



Family &
Community
Services

Cluster Operating Model Non Executive Staff Transition Change Management Plan

30 January 2017

Final Version



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1 Background

From July 2018, with the full implementation of the National Disability Insurance Scheme (NDIS), FACS will no longer deliver disability services in New South Wales. This represents a significant reduction to our workforce with frontline employees programmed to transfer to non-government organisations (NGOs) by June 2018.

The implementation of a fit for purpose Cluster Operating Model will help shape how the FACS clusters and districts operate in the future.

The overall aim of the Cluster Operating Model is to provide the most appropriate structure for our operations to continue the delivery of high quality services to our clients and communities, and continue to build and maintain our relationships with our non-government partners as we move through changes from major government reforms that impact FACS. As FACS gradually moves from a purchaser of services to commissioner of outcomes, the new operating model will provide a model for client centred, outcomes focused and collaborative practice.

The changes are now in place for our districts and state-wide services management structure. These changes are:

- replacement of the existing District Director roles with seven (7) Executive District Directors who are responsible for Community Services and Housing Services work;
- the appointment of an Executive Director to lead the state-wide services for Community Services, with Housing Statewide services continuing to report directly to the Deputy Secretary;
- the appointment of two temporary Executive Directors who are responsible for Disability Operations supporting the transfer of our disability services to the non-government sector and the transition of our clients to the National Disability Insurance Scheme.

1.1 The purpose of this Change Management Plan

The purpose of this Change Management Plan is to provide:

- an overview of the approach for redesigning the District management requirements and some Statewide Services functions
- transitioning non-executive employees of Housing, Community Services, and Disability Services non-transferring employees to the new Cluster Operating Model
- an outline of design principles and assessment processes that employees will undertake in order to transition to the new structure
- specific details of employee support and communication strategies
- any other implementation strategies or details that may impact employees.

Given the large number of employees who will be impacted, a multi phase approach to implementation will be used.

2 Principles

The assessment and placement of FACS non-executive employees affected by the Cluster Operating Model reform will be underpinned by the following principles:

- maximise opportunities for employee matching and reassignment
- adherence to public sector policies, guidelines and legislation
- minimal disruption to the organisational functioning
- a fair, transparent and accountable process
- regular consultation with employees and Unions
- availability of appropriate information and support employees through the change processes.

3 Communication and Employee Support

Employees will be briefed on the change management plan and the transition process by Human Resources representatives and members of the Executive team.

The Public Service Association (PSA) will be consulted on the implementation of changes and the content of this plan. A regular forum for consultation with the PSA will be established as implementation progresses.

Regular communication updates will be provided to staff and unions as appropriate. The communications approach to employees will be multi-faceted and include:

- FACS intranet and email communications
- regular face to face employee engagement briefing sessions
- stakeholder consultation including the Public Service Association (PSA)
- availability of ongoing support and advice
- employee support materials including:
 - Cluster Operating Model implementation process and GSE materials,
 - Cluster and business unit specific information including role descriptions and detailed information on the matching and assessment process,
 - Employee Assistance Program (EAP).

The employee transition and change management process is managed by Human Resources (HR). HR will provide information and advice to affected employees and their managers through HR_COM@facs.nsw.gov.au.

In addition to HR support, other resources are available, including:

- CV workshops across all Districts and business units (developing capability based resumes, addressing targeted questions and responding to interview questions)
- Career counselling, planning, skills training and support through NDIS Workforce Mobility Pathway
- Employee Assistance Program (EAP) Counselling
Converge International Telephone: 1800 687 327

- Public Service Association (PSA)
Telephone: 9220 0900 or 1800 467 932 for regional or outside of Sydney
- State Super Financial Services (SSS and SAS)
Information is available at the link: www.statesuper.nsw.gov.au
- First State Super information on superannuation and financial advice services
Available at the link: www.firststatesuper.com.au
- FAQ materials available on the FACS [intranet](#).

4 Impact on Services and Functions

It is anticipated that the realignment of activities within the affected Districts and business units will not cause disruption or impact the delivery of services to clients and stakeholders.

5 Workforce Planning Needs and Impact on Services and Functions

As FACS moves towards a future state where disability service delivery has transferred to non-government organisations (NGOs), it is necessary to review the structures and processes that will underpin the delivery of best practice services in the future.

