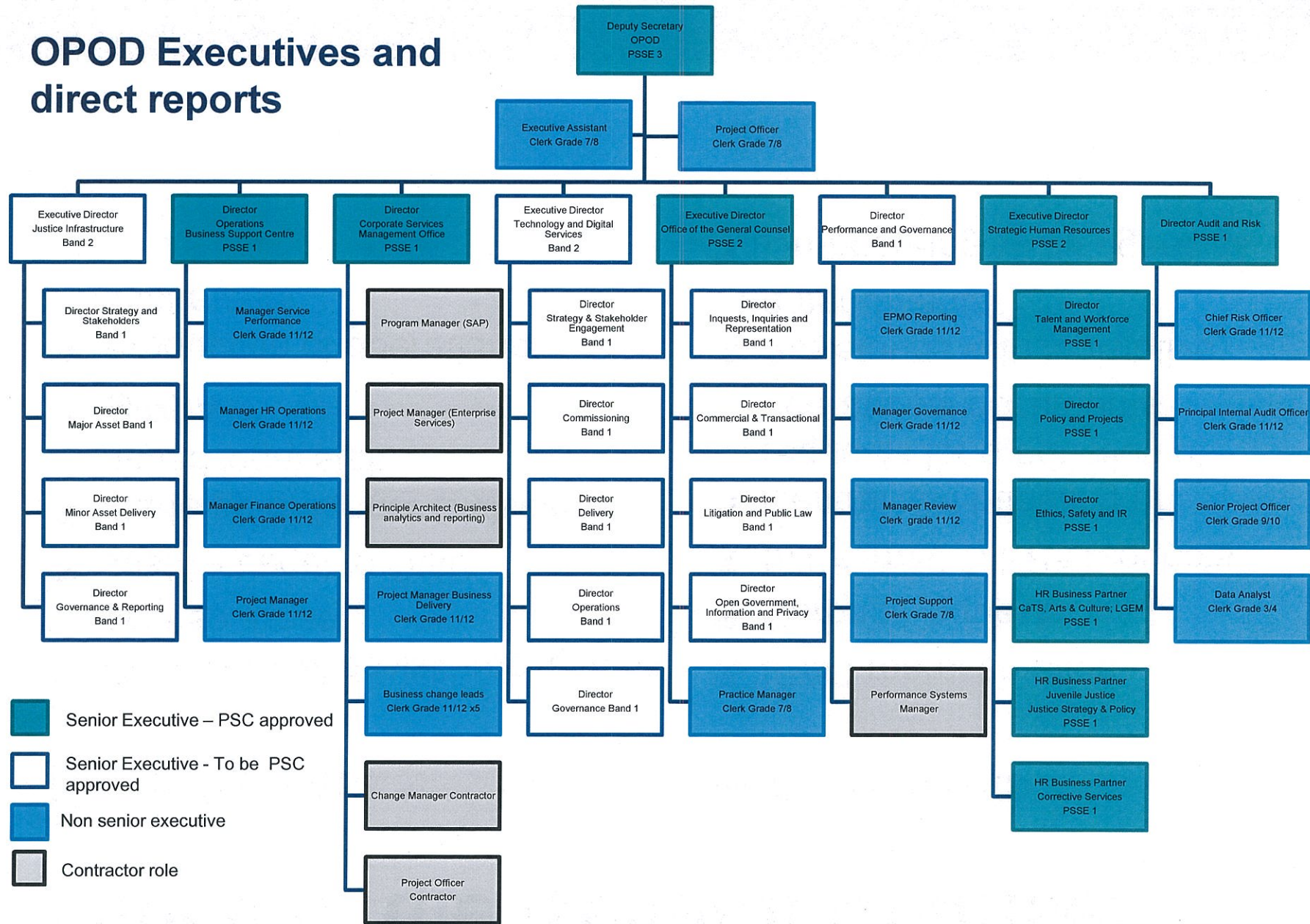
Key initiatives

- ▼ Provide legal assistance across diverse areas
- ▼ Justice Legal to OGC
- ▼ Made up of former Division-based legal staff
- ▼ GIPPA
- ▼ Production of operational documents

