



NSW RURAL FIRE SERVICE



FINAL CHANGE MANAGEMENT PLAN

CREATION OF AN AREA MANAGEMENT MODEL

Version 1.0
July 2019

Document control

Release history

Version	Date	Author	Summary of changes
0.1	May 2019	Rob Rogers	➤ Initial draft for consultation
1.0	July 2019	Rebel Talbert Peter McKechnie Stuart Midgley	➤ Final plan incorporating relevant feedback received during consultation period

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Ms Trina Schmidt	Executive Director, Membership and Strategic Services		16 July 2019

Related documents

Document name
Draft Change Management Plan – Creation of an Eight-Area Management Model (May 2019)
Proposal – Creation of Eight-Area Management Model (May 2019)
Final Change Management Plan for the Creation of the Operational Business Section and consequential changes across the Directorate (May 2019)
Infrastructure Services Functional Realignment Change Management Plan (July 2019)
NSW Premier & Cabinet Directive D2011-014 Agency Change Management Guidelines
Directive M2011-11 Managing Excess Employees (January 2012)
Crown Employees (Transferred Employees Compensation) Award
Government Sector Employment Act 2013
Government Sector Employment (General) Rules 2014

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1 Executive Summary

The NSW Rural Fire Service (NSW RFS) has finalised the proposal to establish an Area Management Model, to improve service delivery across the state.

The finalisation of the proposal follows extensive consultation and feedback with NSW RFS staff and representative groups.

The key changes are:

- Establishing seven Areas across NSW, replacing the existing four region structure;
- Finalisation of the work localities of the seven Areas – Albury, Tamworth, Cowra, Coffs Harbour, Moruya, Lake Macquarie and Glendenning;
- Establishing functions in each of these Areas consisting of Capability, People and Business, and Community Risk.
- The new Area Management Model will replace the current structure of the Regional Offices, State Mitigation Services and the OMS Business Unit;
- The Technical Officer – Auto Mechanical roles will be moved from the Operational Resources and Transport Section in OMS to the Area Management Model;
- The Remote Area Firefighting and Specialised Operations section in OMS (excluding Heavy Plant Coordinator) will be moved to the Response and Coordination Group (Operational Support Section);
- The role of Manager Major Projects (currently part of the Coordinated Risk Management section) will not form part of the Area Management Model, and the functions of the role will be subsumed under the responsibility of Director Regions South & West; and
- The role of Director OMS will be moved to the Infrastructure Services Directorate, along with the remaining Operational Resources and Transport Section (including management of the State Warehouse) and Heavy Plant Coordinator.

Under the Area Management Model, Mitigation Crews will become an Area resource but their work locations will not change.

It is important to note that these changes will not affect volunteer members in brigades.

The changes are designed to deliver a number of benefits, including:

- Better span of control for Districts, with Area Commanders responsible for a range of 4-10 Districts as compared to the current range of 8-15 Districts for Regional Managers;
- Increased focus on volunteers by District Managers through an increase in support staff located in regional NSW;
- More localised decision-making, visibility of local issues, and enhanced direct support to Districts and brigades by reducing the geographic focus within the Area; and
- Significant operational efficiencies through the combination of the Mitigation Crews, and regional and District staff in one reporting structure within Areas.

The NSW RFS would like to acknowledge the valuable contribution that staff and representatives have made by providing feedback to the proposal. A number of significant changes have been made based on the feedback received.

The NSW RFS would also like to thank staff, including those directly impacted by the changes, for their ongoing professionalism and continued commitment to delivering services to volunteers and the community during this period.

2 Introduction

The purpose of this Change Management Plan is to outline the strategy for the creation of the Area Management Model, and the accompanying restructure in the Operations Directorate.

This document aims to provide an overview of the Area boundaries and office localities, new organisational structure in the Area Management Model, and how the Operations Directorate aims to enact this Change Management Plan.

