



Family &
Community
Services

Corporate Services Non-Executive Employee Draft Restructure Management Plan

Date 30 November 2017



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1 Background

As the cumulative result of the impact of changes by the Commonwealth and State governments regarding the services and activities of FACS, as well as budget-related efficiency dividends, FACS is well progressed in its overall organisational transformation. The central functions of FACS, including Corporate Services are also transforming in order to be fit for purpose for the organisation.

Corporate Services is undergoing its own transformation and is implementing a new operating model and organisational structures. The operating model is designed to achieve Corporate Service's role as the 'enabling pillar' of FACS. Corporate Services will deliver strategic and transactional services that enable FACS to achieve its organisational objectives.

The Corporate Services Transformation (CST) is being implemented through a series of Restructure Management Plans (RMPs). This document outlines the changes to be implemented in the second RMP.

1.1 The purpose of this Restructure Management Plan

The RMP framework is based upon the Department of Premier and Cabinet: 'Agency Change Management Guidelines' (Document number: D2011_014).

The purpose of this RMP is to provide:

- an overview of the approach for redesigning the organisation's corporate services and support requirements
- transitioning employees to the new Corporate Services operating model for:
 - corporate reporting roles in Finance & Procurement, Human Resources and Corporate Governance & Planning (not included in RMP1)
 - ICT, and
 - FACSAR
- the following areas are out of scope for this RMP as they were included in the scope of other RMP's:
 - RMP1:
 - Finance and Procurement
 - Human Resources (HR)
 - Corporate Governance and Performance (CG&P)
 - Legal
 - Ministerial and Communication Services (MACS)
 - Office of the Deputy Secretary
 - ChildStory RMP:
 - ICT employees who were in scope for the ChildStory RMP
- an outline of design principles and assessment processes that employees will undertake in order to transition to the new structure

- employee support and communication strategies
- other implementation strategies or details that may impact employees.

Given the number of employees impacted, a phased approach to implementation will be used.

2 Principles

The assessment and placement of FACS non-executive employees affected by CST to the new operating model 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 to assist employees to understand the transition through the processes.

3 Communication and Employee Support

Employees will be briefed on the RMP and the transition process by members of the Executive team and supported by Human Resources.

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

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

- FACS intranet and email communications
- face to face employee engagement briefing sessions
- stakeholder consultation including the PSA
- availability of ongoing support and advice
- employee support materials including:
 - Corporate Services transition to the new organisational structure and operating model, the implementation process and GSE materials,
 - Directorate or business unit specific information including role descriptions and detailed information on the matching and assessment process,
 - Employee Assistance Program (EAP).

The employee transition and restructure management process is managed by HR. HR will provide information and advice to affected employees and their managers through HR-CST@facs.nsw.gov.au.

In addition to HR support, employees will be supported by the Mobility Pathway including CV and Interview Skills workshops.

Other resources include:

- Employee Assistance Program (EAP) Counselling
Converge International Telephone: 1300 687 327 or
email eap@convergeintl.com.au
- Public Service Association (PSA)
Telephone: 1300 772 679 Member Support Centre or
email membersupport@psa.asn.au
- 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

CST is not expected to cause disruption to service delivery.

5 Workforce Planning Needs

The proposed future Corporate Services operating model highlights a continuous cycle of services delivery, engagement, measurement and performance improvement.

The future-state drives a more strategic focus through:

- business partnering,
- more streamlined, 'centre-led' policy, strategy and process
- increased self-service for customers and employees by leveraging technology
- a focus on better management of data to enable an insight-driven consolidated reporting function
- a more efficient and effective workforce through a focus on employee engagement and continuous improvement.

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 Corporate Services organisational change include:

- corporate reporting roles in Finance & Procurement, Human Resources and Corporate Governance & Planning (not included in RMP1)
- ICT, and
- FACSAR

Non-executive employee grades eligible for placement:

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

Following the approval of the draft RMP, each employee will receive written confirmation of their eligibility for placement in new Corporate Services non-executive organisation structure.

7 Proposed Means for Filling Roles

A phased approach will be used to fill roles in the enduring Corporate Services non-executive structure.

7.1.1 Phases 1 to 4

Phase 1 Direct Appointment

Roles in Phase 1 and 2 will be aligned to Expression of Interest (EOI) pools by job family, grade and directorate.

Direct appointments to roles will be undertaken in Phase 1, and only available to eligible ongoing employees whose roles are in scope for CST.

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.

Consideration will be given during this phase to employees who have been appointed through a targeted disability employment initiative.

In Phase 1, eligible ongoing employees who are currently undertaking a temporary arrangement will be considered against their ongoing grade only.

Ongoing employees from outside of the defined cohort on temporary arrangements are not eligible for inclusion in this process.

Information on pools will be made available on the FACS intranet at the same time as the final role descriptions, before the beginning of Phase 1.