Achievements

- ▼ ICAC representation
- ▼ Coronial inquests
- ▼ 570 formal GIPPA requests
- ▼ Centralised handling of requests for production of operational documents
- ▼ Assistance with legislative amendments
- ▼ On-boarding MOG agencies

OPOD Executives and direct reports



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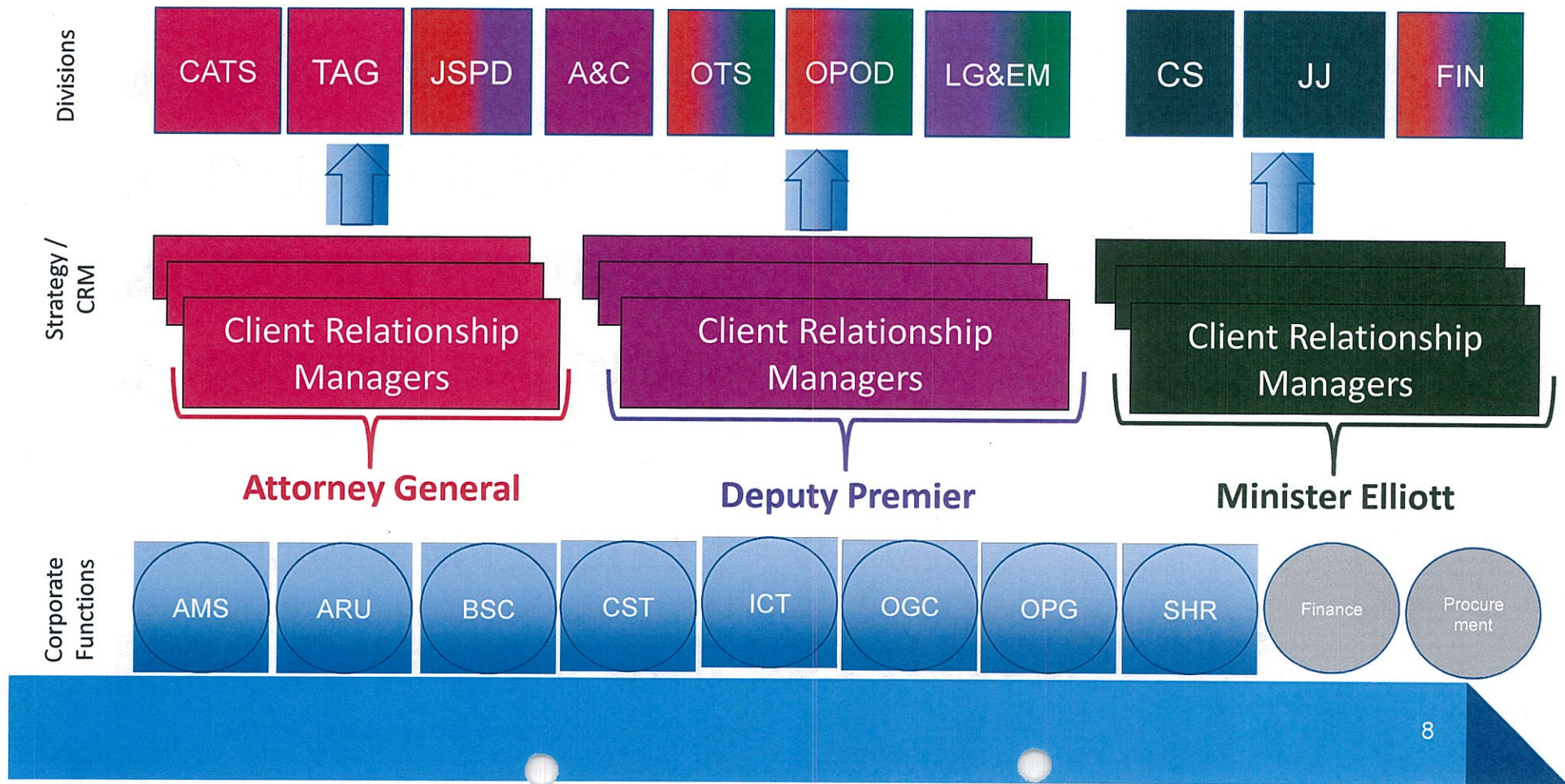
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CRM: corporate functions & divisions



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What will this branch do?