3 Background

3.1 Case for Change

The 2018 'People Matter Employee Survey' results for NSW RFS identified a perception of disconnection between District staff and management across all four regions. This disconnection is characterised by the following causes and impacts:

- A large District span of control presenting challenges of a highly decentralised and diverse group (e.g. the span of control is currently one to eight in Region West, and one to fifteen in Region East) so there is a need to increase capacity for local visibility of critical operations and issues to improve service delivery;
- The workload of the Districts and regions has increased significantly in recent years across a number of areas including people management matters, hazard reduction performance, leadership, accountability, change management, and financial management, which has reduced District staff capacity to perform their core responsibility of supporting volunteers and communities;
- Regional offices manage large geographical areas which has reduced localised decision making and created inefficiencies in service delivery; and
- Mitigation Crews, and regional and District staff are operating in different structures, which has impacted the natural alignment between the two areas and created a number of duplications.

A number of initiatives have been implemented to address the root causes, including the recent executive appointment of an Assistant Commissioner based in Dubbo, which has been well received by staff and volunteers. However, there is more that can be done to address the root causes of the issues.

3.2 Proposal of Change and Consultation Feedback

On 30 May 2019 the NSW RFS proposed to combine the existing functions of the four regions, State Mitigation Services and the OMS Business Unit to create an 'Eight-Area Management Model'.

This marked the commencement of the consultation period, during which staff members were invited to provide feedback on the proposed changes, which includes the Draft Change Management Plan, proposed Area boundaries, Area office locations, reporting lines, the functions within each Area, and the support required for the new model. There have been a number of consultation processes and events, including:

- Visits to all regional offices either by Assistant Commissioner Talbert or Assistant Commissioner McKechnie, to provide updates to staff and seek feedback;
- Meeting with Operational and Mitigation Services staff at Glendenning and via Skype elsewhere in the State by Deputy Commissioner Rogers and Assistant Commissioner Yorke to discuss the proposal and seek feedback;
- Information published on the NSW RFS intranet including the Draft Change Management Plan, fact sheet, staff briefing presentation and timeline. Additionally, Frequently Asked Questions were published after consultation commenced, and regularly updated based on questions that were asked via the feedback inbox (opsfeedback@rfs.nsw.gov.au);

- A recording of the staff briefing available on the NSW RFS intranet page;
- Opportunity for one on one discussions with Assistant Commissioners Talbert and McKechnie at the Leadership Forum on the 21 June 2019; and
- Opportunity for the provision of feedback and suggestions by emailing opsfeedback@rfs.nsw.gov.au.

Throughout and after the consultation period, the submitted feedback was reviewed, considered and appropriately incorporated into the final change management plan.

Key themes and considerations from the feedback are summarised in the table below. A number of other considerations and feedback were raised which are not directly related to this change.

Theme and Key Points	Consideration of Feedback
Area boundaries and naming <ul style="list-style-type: none"> › Better alignment of some parts of Area 1 to Areas 2 and 3, e.g. roads, community types › Concerns about attracting staff to remote office locations in Area 1 › Split Area 8 in half for better alignment of community types and workload distribution › Appropriateness of other Area boundaries › Suggestions for the naming of Areas rather than numbers 	<ul style="list-style-type: none"> › Eight Areas reduced to seven Areas › Area 1 distributed amongst the other Areas › Increased staffing levels in the remaining seven Areas › Reviewed other Area boundaries and confirmed appropriateness, including retaining Area 8 as proposed › Area names developed based on geographical locations
Area office locations <ul style="list-style-type: none"> › Central locations are needed in the Areas for accessibility to transport and Districts › Maintenance of status quo for current regional office locations 	<ul style="list-style-type: none"> › Area office localities determined based on the factors raised during consultation, including the following: <ul style="list-style-type: none"> › Accessibility to transport including airports and major arterial roads; › Accessibility for the Districts within the Area; › Availability of appropriate infrastructure; and › The impact to existing staff based on their current office locations.
Specialist functions <ul style="list-style-type: none"> › Ensure specialist roles are recognised and valued › Coordination of state-wide support provided by Mitigation Crews for other functions 	<ul style="list-style-type: none"> › Functions are captured in the functional structure and role descriptions › Fire Trails and Fire Investigation will become core functions of Areas as opposed to specialised functions, which will allow a better utilisation of all Area resources › Planning and Fire Behaviour role relocated from proposed Area 8 to Area 7 › Areas will be responsible for the delivery of some current state-wide functions, e.g. LAT bases and base camp establishment and