The organisation will become more agile and streamlined in the way that it delivers support services.

6 Changes to Organisational Structure

The new organisational structure has been developed to allow employees to work in a way that better serves our clients, colleagues and stakeholders.

Cohorts affected by the proposed organisational change include:

- District Management (including business management, executive support, cluster human resources, and sector and reform)
- Housing Statewide Services (excluding frontline positions)
- Community Services Statewide Services (excluding frontline positions)
- Housing Contact Centre management and business support (excluding frontline positions)
- Helpline management and business support (excluding frontline positions)

Eligible non-executive employee grades for placement:

- Clerk Grade 11/12, Clerk Grade 9/10, Clerk Grade 7/8, Clerk Grade 5/6, Clerk Grade 3/4 Clerk, Clerk Grade 1/2, and General Scale Clerks.

The Cluster Operating Model Non-Executive Change Management Plan excludes the following frontline service operations:

- Disability Services employees transferring to NGOs
- Large Residential Centres and Specialist Support Living (LRCSSL)
- Employees in frontline/client facing roles within Housing and Community Services

Following the approval of the draft Change Management Plan, each employee will receive written confirmation of their eligibility for placement in new Clusters Operating Model non-executive structures.

7 Proposed Means for Filling Roles

The proposed approach for filling roles in the Cluster Operating Model non-executive program will be through a phased approach; using job families and two targeted capability based questions that align with role descriptions for each role within job families.

These categories of employees will be eligible for placement within available roles:

- Ongoing employees (permanent)
- Eligible long term temporary employees (who have been appointed through a GSE compliant process, and have temporary service in excess of 12 months) in roles affected by the Cluster Operating Model non-executive change program
- Employees on above-level temporary assignments (with temporary service in the role in excess of 12 months) affected by the Cluster Operating Model program.

Only when these categories have been exhausted will external recruitment be considered.

It should be noted that any existing talent pools within current Directorates / Divisions will not apply in filling roles in the new structures.

An employee is deemed to be capable of undertaking their current role unless performance improvement discussions have taken place.

7.1.1 Direct Appointment and Matching - Introduction

Direct appointments to roles will be undertaken in Phase 1, and only available to eligible ongoing employees whose roles are in scope for Cluster Operating Model; at grade only within the relevant job family and location.

Phase 2 – matching and assessment within current location, roles will be open to eligible ongoing employees whose roles are in scope for Cluster Operating Model; at ongoing grade only within the relevant job family and location.

Phase 3 – this matching and assessment phase will be open to eligible ongoing employees who are unmatched in Phases 1 and 2, at their ongoing grade.

Phase 4 will be open to all internal staff in FACS, including eligible long term temporary employees.

FACS supports flexible working arrangements. Current ongoing part time employees matched to full time positions will not be disadvantaged in this process and where operationally convenient they will continue to perform their role in the normal manner.

Employees on secondments from external agencies will not be eligible to participate in the process.

Existing graduates are not required to be formally matched as they notionally form part of the Organisational Development Unit. Graduates will have the opportunity to participate in Phases 4 and 5 (see below).

Roles in Phase 1, 2 and 3 will be combined into EOI pools by job family, role and grade. The location element will only apply to Phases 1 and 2.

The EOI pools will have a combination of ongoing and time-limited roles for which eligible employees will be considered. There will be multiple end dates for the time-limited roles and FACS will determine the end dates based on:

- operational needs, and/or
- alternative placement opportunities identified either through the NDIS Workforce Mobility Pathway and/or through the Change Management Plan.

When the end date for each role is reached, employees will be declared excess to the needs of the business and managed in accordance with Department of Premier and Cabinet 'Managing Excess Employees' Policy.

The implementation of the cohort and pools will be time dependent (refer Section 9). Information on EOI pools will be made available on the FACS intranet at the same time as the generic role descriptions, prior to the commencement of Phase 1 of the Cluster Operating Model non-executive transition.

All ongoing employees who are affected by this change will be included for consideration in the direct appointment and matching processes.

Positions will be filled in the following phases:

Phase 1 Direct Appointment

Where a role is substantially unchanged, and there are fewer employees, or the same number of employees as roles, ongoing employees will be directly appointed based on (i) job family, role and grade, and (ii) location.

