



26 February, 2019

Mr Andrew Boulton
Industrial Officer
Public Service Association of NSW
GPO Box 3365
SYDNEY NSW 2001

By email: aboulton@psa.asn.au

Dear Mr Boulton

Service Improvement Program (SIP)

Thank you for your response to the Information Services, Change Management Plan and collation of feedback following discussions with CSO staff regarding the proposed changes.

Based upon the response provided and broad areas of feedback the CSO acknowledges that there are the two key areas of difference between the CSO and the PSA, focused on the scale and purpose for the change.

The two key areas of difference:

1. Significance and impacts of the organisational change

The CSO maintains the change impact assessment completed as part of the detailed review and development of the SIP changes is an accurate reflection of the scale of change. The changes will result in two roles to be significantly impacted, with four employees to be declared as Excess. The remaining roles held by ongoing employees have only minor changes as reflected in there being no change to grade, enabling appointment of ongoing staff to roles 'at grade' (ie. direct matched). The other role changes, including introduction of new roles, do not directly impact ongoing staff due to the CSO utilisation of agency staff as a strategy to minimise impact.

2. Improve the efficiency and effectiveness of Reception and Information Services

The CSO respects, values and appreciates the service and commitment demonstrated by our staff and the importance of areas such as Reception to deliver positive outcomes for our clients and legal services. It is the importance of the roles in Information Services to the delivery of our legal service, staff support and client outcomes that has necessitated the review, recognising the value of continuous business improvement and change to increase the efficiency and effectiveness of our operation to meet the needs of our clients, the NSW Government and the people of NSW.

The comment provided by the PSA also requests and reinforces the need and value of the CSO to apply the guidelines and policy's applied by the Public Sector when implementing changes impacting roles and/ or structures (ie. the Agency Change Management Guidelines, 2014; Case Management and Redeployment Guidelines; and the Managing Excess Employees Policy, 2012). As already outlined in the Change Management Plan, the CSO reinforces it will progress the implementation of the changes as communicated, applying the principles and approach defined in the relevant guidelines and policies, enabling good practice and rigour to the change implementation.

Following review and consideration of the feedback in relation to the change and approach to implementation, the CSO has approved progressing the SIP changes to implementation. Therefore there will be no updates to the consulted on future structure or new and updated role descriptions. Communications to directly impacted individuals and all staff will occur in the week beginning 25 February. This decision has been approved by the Acting Crown Solicitor.

Please find below more detailed clarification and information in response to the comment and feedback provided.

If you wish to discuss any elements of this formal response please contact Erin Torsello (erin.torsello@cs0.nsw.gov.au) or myself (tom.gilmartin@cs0.nsw.gov.au)

The CSO would like to acknowledge the input and support extended to our staff by the PSA during the consultation period and the comment provided in the response to the Information Services, Change Management Plan. As part of the ongoing Joint Consultative Committee (JCC) engagement the CSO proposes to provide ongoing updates of the implementation of the changes, with a move to monthly meeting over the coming 4 month period to enable visibility and updates as the changes are introduced including implementing the new structure and filling roles.

Yours faithfully



Tom Gilmartin
Practice Manager

Detailed Formal Response

Existing Structure/ Recognition of the Reception function and Role Grading

The CSO recognises that the current Reception structure has supported the CSO up to this point delivering a range of services including reception, other administrative, information, document and support duties and managing courier services. Due to the importance of the role of 'Welcoming' our clients, the new Concierge role will remove the current split focus and accountabilities of the role, ie. Client *AND* Information Services, giving focus to the core purpose of client welcome. This realignment of focus for the role has changed the accountability and capabilities required, resulting in a reduction in grade. As discussed at the consultation meeting on 14 January, this reduction in grade still reflects the value of this role. The Concierge Roles have been Graded as Clerk Grade 1/2, with a maximum total remuneration package \$76,155. This is not an entry level role or grade.

Proposed Structure

The design of the new Corporate Concierge role and documented Role Description captures the core accountabilities of this role. The move to having a single focused role is a reflection of the recognition by the CSO of the key function this role performs in both providing a positive client experience and serving as an interface between clients and the business. The Role Description does not reflect a bias with respect to the type of person most suited for this role. The CSO has a strong commitment to applying merit based selection for their roles and actively enabling and reinforcing an inclusive environment.