Theme and Key Points	Consideration of Feedback
	demobilisation. Logistics will be responsible for planning and equipment for base camps
Community safety <ul style="list-style-type: none"> › Need to ensure specialist support for BFMC, Hazard Management and similar matters is addressed › Community Engagement must be focus area › Community safety related functions performed at HQ and Districts need to be brought together through the Area 	<ul style="list-style-type: none"> › Renamed the Area Mitigation and Environment functional area to Community Risk › Functions are captured in the functional structure and role descriptions, including community engagement, BFMC support and hazard management › Community safety functions, including AIDER, will be undertaken by the Areas
Resources <ul style="list-style-type: none"> › Concern that insufficient resources have been applied to the Mitigation and Environment stream › Concern that the Capability function may be stretched, especially taking on training plans and delivery › Resources may better utilised overall if the number of Areas is reduced › Concern that Area 8 is understaffed given the number of Mitigation Crews, workload and complexity of work 	<ul style="list-style-type: none"> › The Area Management Model is a new way of operating to ensure better use of all resources to deliver services to volunteers and communities › The Change Management Plan, functional descriptions and role descriptions have been updated to clearly reflect this new operating model › Leadership roles in all Areas have responsibility for sharing resources across the Area as a whole (including Districts) › Additional positions were included in the Community Risk function to provide additional support › Clarification provided for the Capability function to indicate responsibility for leading and coordinating, rather than taking complete ownership of all tasks › Area 1 resources distributed amongst the other Areas. Additional resources also provided to Area 8 commensurate with workload and complexity
Announcement of the proposed change <ul style="list-style-type: none"> › Need to consider alternative methods for communicating large scale change proposals › Need to inform affected staff members directly as opposed to an all staff Directorate briefing 	<ul style="list-style-type: none"> › Technical challenges with the video stream during the briefing on the proposed change was not acceptable and we have modified our approach this time › For the staff briefing to announce the final structure, all affected staff members invited to attend the briefing in person › Affected staff members on leave have been engaged by their respective Director to ensure they can discuss the changes to their role with

Theme and Key Points	Consideration of Feedback
	their Manager or Director, and have the opportunity to receive advice

3.3 Finalised Changes

The NSW RFS will combine the existing functions of the four regions, State Mitigation Services and the OMS Business Unit to create seven Areas to form the Area Management Model. The Draft Change Management Plan originally proposed eight Areas in the new model, however the feedback received from staff members highlighted that reviewing the proposed Area boundaries would allow for better service delivery, absorbing the originally proposed Area 1 into various other Areas would be a better utilisation of resources, and would address potential difficulties attracting staff to remote locations.

The decision on the localities of the Area offices incorporated considerations raised through consultation feedback, where relevant. A number of submissions were provided based on where existing staff are currently located, as well as travel routes and access to transport. Submissions were carefully considered to arrive at the final structure.

Each Area will have an Area Commander responsible for service delivery within their remit, including the following three functional areas: Capability; People and Business; and Community Risk. Based on the feedback received during consultation the originally proposed function of “Mitigation and Environment” has been reshaped to “Community Risk” to reflect the focus on community safety, and avoid confusion regarding Planning and Environment Services.

The development of all roles in this final structure has taken into account suggestions from staff members about the focus required on specialist functions. In addition there has been an increase in a number of roles, particularly at levels 4/5 and 8/9, to ensure adequate coverage of relevant capabilities and responsibilities within each Area.

Areas have been resourced based on the complexity and risk of the area, to work with Districts to carry out functions that are more effectively executed at the Area level, to ensure consistency, standardisation and coordination of services.

Staffing levels of between 10 - 17 roles per Area are an increase on the 7 - 15 roles per Area proposed in the Draft Change Management Plan. Staffing levels in each Area have increased as a result of the reduction in the total number of Areas from eight to seven.