Provide specialised legal assistance in:

- ▼ Inquests, Inquiries & Representation
- ▼ Commercial & Transactional
- ▼ Litigation & Public Law
- ▼ Open Government, Information & Privacy
- ▼ Coordination and support

Office of the General Counsel

Future State

Inquests, Inquiries & Representation

- ▶ Provide and process applications for legal representation e.g. ICAC
- ▶ Represent the Commissioner of Corrective Services before the Coroner
- ▶ Assist the Coroner at inquests

Commercial & Transactional

- ▶ Provide advice and legal services in respect of MOUs, SLAs, contracts, business agreements, deeds and copyright

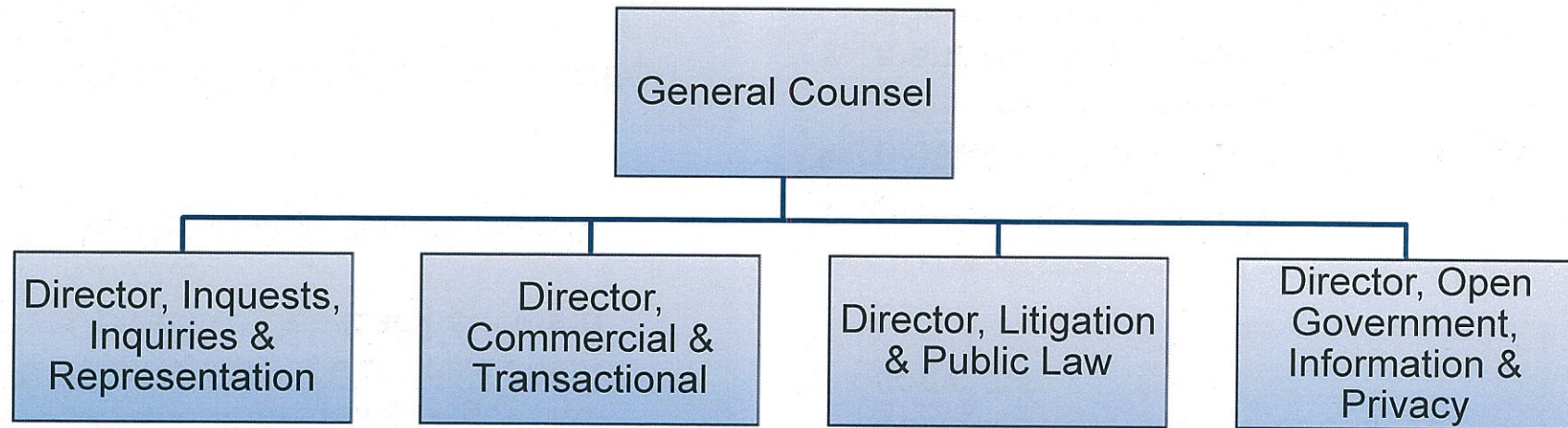
Open Government, Information & Privacy

- ▶ Access to information under the GIPA Act
- ▶ Open Government strategy
- ▶ Privacy
- ▶ Subpoenas

Litigation & Public Law

- ▶ provision of advice on public law and statutory interpretation
- ▶ managing litigation involving the Attorney General and State of NSW
- ▶ Undertake regulatory prosecutions

Senior Executive



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- ▼ Uncertainty
- ▼ Maintaining service delivery during change
- ▼ Values
- ▼ Professional behaviour

Inquests, Inquiries & Representation (draft)