Ongoing employees on temporary arrangements are not eligible for inclusion in this process.

Eligible ongoing employees who are currently undertaking a temporary arrangement will be considered in Phase 1 only against their ongoing grade in their current location.

Phase 2 Matching & Assessment Process (within metropolitan and regional locations)

Roles in Phase 2 will be combined into EOI pools by (i) job family, role and grade, and (ii) location.

Where there are more ongoing employees than roles; or where roles are substantially changed; or a role is new to the structure, eligible ongoing employees will be invited to nominate their role preference for matching and assessment within the specified metropolitan or regional locations.

Ongoing employees will submit an expression of interest for their nominated preferred role.

Employees on temporary arrangements are not eligible for inclusion in Phase 2.

Every endeavour will be made to meet employee preferences however there may be circumstances where employees are placed in roles to meet organisational needs.

Phase 3 Matching & Assessment Process (open across all locations)

Roles in Phase 3 will continue to be combined in EOI pools by job family, role and grade only. Location does not apply in Phase 3.

Eligible employees for this phase are ongoing employees, at their ongoing grade, who have not been appointed to a role in Phase 2.

Eligible employees may express an interest and nominate their preference for a suitable vacant ongoing role in any location. It should be noted that where an employee, at their own request, is successful in being appointed to a role that is deemed to be essential, in a new location that necessitates movement of their private residence, the employee may request FACS to consider payment of removal costs (see Section 7.1.4).

FACS will make every endeavour to meet employee preferences however there may be circumstances where employees are placed in roles to meet organisational needs.

Phase 4 – Internal advertising within FACS

Eligible temporary employees will be eligible to express an interest in remaining vacancies following completion of Phase 3.

Vacancies remaining from Phase 3 will be advertised internally.

Phase 5 – External advertising

Vacancies remaining from Phase 4 will be advertised externally.

7.1.2 Employees Not Matched/Unplaced

Affected employees not matched to a role after the completion of Phases 2 and 3 of the Cluster Operating Model Non-Executive Transition program or through the NDIS Workforce Mobility Pathway (refer Section 8), may be declared excess to the needs of the business and managed in accordance with the current Department of Premier and Cabinet [‘Managing Excess Employees’ Policy](#) and related documents.

Where an employee remains unmatched at the end of Phase 2 and potential roles within their location are available, consideration will be given to delaying declaring the employee excess to the needs of the business. The employee will be required to actively participate in Phase 3 and Phase 4 however if the employee is not successful in being matched to a role, they then may be declared excess.

For temporary employees, refer to section 13 in this Change Management Plan.

7.1.3 Transferring Officers

It is not expected that employees will be redeployed to roles that require them to relocate their residence at the direction of the department. However, if following consultation with employees, this should occur, employees may be entitled to compensation in accordance with the provisions of the *Crown Employees (Transferred Employees Compensation) Award 2009* or other policy and/or industrial instruments subject to approval by the Department.

7.1.4 Relocation Costs for Non-Transferring Officers

In the event that an essential role remains unfilled and a suitably qualified ongoing employee indicates an interest in submitting an Expression of Interest and demonstrates a desire to relocate on a non-transfer basis, FACS will consider payment of removal costs only, on a case by case basis. Please note that any payment is not applicable nor associated with the *Crown Employees (Transferred Employees Compensation) Award 2009* (TECA).

7.1.5 Placement Process

Those ongoing employees who are eligible for Cluster Operating Model Non-Executive transition through Phases 1 to 3 will be issued with written notification of the outcome of the matching processes for all relevant phases.

8 NDIS Workforce Mobility Pathway

The NSW Government has set up a program to support employees to find employment opportunities within FACS and also across the broader NSW public sector. This program is focused on employees who are not transferring to a non government operator or employees who are affected by the full implementation of the NDIS.

This is a new process for the NSW public sector, and is the first time that the principles of the Government Services Employment Act 2013 (GSE) will be applied to full effect across NSW.

The aim of the NDIS Workforce Mobility Pathway is to match employees with vacant roles in FACS and across the NSW public service at grade.

Some employees will need to stay in their roles through to June 2018 to ensure business continuity. We are working to ensure that when opportunities arise, FACS employees are able to take up the new opportunity in the short or longer term – whichever is more feasible.

