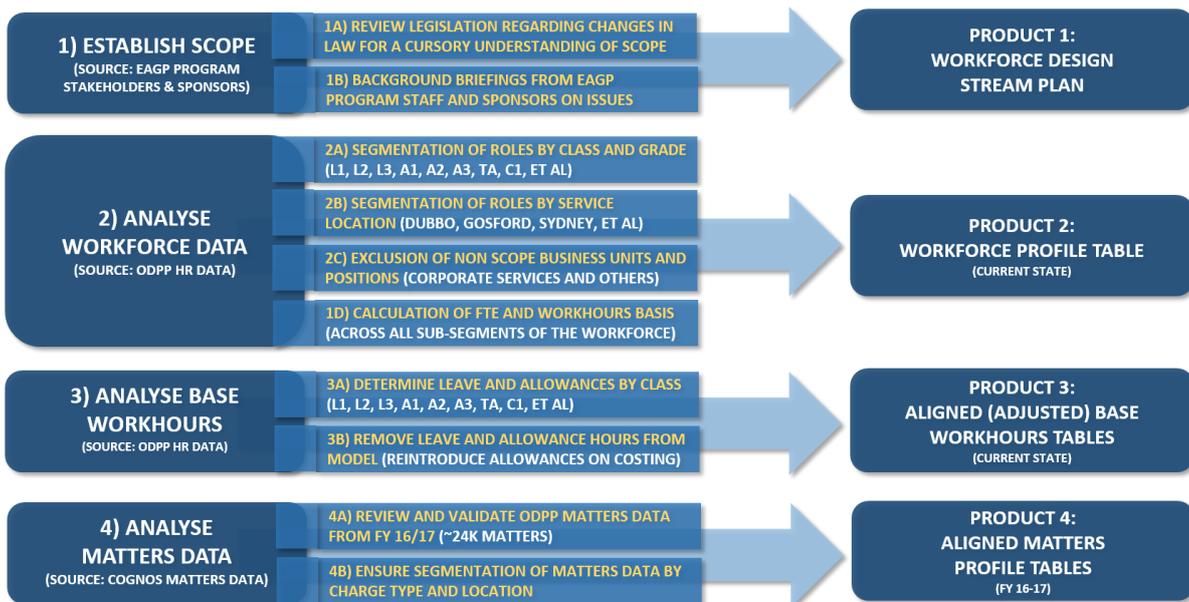


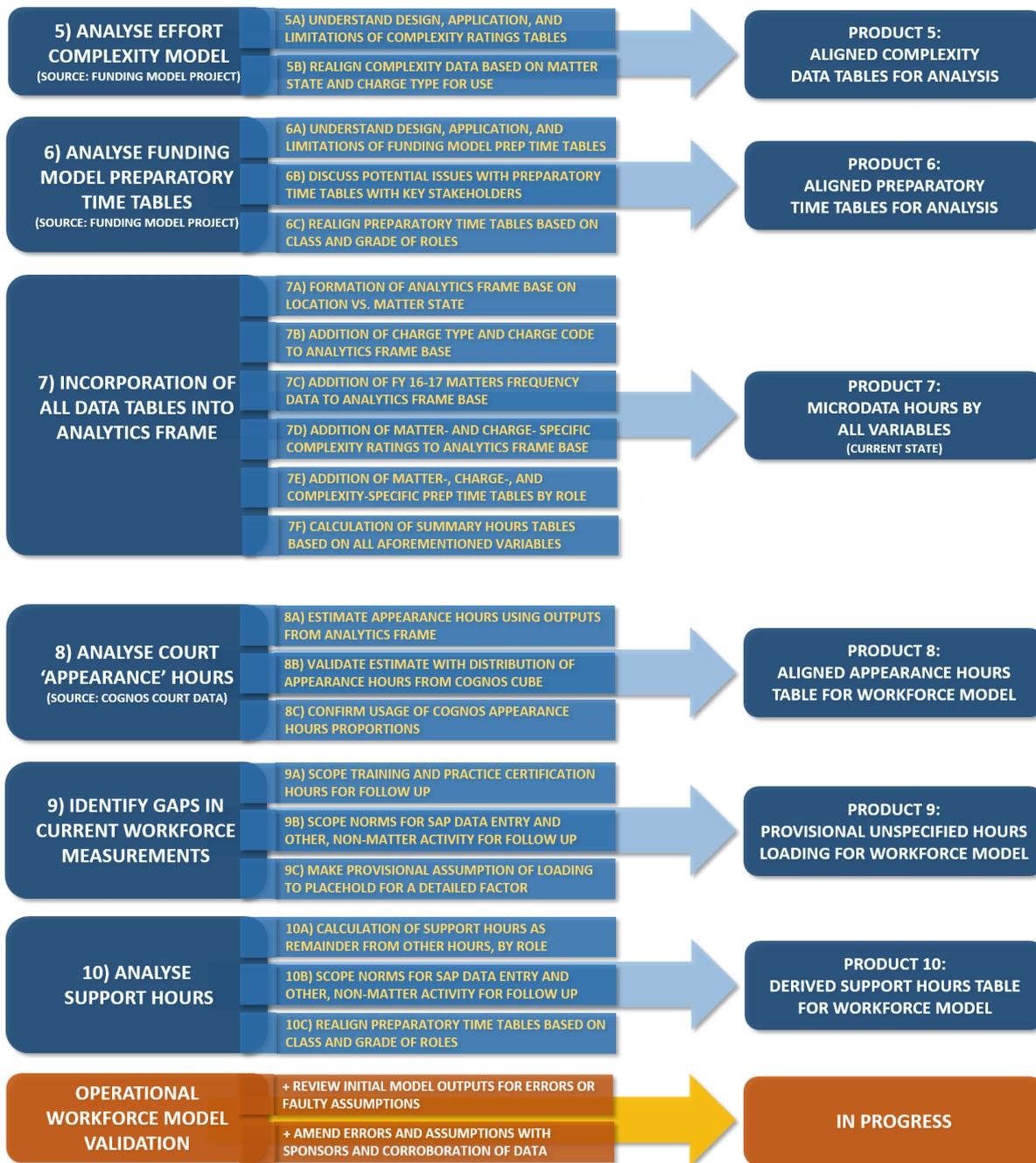


Workforce Design Methodology

WORKFORCE DESIGN STREAM PRINCIPLES

- DELIVER OBJECTIVE ANALYSIS**
 - Clearly identify methods steps in all research and analysis undertaken
 - Contribute best practice suggestions from expertise and 'market' knowledge
- CONSULT STAKEHOLDERS CRITICALLY**
 - Challenge unsupported assumptions to ensure quality of decision making
 - Investigate alternatives that have not been fully examined or considered
- IDENTIFY RATIONAL ALTERNATIVES**
 - Ensure evaluative quality of information supporting recommended alternatives
 - Ensure alternatives are fit for purpose and within scope / budget
- RECTIFY GAPS AND ISSUES**
 - Propose alternatives and additional work to address gaps in scope of changes
 - Modify structural alternatives to remedy issues as they are uncovered
- SUPPORT SUCCESSFUL IMPLEMENTATION**
 - Assist with the development of concurrent service delivery plans for transition
 - Assist with change implementation planning and delivery, if required





In addition to the initial analysis of the aforementioned factors, the EAGP Program Team had to forecast the effects of the processes and standard operating procedures that would be required to deliver the legislation, as intended. One of the key factors that had been expressed in the business case and by senior stakeholders, was a need to have a greater proportion of staff with greater identified levels of competency identified to carry out more senior work than in the current structure. This is best exemplified in the decisions to assure a reasonably higher proportion of senior roles in the new workforce design. The ODPP also had to increase the number of advocates available for trial work, which necessitated increases in Crown Prosecutor and Trial Advocate roles.