The Areas within the Area Management Model and the Districts within them have been finalised based on analysis of a number of metrics such as:

- Number of staff;
- Number of Mitigation Crews;
- Number of brigades and members;
- Incidents attended;
- Number of fire permits issued;
- Hectares; and
- Geographically common features.

The new structure will allow for:

- Better span of control for Districts, with Area Commanders responsible for a range of 4-10 Districts as compared to the current range of 8-15 Districts for Regional Managers;
- Increased focus on volunteers by District Managers through an increase in support staff located in regional NSW;
- More localised decision-making, visibility of local issues, and enhanced direct support to Districts and brigades; and

- Significant operational efficiencies through the combination of the Mitigation Crews, and regional and District staff in one reporting structure within Areas.

This change also complements a number of actions intended to provide a more decentralised leadership model throughout the State, including the recent creation of an executive role (Assistant Commissioner) based in Dubbo.

The change will not affect brigades. Structures and locations for Districts and Mitigation Crews will not change, however these sections would report into and be coordinated through the Area Management Model. It should be noted that there is no change to Planning and Environment Services as part of this proposal.

The change will result in an increase in NSW RFS staff located in regional locations by 26 FTE, and there is no overall reduction in staff.

These changes in the Operations Directorate have triggered accompanying changes in the Infrastructure Services Directorate, as outlined in their Draft Change Management Plan released in June 2019. They have proposed for the existing three functions in the Infrastructure Services Directorate to be realigned into the following sections and functions:

- Assets, Infrastructure & Engineering – Engineering and Assets & Infrastructure;
- Information Communication Technology – Communication Systems and ICT; and
- Logistics – Procurement and Transport & Logistics.

The final Infrastructure Services Change Management Plan will also be available on 16 July 2019.

3.3.1 Staffing Arrangements

This change includes the following staffing arrangements:

- Establishment of the Area Management Model across the state, replacing the existing four region structure;
- Establishment of the following functions in each area: Capability, People and Business, and Community Risk;
- The new Area Management Model will replace the current structure of the Regional offices, State Mitigation Services and the OMS Business Unit;
- The Technical Officer – Auto Mechanical roles will be moved from the Operational Resources and Transport Section to the Area Management Model;
- The Remote Area Firefighting and Specialised Operations section (excluding Heavy Plant Coordinator) will be moved to the Response and Coordination Group (Operational Support Section);
- The role of Manager Major Projects (currently part of the Coordinated Risk Management section) will not form part of the Area Management Model, and the functions of the role will be subsumed under the responsibility of Director Regions South & West; and
- The role of Director OMS will be moved to the Infrastructure Services Directorate, along with the remaining Operational Resources and Transport Section (including management of the State Warehouse) and Heavy Plant Coordinator.

Organisational structures for each Area which show all roles and their levels are outlined in section 4 of this document.

Wherever possible staff members will be assigned to equivalent roles in the proposed structure.