All eligible affected employees unplaced in the enduring structure will participate in the NDIS Workforce Mobility Pathway.

There will be a dedicated career services provider to co-ordinate the mobility pathway process. The provider will:

- work with FACS to identify the employees are eligible for the mobility pathway
- work with those employees to identify and assess their capabilities and the types of roles they would be suited to
- work across the NSW public sector (including FACS) to identify vacant roles that may be suitable, and to anticipate when future vacancies may arise
- work with employees and hiring managers to match individuals to available roles and to finalise the placement where it is agreed that there is a match
- work with individual employees to tailor any post placement training or capability development that may be required to support the role transition.

Eligibility for the NDIS Workforce Mobility Pathway as it relates to this change initiative is focussed on affected Cluster Operating Model non-executive ongoing employees and Disability Services non-transferring ongoing employees.

9 Assessment Process

9.1.1 Process

Where an assessment interview is required as part of the Expression of Interest (EOI) process for non-executive appointments, HR will prepare relevant templates, assessment materials, processes and provide support for decision making.

9.1.2 Role Descriptions

Generic role descriptions will be utilised as appropriate to support the process described above.

- Role Descriptions will include standard role titles and reference to the capabilities defined by the [NSW Public Sector Capability Framework](#).
- In some cases, the functions and responsibilities of roles will remain largely unchanged and for other roles, functions and responsibilities may change or new role descriptions will be developed to reflect the alignment of the District and business unit's business structure to a functional design.
- Generic role descriptions will be supported by an attachment to provide additional contextual information such as role specific criteria.

10 Key Timeframes

In summary, the following are anticipated timeframes for the implementation and completion of the Cluster Operating Model non-executive transition process. It should be noted that there may be variations to this timetable.

Approximate timeframe	Activity	Key Contact
November 2016	Employee engagement and consultation on new structure and draft change management plan.	HR, Executive Team
November 2016	Announcement of staff consultation, commencement of employee briefing sessions including timetable for Phases 1 to 5.	HR, Executive Team
February 2017	Employee briefing sessions across all Districts and business units in preparation for commencement of appointment and matching phases. Those employees who are on long periods of leave, i.e. parental or maternity leave, LSL/Extended Leave, Leave Without Pay or seconded out of FACS will be contacted by their manager. Email to employees re commencement of the Phase 1 direct appointment process.	HR, Executive Team
February 2017	Phase 1 – Commencement of Direct Appointment process (where the role is substantially unchanged, and where there are less employees or the same number of employees as roles). Eligibility is limited to ongoing employees whose roles are in scope for Cluster Operating Model non-executive transition. This process includes consideration of directly appointing employees who have been appointed through a targeted disability employment initiative. Announcement and letters to matched employees via email.	

<p>February – May 2017</p>	<p>Phase 2 – Commencement of Matching and Assessment Process (<u>metropolitan and regional</u>)</p> <p>Communication to eligible affected employees as described in Section 7.1.1 Phase 2 and invitation to participate in the matching process through expressions of interest in EOI Pools by (i) job family, role, and grade (ii) metropolitan and regional locations.</p> <p>Eligibility for Phase 2 is limited to ongoing employees at grade only whose roles are in scope for Cluster Operating Model non-executive.</p> <p>Participants will be required to submit a CV and a written response to two capability based assessment questions for review and potential interview.</p> <p>Referee checks completed.</p> <p>Correspondence to matched employees.</p>	<p>HR, Executive Team</p>
<p>From February 2017</p>	<p>NDIS Workforce Mobility Pathway</p> <p>Eligible ongoing employees who have not been directly appointed in Phase 1 or appointed to the enduring structure will be advised by email.</p> <p>Participation in the NDIS Workforce Mobility Pathway initiative will commence during Phase 2 (Matching and Assessment).</p>	<p>HR</p>
<p>June – August 2017</p>	<p>Phase 3 – Commencement of Matching and Assessment Process (<u>open across all locations</u>)</p> <p>Communication to eligible affected employees as described in Section 7.1.1 Phase 3 and an invitation to participate in matching process through expressions of interest in EOI Pools by (i) job families, roles, and grades (ii) across all locations where vacancies remain open.</p> <p>Eligibility for Phase 3 is limited to ongoing employees at grade only who are unmatched in Phases 1 and 2.</p> <p>Participants will be required to submit a CV and a written response to two capability based assessment questions for review and potential interview.</p> <p>Referee checks completed.</p> <p>Correspondence to matched employees.</p>	<p>HR, Executive Team</p>