Role and purpose

- ▼ representation for
 - CSNSW in respect of coronial inquests
 - Matters arising in ICAC, PIC
- ▼ Guardian ad Litem Panel
- ▼ Interstate transfer of prisoners
- ▼ Assistance to Coroner

Staff Profile (future)

- ▼ Legal Officer VI x 1
- ▼ Legal Officer V x 1
- ▼ Legal Officer IV x 1
- ▼ Legal Officer III x 2
- ▼ 5/6 x 1
- ▼ Paralegal 3/4 x 2

Commercial & Transactional (draft)

Role and purpose

- ▼ Provide legal services

Staff Profile (future)

- ▼ Legal Officer VI x 1
- ▼ Legal Officer V x 2 + 1 temp
- ▼ Legal Officer III x 1 + contractor
- ▼ 3/4 x 1

Litigation & Public Law (draft)

Role and purpose

- ▼ provide advice on public law and statutory interpretation
- ▼ manage litigation involving the Attorney General and State of NSW
 - civil litigation
 - regulatory prosecutions
- ▼ manage high risk offender applications and support CSNSW personnel managing offenders

Staff Profile (future)

- ▼ Legal Officer VI x 1
- ▼ Legal Officer V x 1 + 2 x temp
- ▼ Legal Officer IV x 1
- ▼ Legal Officer III x 1
- ▼ 5/6 x 2
- ▼ 3/4 x 2
- ▼ Paralegals 3/4 x 2

Open Government, Information & Privacy (draft)

Role and purpose

- ▼ Access to information under the GIPA Act
- ▼ Open Government strategy
- ▼ lead work in the area of privacy

Staff Profile (future)

- ▼ 11/12 x 1
- ▼ 9/10 x 1
- ▼ Legal Officer III x 1
- ▼ 7/8 x 2
- ▼ 5/6 x 3
- ▼ 3/4 x 1

Coordination and support (draft)

Role and purpose

- ▼ Support the work of the branch the Department and other Government agencies

Staff Profile (future)