The ODPP was also made aware of the development of potential 'companion' legislation that would also shift a substantive proportion of matters to Table Offences, thus, handling by NSW Police Prosecutors. This aforementioned change to NSW Table Offences has since come to pass, and will occur in the coming weeks.

During focus groups, interviews, and through direct feedback engagement with staff throughout mid-to-late 2017 undertaken by EAGP Program stakeholders, staff were consistent in their desires to see smaller workgroups with better supervision and assistance from their Managing Lawyers. Staff also wanted more paralegal support from legal-

qualified personnel. This is why the new design proposes increases in Managing Lawyers (Level 4) and Legal Development Program Officer (LDP) roles.

Serious consideration of recruitment risk was also undertaken, as to better evaluate the likelihood of adverse impacts on the current, substantive permanent staff of the ODPP. It was quickly identified that there were significant proportions of the Level 1 and Level 2 Lawyers who were not only capable, but also well prepared to take on a higher level of accountability at the requisite levels of competency and capability to make the EAGP processes work according to legislation, and that there was a high probability that internal candidates would fare well in recruitment efforts.

It is an important consideration that many of the EAGP Program roles have been delivered by representatives of the staff themselves, from across the regions, serving as Solicitors, Administrators, and local area Managers. They helped the EAGP Program evaluate and identify key issues from across the workforce, and enabled consultants working with the Program access to expert knowledge to reduce negative impacts, and enhance potential opportunities across the workforce.