June – September 2017	<p>Employees, who have not been directly appointed or matched in Phases 1, 2 or 3 <u>nor</u> appointed to a role through the NDIS Workforce Mobility Pathway, may be matched to available time limited roles in Disability Operations until such times that the transfer of services has been completed, i.e. up to June 2018.</p> <p>Employees who have not been successful in securing an ongoing or time limited role may be declared excess to the needs of the business. See Section 7.1.2</p> <p>Letters will be issued as per DPC's <i>Managing Excess Employees</i> Policy (MEEP).</p>	HR, Executive Team
Commencing September 2017	<p>Phase 4 – Internal Advertising within FACS for all remaining vacancies</p> <p>Eligibility for this phase is described in Section 7.1.1 Phase 4:</p> <ul style="list-style-type: none"> • All FACS ongoing employees • Ongoing employees in above level assignments • FACS Temporary employees. <p>Vacancies remaining from Phase 3 will be advertised internally across FACS.</p>	HR, Executive Team
As required	<p>Phase 5 – External Advertising for all remaining vacancies from Phase 4</p>	HR, Executive Team

11 Impact on EEO Groups or employees with a disability

It is not anticipated that there will be any negative impacts on EEO Groups or employees with a disability.

Where an employee has declared a disability, FACS will work with the employee to ensure appropriate and reasonable adjustments are made to the matching/placement process where necessary.

The FACS Board is committed to the provision of career opportunities for Aboriginal employees and the delivery of a high standard of service to Aboriginal communities, and the ratio of identified and targeted Aboriginal roles will not be reduced through this process. Identified and targeted roles will be clearly marked in the final versions of designs published following the consultation and engagement period.

12 Impact on Rural Communities

FACS is progressing to transfer disability services to non-government organisations (NGOs) in preparation for the full implementation of NDIS by 30 June 2018. A direct

result of this change is a significant reduction of the associated workforce and budget.

Employees located in affected regional communities will be offered additional support to secure alternate employment opportunities through the NDIS Workforce Mobility Pathway. This program is focussed on employees who are directly affected by the changes from the introduction and implementation of NDIS.

13 Management of Temporary Employees & Ongoing Employees in Above Level Temporary Assignments

Ongoing Employees on Above Level Assignments

Where an eligible ongoing employee on an above-level assignment is not matched at the above level grade, the temporary assignment will cease. The employee will return to their ongoing role (at grade) within one (1) month following negotiation with their former business unit.

Where an employee is on an above-level temporary arrangement and both the District and business unit are included in this process, the employee will be able to participate at their ongoing grade only in Phases 2 and 3; and at their above-level assignment in Phase 4.

Where an ongoing employee on an above-level assignment is required to return to a former role that no longer exists, those employees will need to be considered for reassignment to a suitable ongoing role (at grade) where available.

Where there is no role for reassignment through Phases 1, 2 or 3, and an ongoing employee has not been successful in being appointed to a suitable role in another part of FACS or another NSW Government agency through the NDIS Workforce Mobility Pathway, an ongoing employee may be declared excess to the needs of the business and managed under DPC's *'Managing Excess Employees'* policy.

Temporary Employees

Where an eligible temporary employee is not matched against an ongoing role, then the employee's existing contract may cease at a date determined by the business. In limited circumstances temporary employees may be eligible for a severance payment.

Temporary employees are not eligible to participate in the NDIS Workforce Mobility Pathway.

Agency and Contract Staff

Agency staff occupying roles in the new Cluster Operating Model Non-Executive structures may be required to complete their contracts earlier than advised for their current contract period as determined by the business unit. Agency and contract staff will be given an appropriate period of notice.

Agency and Contract staff are not eligible to participate in the NDIS Workforce Mobility Pathway.

Secondments from other NSW Public Sector Agencies

Employees seconded to FACS from other NSW Public Sector Agencies are not eligible to participate in the matching process.

FACS ongoing employees on secondment to other NSW Public Sector Agencies

Information packs will be provided to employees on secondment to ensure that they are given opportunities to consult and participate in the transition process.