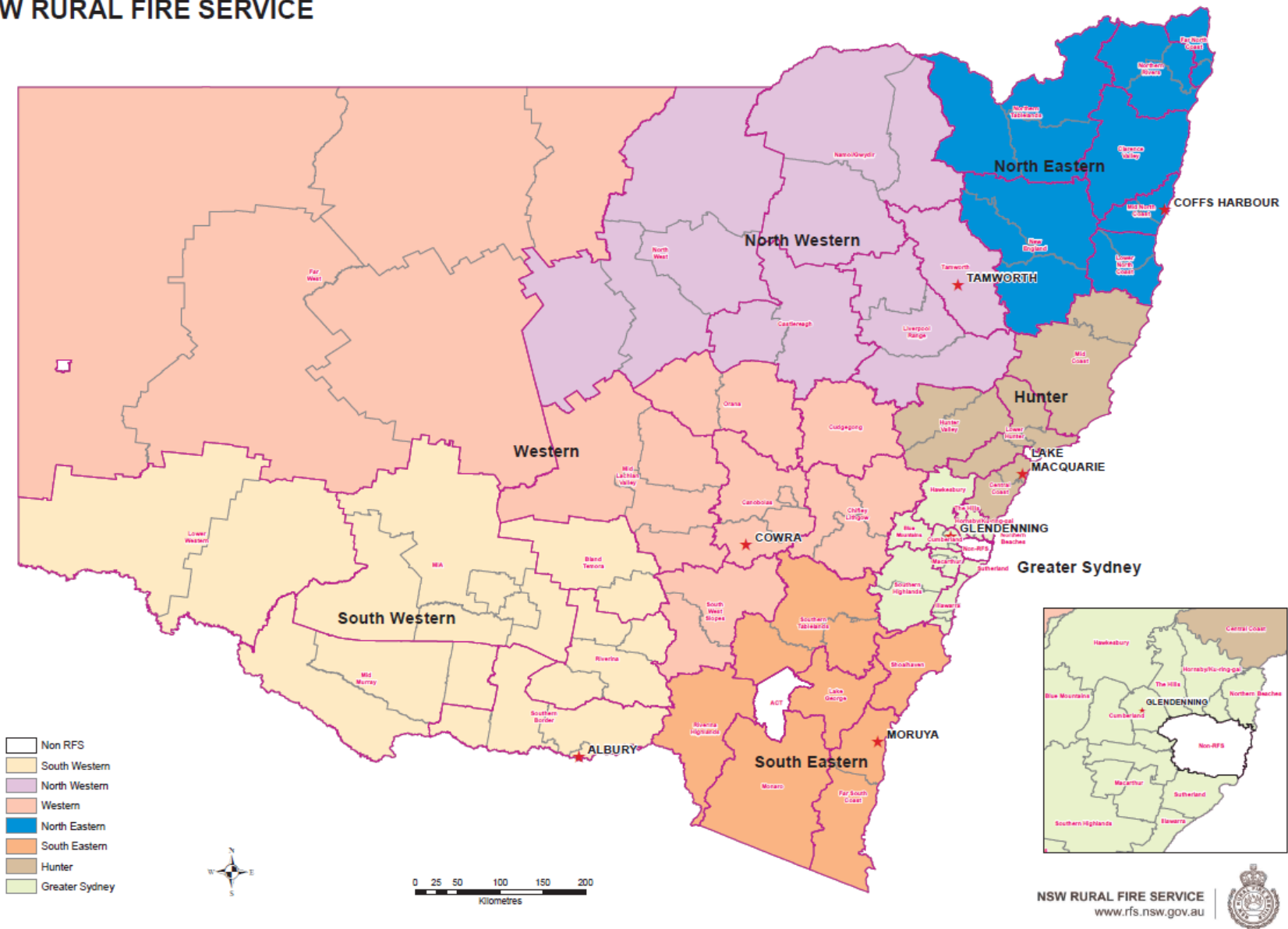
3.3.2 Area Boundaries

The name and office locality for each Area, along with the Districts and Mitigation Crews in each Area, are outlined in the table below.