Excess roles/ Increased Requirement for Negative Vetting 1 security clearance and Assessment of Role Change Impact

As identified the following Role Descriptions have been updated to incorporate the 'Essential Requirement' of 'Must obtain and maintain a Negative Vetting 1 security clearance':

- Information Services Manager grade 9/10
- Information Services Officer grade 7/8
- Records Manager grade 7/8
- Senior Records Officer grade 3/4
- EDRMS Administrator grade 7/8
- EDRMS Assistant Administrator grade 3/4
- Project Officer, Archives and Disposal grade 5/6

This update to the Role Description is due to the increasing requirements for security and protection of information and records and the associated changes to policies, NSW Government Information Classification, Labelling and Handling Guidelines; and Commonwealth Protective Security Policy Framework. The increasing requirement for information security is due to the sensitive nature and heightened national and state risks of the information (and records) our staff are required to manage. The change to policy, compliance requirements and increasing volume of work necessitates this level of clearance and requires an increase in the capacity of

the Information Services function to meet this security, with only a limited number of individuals within the team currently holding this level of clearance.

By taking this opportunity to update the Role Descriptions to reflect this business requirement the CSO will:

- Formalise the requirement for roles that currently have individuals with this level of clearance (ie. current custom and practice)
- Build capacity across the team to accommodate increasing volume of work with this requirement, removing single point sensitivity
- Remove the current career restriction, recognising the increased requirement for information services professionals to meet this requirement
- Enable additional career development and acting up opportunities as there is an overall increase in capacity across the team to meet this compliance requirement
- Provide clarity of requirements and the nature of information that staff working in Information Services at the CSO are required to work with.

The CSO recognises that this process can take some time and will take a phased approach to staff attaining this level of clearance, building the capacity over time (dependent upon external processes). The clearance process is managed by an external agency meeting policy and government requirements. We recognise this may raise concerns for staff, that said the process is designed to be robust and fair, meeting the requirements of the clearance. The CSO will consider on a case by case basis any individual concerns attaining this level of clearance.

The CSO maintains that the core role purpose and accountabilities have not changed significantly, as reflected in minor updates to the Role Descriptions with no impact to classification or grading. The minimal changes reflect the opportunity to increase that clarity of the description of the accountabilities and capture an increasing requirement of the industry and business. As such these roles will not be declared excess with the introduction of the SIP changes, and staff currently in ongoing roles will be direct matched to these roles, including the following roles:

- Information Services Manager grade 9/10
- Information Services Officer grade 7/8
- Records Manager grade 7/8
- Senior Records Officer grade 3/4
- Records Officer grade 1/2 (note: two roles, second will be recruited)

The functions performed by the following new roles are currently resourced by Agency labour.

- Project Officer, Archives and Disposal grade 5/6
- EDRMS Administrator grade 7/8

- EDRMS Assistant Administrator grade 3/4
- Service Centre Coordinator grade 5/6
- Service Centre Officer grade 1/2

The introduction of these roles as ongoing or two year temporary, will require filling by a merit based selection processes.

Reception employees and Lodgement Officers declared excess

The CSO has and continues to manage its sourcing and recruitment applying the Government Sector Employment Act and its General Rules as a requirement of the Public Sector and as a reflection of fair and transparent good practice. As outlined in the Change Management Plan and in presentations and individual discussions with those most directly impacted by the SIP, the changes are assessed as only having a significant impact on the following two roles, resulting in the four individuals in these roles being identified as excess to the new structure:

- Client and Information Services Officer
- Lodgement Clerk

Role options available to those in roles identified as excess

The CSO has included in the Change management Plan (page 10), discussed at the JCC meeting held on 21 January, and in information packs and discussions held with current Client and Information Officers/ Reception staff on 24 January and in subsequent follow up discussions, the alternative roles identified in the new structure in addition to the option of being identified and priority assessed for roles across the Public Sector if they elected redeployment. Based on the multiple information points and discussions it is unclear why the PSA has provided comment that the Reception staff have 'been given no opportunity by the CSO to be considered for the two lower graded Corporate Concierge roles'.