If matched to a role following the matching process, the employee's Executive District Director or Executive Director will negotiate a return date from the external agency to allow the employee to assume their role in the new agency structure.

14 Work, Health & Safety

As part of the ongoing management of Work, Health and Safety, each District and business unit will manage any potential risks or impacts associated with the transition to new divisional structures.

15 Links to other Projects and Reforms

- Future Directions for Social Housing in NSW – Social Housing Management Transfers
- Transfer of disability staff
- Large Residential Centres & Specialist Supported Living (LRCSSL)

16 Internal Review

Employees can seek an Internal Review which is limited to process only.

A 'Request for an Internal Review' form is attached (**Appendix 2**). Any application for Internal Review should be forwarded to HR_COM@facs.nsw.gov.au no later than one week from the day the employee was notified of the decision. Outcomes are final and employees will be notified within two weeks of the receipt of the Review Request.

17 Relevant NSW Public Sector Employment Policies

Under the transitional arrangements in accordance with section 13 (1) and (2) of the *Government Sector Employment Rules 2014*, the following policies are relevant to change management and organisation restructuring in the NSW Public Service:

- [Managing Excess Employees Policy M2011-07 \(D2011_007\)](#)
- [Case Management and Redeployment Guidelines D2011-09](#)
- [Agency Change Management Guidelines D2011-014](#)
- [Voluntary Redundancy Program Guidelines D2011-023](#)
- [Voluntary Redundancy: Superannuation Implications D2011-013](#)

For further information in relation to the above policies, please contact your HR Partner or HR_COM@fac.s.nsw.gov.au

18 Definitions

Case Management refers to an 'excess employee' in accordance with the DPC 'Managing Excess Employees' policy, who has chosen the option of three months redeployment. The employee will be provided with ongoing case management and appointed a Case Manager in accordance with the DPC '*Case Management and Redeployment*' policy.

Excess employee means an ongoing employee of a government sector agency who is determined to be excess to the requirements of the relevant part of the agency in which the employee is employed.

Eligible Long Term Temporary employees and above level temporary assignments are those employees who as at the commencement date of each relevant phase will have been in the role (at level or above level) for a continuous period of 12 months or more.

Employment in classifications of work is determined by the head of the department or agency in which the person is employed. A classification of work extends to any kind of work and any grade of that work.

External advertising means the process of advertising on the NSW Jobs website (*Work for NSW*). It may also include any other form of advertising that is accessible to the general public

Ongoing employment is employment that continues until the employee resigns or employment is terminated.

Role of an employee means the duties and responsibilities of the employee.

Temporary employment is employment for a temporary purpose.

Redeployment means the ongoing placement of an excess employee into a role. This may involve placement into a role at the same classification/grade/salary or where there are no roles at that classification/grade/salary or equivalent, into a role within 5% of the maximum salary of the award classification salary range of the employee's former role.

19 Appendices

19.1 Appendix 1: Employee Change Impact

Table 1: Current Roles impacted by Clusters Operating Model Transition

Current Roles	Grade	Metropolitan Located Roles	Regional Located Roles	Total
	GRD 11/12	50	45	95
	GRD 9/10	66	59	125
	GRD 7/8	191	153	344
	GRD 5/6	66	45	111
	GRD 3/4	35	33	68
	GRD 1/2	28	24	52
	INCR	9	5	14
	Total	445	364	809

NB: Data reflects roles derived from SAP establishment as at 21 December 2016. Validation will be finalised prior to the transition commencing in February 2017.

Table 2: Future Roles in the Enduring Structure eligible to be filled through Clusters Operating Model Transition

Enduring Structure	Grade	Metropolitan Located Roles	Regional Located Roles	Total
	GRD 11/12	37	21	58
	GRD 9/10	35	19	54
	GRD 7/8	97	61	158
	GRD 5/6	40	10	50
	GRD 3/4	30	19	49
	GRD 1/2	2	3	5
	INCR	6	0	6
Total	247	133	380	

NB: Enduring organisation structure as approved by FACS Design Authority on 21 December 2016.