Phase 2 Matching & Assessment Process

The matching and assessment process will be through an EOI. The EOI will be open to eligible ongoing employees at their ongoing grade within the relevant job family.

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

Phase 2 will include a moderation process which will consider all eligible employees being matched to suitable roles across all pools, at level.

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

Employees on temporary arrangements, contractors and agency staff 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 Internal advertising within FACS

Vacancies remaining from Phase 2 will be advertised internally.

Eligible ongoing and temporary FACS employees will be able to express an interest in remaining vacancies following completion of Phase 2.

Phase 4 External advertising

Vacancies remaining from Phase 3 will be advertised externally.

Any existing talent pools within the current structure will not apply in filling roles in the new structures.

7.1.2 Employees Not Matched/Unplaced

Affected employees not matched to a role after the completion of Phase 2 of the transition, or through the Mobility Pathway (refer Section 8), may be declared excess to the needs of the business. These employees will be managed in accordance with

the current Department of Premier and Cabinet [‘Managing Excess Employees’](#) Policy by 30 June 2018.

Employees will be required to actively participate in the mobility pathway, however if the employee is not matched to a role they then may be declared excess. Due to operational requirements, consideration may be given to delaying declaring the employee excess.

For temporary employees, refer to section 13 in this Restructure 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. However, if following consultation with employees this occurs, 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 Placement Process

Throughout the workforce transition, employees will receive written confirmation of the outcome of each phase.

8 Mobility Pathway

The NSW Government has set up a program to support employees finding employment opportunities within FACS and also across the broader NSW public sector. This program is focused on helping employees who are in roles that are not transferring to a non-government operator or employees who are affected by the full implementation of the NDIS. The aim of the Mobility Pathway is to match employees with vacant roles at grade in FACS and across the NSW public service at grade.

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

- with FACS to identify employees eligible for the mobility pathway,
- with impacted employees to identify and assess their capabilities and the types of roles they would be best suited to undertake,
- across the NSW public sector (including FACS) to identify vacant roles that may be suitable, and to anticipate when future vacancies may arise,
- 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, and
- with individual employees to tailor any post placement training or capability development that may be required to support the role transition.

Non-executive ongoing employees affected by the transition to the new Corporate Services structure are required to actively participate in the Mobility Pathway. Prior to the commencement of the phases, employees will have the opportunity to register for early entry into the Mobility pathway.

9 Assessment Process

9.1.1 Process

HR will prepare relevant templates, assessment materials, processes and provide support for decision making when an assessment interview is required.

9.1.2 Role Descriptions

Role descriptions will be used to support the process.

- 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. For other roles, functions and responsibilities may change or new role descriptions will be developed to reflect the alignment of the directorate's organisation structure to a functional design.
- Generic role descriptions may be supplemented by an attachment to provide additional information such as role-specific criteria.

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10 Key Timeframes

In summary, the following are indicative timeframes for the implementation and completion of the Corporate Services transition process. It should be noted that there may be variations to this timetable.

Approximate timeframe	Activity	Key Contact
Late November 2017	Identify 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.	HR, D&C Leads
Early December 2017 to late January 2018	Employee consultation. Commencement of employee briefing sessions including timetable for phases. Note: The Christmas closedown period for this year is from Monday 25 December 2017 to Friday 5 January 2018 (inclusive).	HR, Executive Team
Early December	Registration for early entry into the Mobility Pathway	
Late November 2017 – late January 2018	Compulsory Pathway Preparation Workshop (CV & interview skills) for both the EOI and Mobility Pathway	INS
Mid February 2018	Phase 1. Commencement of direct appointment process Employees advised of commencement of the Phase 1 direct appointment. Announcement and letters to matched employees via email.	HR, Executive Team

Mid 2018	March	<p>Phase 2. Commencement of Assessment and Matching Process for all grades – opening of EOI</p> <p>Information provided to eligible employees as described in Section 7.1.1. Invitation to participate in the matching process through expressions of interest in EOI pools by job family, grade, and directorate.</p> <p>Participants will be required to submit an Expression of Interest which will include their current CV and written response to two capability-based assessment questions for review and potential interview.</p> <p>CV and capability assessments will be done for each eligible employee against the available roles. Panel interviews will take place if required, followed by reference checking, moderation and assignment approval.</p> <p>All employees who participate in Phase 2 will be notified of the outcomes.</p>	HR, Executive Team
May/June 2018		Any employee who has not been assigned to a role in Phase 1 or 2 and did not register for early entry will formally enter the Mobility Pathway.	HR, INS
June/July 2018		<p>Employees unmatched after Phases 1 and 2 who are on the mobility pathway may be declared excess to the needs of the business at the end of Phase 2, unless required for operational continuity and support.</p> <p>Letters will be issued as per DPC's <i>'Managing Excess Employees'</i> Policy (MEE).</p>	HR, Executive Team
Mid 2018	June	<p>Phase 3. Internal advertising</p> <p>Eligibility for this phase will include ongoing employees, temporary employees whose roles are in scope (at grade) and employees on above-level temporary assignments.</p>	HR, Executive Team
from July 2018		<p>Phase 4 – External Advertising for all remaining vacancies from Phase 3.</p> <p>Eligibility for this phase includes contractors, agency staff and secondees from public sector agencies.</p>	HR, Executive Team

11 Impact on EEO Groups or employees with a disability

It is not anticipated that there will be 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

This change does not significantly affect FACS services delivered to clients in rural communities.