The decision to declare individuals in the Client and Information Officers/ Reception and Lodgement Officer roles as excess only occurs once a decision is made to implement the proposed changes following consultation and genuine consideration of all feedback and comment received. As the CSO has approved the implementation of the proposed changes the staff in these roles are now identified as excess to the organisation. This decision will be formally communicated to the individuals and, as covered in the Change Management Guidelines and the Managing Excess Employees (MEE) (2012) policy, the individuals have two weeks to advise if they have elected to take the voluntary redundancy option or redeployment. As outlined in the MEE policy if they seek redeployment there is a three month retention period where they will receive assistance in finding an alternative role in the CSO or the Public Sector.

The CSO will actively support and provide case management to individuals that choose redeployment in line with MEE policy, including:

- A dedicated Case Manager (member of the CSO HR team)
- Priority assessment for roles

- CSO roles in the new structure – roles identified as potential options for staff currently in roles declared as excess will not be advertised until a decision and preferences have been received and discussed with the individuals impacted
- Roles across the Public Sector (including CSO)
- Career Transition support and Job Seeking development – Resume preparation; Interview skills; potential additional skills development based upon potential future career options
Note: Resume preparation guidance and interview skills development will also be extended to individuals if they elect to take voluntary redundancy.

Timeframe for SIP Program – Implementation at haste

The CSO is committed to communicating changes and consulting in a timely manner and progressing a decision and implementation, minimising the disruption to the business and importantly the uncertainty for individuals. The approach and timeframes aim to enable the CSO to undertake genuine consultation, consider feedback whilst also recognising the importance of not creating ongoing disruption for impacted staff and teams.

Restructure Impacts on EEO groups

The PSA can be assured that the CSO duly considered the impact of this restructure on all ongoing staff including the Reception staff and Lodgement Officer. Ultimately the business service and operational requirement to deliver an effective and efficient service to our clients, whilst maintaining a sustainable business structure in the areas of Information Services and client welcome/ reception necessitated this improvement program, and the structure and role changes.

The Information Services team is a diverse group comprised of varied EEO groups (eg. CALD; gender; age range), and is reflective of the CSO commitment to diversity and inclusion. This diversity continues to be reflected in the broader structure and will be further enabled through inclusive merit based recruitment practices. Decisions have not been made to target EEO groups, or based on the characteristics of persons currently holding roles within Information Services. The Role Descriptors do not reflect a bias with respect to the type of person most suited for this role, including age or gender. The PSA's understanding of a concierge as 'a young well-groomed person' suggests a biased perspective that is not supported by the CSO.

Proposed means of filling roles

Please find below a summary view of all the roles in the new structure including details of how the roles will be filled, ie. Direct Match (roles with no/ minimal change enabling a job match) and Recruitment (new roles). As already addressed the CSO does not agree with the PSA suggestion that the addition of the 'Essential Requirement' of 'Obtain and Maintain a Negative Vetting 1 security clearance' to roles involved in information and records management, will result in these roles being assessed as being significantly changed and 'a significant number of employees likely to be declared excess'. As such these roles will be filled through direct matching, assigning individuals at grade to roles in the new structure, as has been discussed with the individuals impacted.