Table 3: Roles within Disability Operations eligible to be filled until Disability Transfer (up until June 2018)

Disability Operations	Grade	Metropolitan Located Roles	Regional Located Roles	Total
	GRD 11/12	17	17	34
	GRD 9/10	36	31	67
	GRD 7/8	87	84	171
	GRD 5/6	10	20	30
	GRD 3/4	14	14	28
	GRD 1/2	11	18	29
	INCR	4	6	10
Total	179	190	369	

NB: Roles within Disability Operations eligible to participate in the Cluster Operating Model will continue to be filled until Disability transfer. These roles will step down with the progressive transfer of services and transition of clients.

Table 4: Roles with end dates of 30 June 2017

Variance	Grade	Metropolitan Located Roles	Regional Located Roles	Total
	GRD 11/12	4	-7	-3
	GRD 9/10	5	-9	-4
	GRD 7/8	-7	-8	-15
	GRD 5/6	-16	-15	-31
	GRD 3/4	9	0	9
	GRD 1/2	-15	-3	-18
	INCR	1	1	2
Total	-19	-41	-60	

NB: Variance information in Table 4 based on data in Tables 1, 2 and 3.

19.2 Appendix 2: Form: Request for an Internal Review



PURPOSE

In accordance with the Cluster Operating Model Staff Change Management Plan, affected ongoing employees, existing excess employees, eligible long term temporary employees, and above level temporary assignments affected by the Cluster Operating Model Non-Executive Transition process can seek an internal review of the assessment process. This is limited to process only.

PERSONAL DETAILS

First name	
Surname	
Employee number	
Contact number	

ROLE DETAILS

Role title	
Grade/level	
Division / office location details	Division: Business Unit Name: Location:
Employee's signature	
Date	
Briefly outline your concerns about the process	

Please scan this form marked 'Confidential' to HR_COM@fac.nsw.gov.au

19.3 Appendix 3: Cluster Operating Model Organisation Structures

** Refer to FACS intranet for the relevant final Cluster Operating Model Organisation Chart for each District or Business area*

Insert link to intranet

19.4 Appendix 4: Change Management Plan Amendments

Section	Section Name	Change Origin	Amendment
7	Proposed Means for Filling Roles	PSA	New Inclusion: An employee is deemed to be capable of undertaking their current role unless performance improvement discussions have taken place.
7.1.1	Direct Appointment and Matching - Introduction	PSA	Removal: Ongoing employees eligible to submit EOIs for above level assignments in Phases 2 and 3 (in a number of pages in the CMP).
7.1.1	Direct Appointment and Matching - Introduction	PSA	<p>New Inclusion: EOI pools will have a combination of ongoing and time-limited roles for which eligible employees will be considered. There will be multiple end dates for the time-limited roles and FACS will determine the end dates based on:</p> <ul style="list-style-type: none"> - operational needs, and/or - alternative placement opportunities identified either through the NDIS Workforce Mobility Pathway and/or through the Change Management Plan. <p>When the end date for each role reached employees will be declared excess to the needs of the business and managed in accordance with Department of Premier and Cabinet's "Managing Excess Employees' policy.</p>
7.1.2	Employees Not Matched/Unplaced	PSA	Change of Approach: Where an employee remains unmatched at the end of Phase 2 and potential roles within their location are available, consideration will be given to delaying declaring the employee excess to the needs of the business. The employee will be required to actively participate in Phase 3 <u>and Phase 4</u> however if the employee is not successful in being matched to a role, they then may be declared excess.

7.1.4	Relocation Costs for Non-Transferring Officers	PSA	New Inclusion: In the event that an essential role remains unfilled and a suitably qualified ongoing employee indicates an interest in submitting an Expression of Interest and demonstrates a desire to relocate on a non-transfer basis, FACS will consider payment of removal costs only on a case by case basis. Please note that any payment is not applicable nor associated with the Crown Employees (<i>Transferred Employees Compensation</i>) Award 2009 (TECA).
10	Key Timeframes		Update activities within timeframes to reflect changes to sections of Change Management Plan.
19.1	Appendix 1: Employee Change Impact		Data tables 1, 2 and 3 have been updated to reflect latest information. New Inclusion: Summary/Variance data table included to show roles ending at 30 June 2017.
19.4	Appendix 4: Change Management Plan Amendments		Documented changes to CMP following employee consultation and ongoing discussions with PSA.