

Public Service Association of New South Wales  
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In reply please quote: **TP:cw:A16-0873**

10 November 2016

Mr Michael Coutts-Trotter  
Secretary  
Department of Family and Community Services  
Locked Bag 10,  
STRAWBERRY HILLS NSW 2012

Dear Mr Coutts-Trotter,

**Re: Change Management**

I write to you on behalf of the Public Service Association of New South Wales (Association) and refer to proposed changes to your Department's organisational structure associated with the privatisation of your agency's disability services and the outsourcing of some 18,000 public housing properties.

We understand your Department is preparing change management procedures for consultation with us in relation to these major government initiatives which are likely to result in thousands of job losses across the Department.

Rather than staging a staggered, or piece meal approach, the Association believes measures should be adopted to consolidate the change management process, so potentially excess staff are given the greatest opportunity to find suitable roles with the Department should they wish too.

With this in mind, we seek the inclusion of five key elements the Department's change management planning for non-executive employees. In accordance with the relevant legislative settings and sector policy (*Agency Change Management Guidelines - M2011-11*), these include:

1. A freeze on the external advertisement of all non-executive, non-front line roles across the Department until completion of an internal placement process.
2. A general voluntary redundancy program in which all affected non-executive staff are invited to express interest in voluntary redundancy.
3. Prioritising, wherever possible, the assignment of ongoing staff to suitable ongoing roles with the Department.
4. A closed (internal) recruitment process for promotional/residual vacant roles including eligible long term temporary staff prior to any external advertisement.

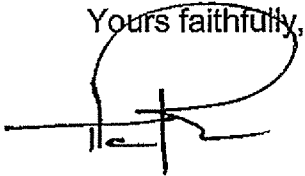
5. Job/voluntary redundancy swaps between employees with equivalent roles/classifications.

Briefly, the advantages of our approach include:

- Ensuring the Department has the best opportunity to match staff to their preference for either ongoing employment or voluntary redundancy;
- Allowing the Department to factor this information into its budgeting and final structural design;
- Maximising reassignment (and redeployment) opportunities for employees; and
- Significantly reducing the Department's overall redundancy liability risk.

I thank you for your urgent attention to this matter and look forward to your prompt reply.

Yours faithfully,

A handwritten signature in black ink, appearing to be 'Thane Pearce', written over a horizontal line.

Thane Pearce for  
**Stewart Little**  
**General Secretary**

Cc: Catherine Carvolth, Director Employee Relations, Safety and Wellbeing