- ▼ 7/8 x 2
- ▼ 5/6 x 1
- ▼ 3/4 x 1
- ▼ 1/2 x 1

Julie Lonsdale

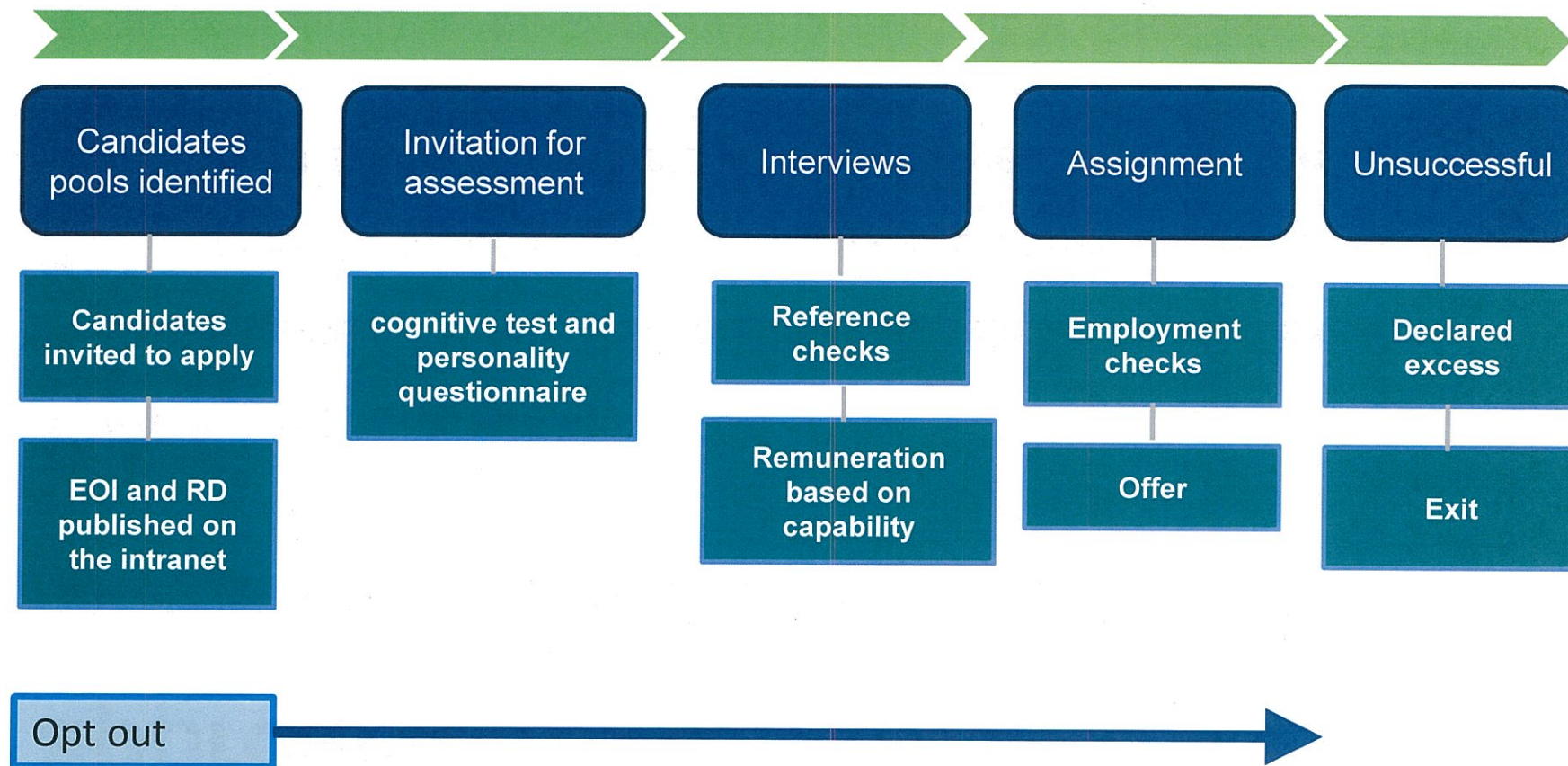
Implementation approach

Restructure implementation approach

'Major restructure' under the *GSE ACT*

- ▼ Equity and transparency
- ▼ Compliance GSE Act, PSC guidelines, policies on staff excess
- ▼ A change management plan guides the process (non-exec)
- ▼ Further briefings will be held with executives and non-executive staff
- ▼ Support available for writing resumes and job applications

Executive Placement and Recruitment



Non-Executive Placement and Recruitment

- ▼ Order of recruitment determined by key service needs of the branch – not one size fits all
- ▼ Direct appointments and/or internal merit assessment
- ▼ Higher duties/ temporary status
- ▼ Future state - higher percentage ongoing staff
- ▼ Contractors can apply at external recruitment stage

Change management plan

- ▼ Non-executive recruitment
- ▼ Change management plan required for each branch restructure
- ▼ Secretary approval
- ▼ Staff consultation
- ▼ Details processes

PSA involvement

Ongoing communication

There is ongoing communication with relevant unions in the restructure process

Voluntary Redundancy Program

- ▼ VRP offered at start of restructure process
- ▼ Small number of self-funded VRs will be offered
- ▼ VRs not Treasury funded
- ▼ VRs to lesson staff to be considered for ongoing roles
- ▼ No certainty VRs will be offered again

High-level indicative timeline

Key activities	April	May	June	July	- Dec
Change Management Plan	▶				
Develop role descriptions	▶				
Placement and Recruitment exec*	▶				
Placement and Recruitment non-exec			▶		
VR Program		**	▶		
Change Management Communications	▶				

* Subject to PSC approval

** EOI

Information and Support



Human Resources intranet and Tannu Kumar (tel) 8688 8436
(email) tannu.kumar@justice.nsw.gov.au



Public Service Commission – Employment portal



NSW Capability Framework



Your manager



Human Resources Business Partner



Employee Assistance Program (Optum: tel 1300 361 008
www.livewell.optum.com)

Questions