New Information Services and Corporate Concierge means of filling roles

Current Structure (excluding deleted roles)					APPROVED FUTURE STATE STRUCTURE		
Current Role Title	Role Grade	Incumbent	Contract Type	Impact	Proposed Role Title	Proposed Role Grade	Role Type
Information Services Manager	Clerk 9/10	Sally Last	Ongoing	Direct Match	Information Services Manager	Clerk 9/10	Ongoing
Information Services Officer	Clerk 7/8	Alice Rideout 0.6FTE	Ongoing	Direct Match	Information Services Officer	Clerk 7/8	Ongoing
		Christina Benbow 0.4FTE	Temporary Assignment up to 30.07.19	Continuation of TA	Information Services Officer	Clerk 7/9	Ongoing
Information Services Officer	Clerk 7/8	Agency	Agency	Recruitment	Information Services Officer	Clerk 7/8	Ongoing
Information Services Officer	Clerk 7/8	Andrea Hosth	Ongoing	Direct Match	Information Services Officer	Clerk 7/8	Ongoing
TRIM Systems Administrator	Clerk 5/6	Agency	Agency	Recruitment	EDRMS Administrator	Clerk 7/8	Ongoing
Information Support Officer	Clerk 3/4	Agency	Agency	Recruitment	EDRMS Assistant Administrator	Clerk 3/4	Ongoing
Records Manager	Clerk 7/8	Maria Kepreotes	Temporary Employment up to 22.02.19	Recruitment	Records Manager	Clerk 7/8	Ongoing
New	n/a	n/a	New	Recruitment	Project Officer (Archives & Disposal)	Clerk 5/6	Temporary up to 2 years
New	n/a	n/a	New	Recruitment	Project Officer (Archives & Disposal)	Clerk 5/6	Temporary up to 2 years
Senior Records Officer	Clerk 3/4	Sevinc Berber	Ongoing	Direct Match	Senior Records Officer	Clerk 3/4	Ongoing
Records Officer	Clerk 1/2	Tharmini Elankeeran	Ongoing	Direct Match	Records Officer	Clerk 1/2	Ongoing
Records Officer	Clerk 1/2	Agency (Suman Goyal Ongoing Role)	Agency (Suman Goyal Ongoing Role)	Direct Match Suman Goyal	Records Officer	Clerk 1/2	Ongoing
Records Officer	Clerk 1/2	Agency	Agency	Recruitment	Records Officer	Clerk 1/2	Temporary up to 2 years
New	n/a	n/a	New	Recruitment	Service Centre Coordinator	Clerk 5/6	Temporary up to 2 years
New	n/a	n/a	New	Recruitment (Redployment)	Service Centre Officer	Clerk 1/2	Temporary up to 2 years
New	n/a	n/a	New	Recruitment (Redployment)	Service Centre Officer	Clerk 1/2	Temporary up to 2 years
New	n/a	n/a	New	Recruitment (Redployment)	Service Centre Officer	Clerk 1/2	Temporary up to 2 years
New	n/a	n/a	New	Recruitment (Redployment)	Corporate Concierge	Clerk 1/2	Ongoing
New	n/a	n/a	New	Recruitment (Redployment)	Corporate Concierge	Clerk 1/2	Ongoing

Recruitment for roles in the new structure that have been identified as potentially suitable and of interest to those declared excess, will not be recruited for, until a decision is received from these individuals as to their interest (if seeking redeployment). All new roles where an individual is not direct matched to the role, or an employee identified as excess job matched to the role, will be advertised externally.

The CSO will be applying the policy and guidelines for managing excess employees as documented in the Managing Excess Employees Policy (2012) and Case Management and Redeployment Guidelines (D2011_009). We also maintain our commitment to ongoing discussions with our staff to identify their career aspirations and decisions, including options to apply for different and potentially more senior roles in the new structure, supporting their development. As outlined in the Change Management Plan (pg 10) the CSO will also apply the Managing Excess Employees Policy (2012) for provision of career transition support and training, with the CSO electing to offer this to individuals who elect redeployment or voluntary redundancy, recognising the importance of supporting our staff. This support will be offered in a timely manner, following engagement with individuals to identify their preferred support and time requirements.

Development of proposed role descriptions

The CSO has applied a robust approach to the design of the new structure and role descriptions. The core purpose and requirements for change were determined as part of a broader review of Legal Support Services, and the process was undertaken using both external specialist consultants and internally utilising subject matter expertise to inform the business requirements, function requirements and role purpose, accountability, capabilities and qualifications and clearances. Those involved in the development of the role descriptions and classification and grading process are experienced and trained Human Resource practitioners, accredited in Mercer CED job evaluation system.

Approval for decision to implement the SIP Structure and Role Changes

On review of the business requirements, proposed changes and comment and feedback received from our staff and the PSA through the consultation process, the CSO has elected to implement the changes as consulted on. These changes are fully aligned to the CSO Business strategy and plans that have been defined and phased into implementation since 2016. The Acting Crown Solicitor, as appointed by the Secretary of the Department of Justice, and as the agency head has approved the implementation of these changes commencing the week beginning 25 February. Delays to progressing these changes will have both negative operational and support service impacts and create uncertainty for our CSO staff.