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 placed in a role at their above level grade in Phase 3, the temporary assignment will end. The employee will return to their ongoing role (at grade) within one (1) month, following negotiation with their former business unit.

Where an ongoing employee is on an above-level temporary assignment and their ongoing and above-level assignment are both in scope for this process, the employee will be able to participate at their ongoing grade only in Phases 1 and 2. They will be able to participate at their above-level assignment role in Phase 3.

Temporary Employees

Where an eligible temporary employee is not placed in an ongoing role as a result of Phase 3, then the employee's existing contract may end 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 Mobility Pathway.

Agency and Contract Staff

Agency staff occupying roles in the new Corporate Services structures may be required to complete their contracts earlier than their current contract period. This will be determined by the business unit. Agency and contract staff will be given an appropriate period of notice.

Agency and Contract staff are able to apply for remaining vacant roles in Phase 4 (External advertising) only.

Agency and Contract staff are not eligible to participate in the 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. These employees are able to participate for remaining vacant roles in Phase 4 (External advertising) only.

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 will negotiate a return date from the external agency.

14 Work, Health & Safety

As part of the ongoing management of Work, Health and Safety, each directorate will manage any potential risks or impacts associated with the transition to the new Corporate Services structure.

15 Links to relevant Projects and Reforms

- Future Directions for Social Housing in NSW – Social Housing Management Transfers
- Transfer of disability staff
- Commissioning Reform
- ADHC Central Office reform

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-CST@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 HR-CST@facstaff.nsw.gov.au

18 Definitions

Restructure Management Plan refers to and is based upon the Department of Premier and Cabinet: 'Agency Change Management Guidelines' (Document number: D2011_014).

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 NSW 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.

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 Corporate Services Restructure Management Plan

Grade	CG&P	FACS Analysis & Research	Finance & Procurement	HR	ICT	Total
GRD 11/12	8	10	-	1	20	39
GRD 9/10	14	11	1	2	75	103
GRD 7/8	15	4	1	-	39	59
GRD 5/6	2	4	1	-	40	47
GRD 3/4	3	-	-	-	44	47
GRD 1/2	-	-	-	-	13	13
INCR	-	1	-	-	-	1
GRD 2 (Librarian)	-	2	-	-	-	2
Total	42	32	3	3	231	311

NB: Data reflects roles derived from SAP establishment as at 28/11/2017 and excludes vacant positions.

Table 2: Roles in the Future Structure eligible to be filled through Corporate Services Restructure Management Plan

Grade	FACSIAR	People	ICT	Total
GRD 11/12	16	-	25	41
GRD 9/10	32	-	74	106
GRD 7/8	22	-	28	50
GRD 5/6	6	1	34	41
GRD 3/4	1	3	26	30
GRD 2/3	1	-	-	1
GRD 1/2	-	2	8	10
Total	78	6	195	279

NB: Draft organisation structure as approved by FACS Design Authority on 28 Nov 2017

Notes:

- There are 23 time limited roles in ICT to cover ADHC closure in transactional functions will progressively step down in the third quarter of 2018 and are therefore not included in table 2
- The above data also excludes 80 contingent roles (contractor positions) within ICT.
- The Payroll Service Desk function is transferred in the future state from ICT to People and is shown in Table 2. These roles whilst part of RMP 2 report into the People Structure identified in RMP 1.

19.2 Appendix 2: Form: Request for an Internal Review



PURPOSE

In accordance with the Corporate Services Non-Executive Employee Restructure Management Plan, affected ongoing employees, existing excess employees, eligible long term temporary employees, and employees on above level temporary assignments affected by the CST process can seek an internal review of the assessment process. This is limited to process only.

PERSONAL DETAILS

First name	
Last name	
Employee number	
Contact number	

ROLE DETAILS

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

Please scan this form marked 'Confidential' to HR-CST@facns.nsw.gov.au

19.3 Appendix 3: Corporate Services Organisation Structures

* Refer to FACS intranet for the relevant final Corporate Services Organisation Chart for each Directorate

URL to be confirmed once final designs are published

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19.4 Appendix 4: Corporate Services Restructure Management Plan Amendments

Section	Section Name	Change Origin	Amendment

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