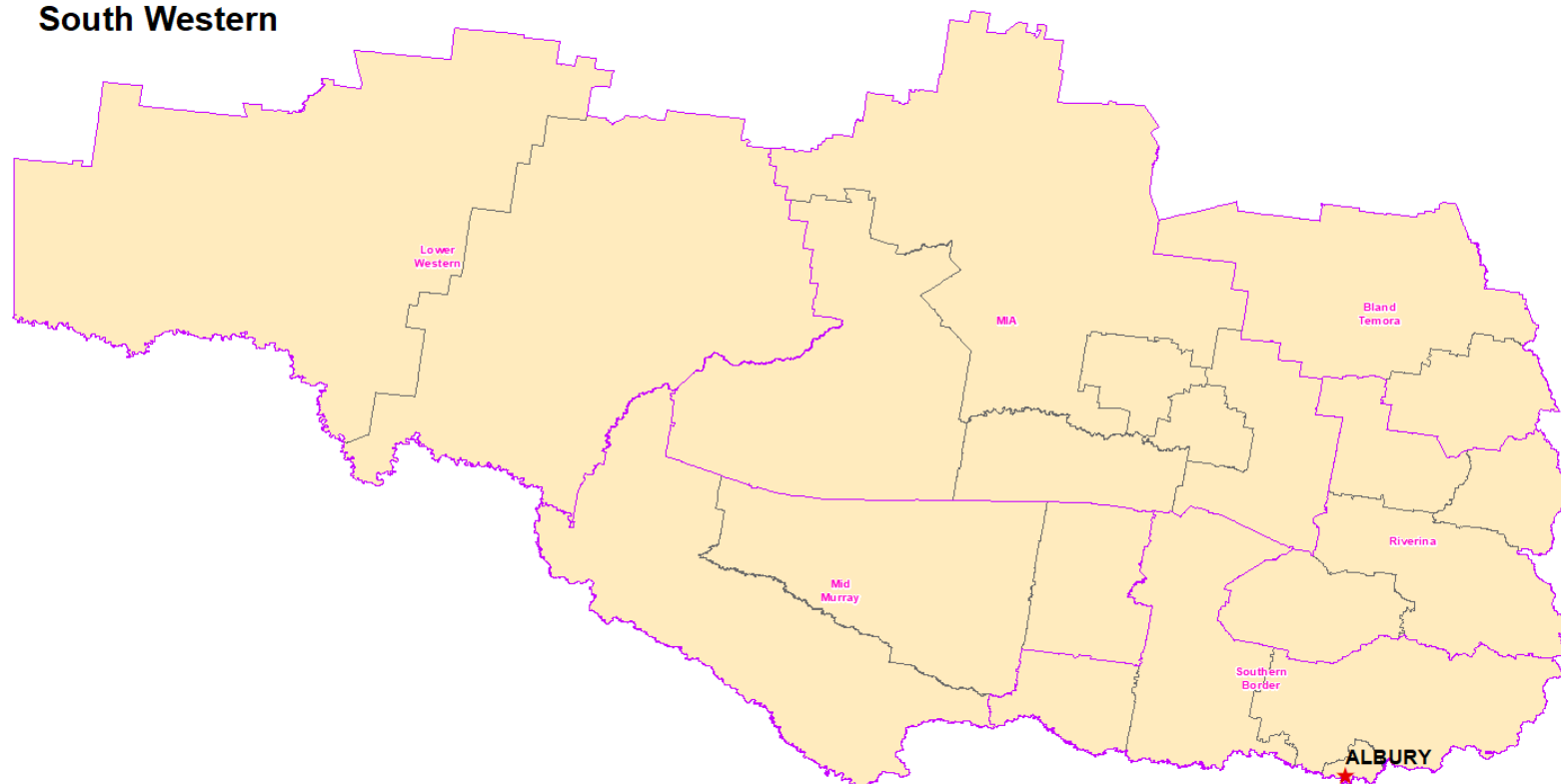
Based on the finalised changes, Area 1 as proposed in the Draft Change Management Plan has been removed and roles and responsibilities have been distributed amongst the other Areas. Area names will be the preferred naming convention for Areas going forward, and Area numbers will no longer be used.

Area Number (in Draft Change Management Plan)	Area Name	Office Locality	Districts and Mitigation Crews
2	South Western	Albury	Lower Western, MIA, Mid Murray, Southern Border, Bland Temora, Riverina, Mitigation Crews (Wagga and Griffith)
3	North Western	Tamworth	North West, Namoi / Gwydir, Liverpool Range, Castlereagh, Tamworth, Mitigation Crews (Tamworth and Coonabarabran)
4	Western	Cowra	Far West, Orana, Mid Lachlan Valley, Canobolas, Cudgegong, South West Slopes, Chifley Lithgow, Mitigation Crews (Dubbo 1, Dubbo 2, Dubbo 3, Mudgee, Orange, Bathurst, Oberon, Bourke and Brewarrina)
5	North Eastern	Coffs Harbour	Northern Rivers, Far North Coast, Clarence Valley, Northern Tablelands, Mid North Coast, Lower North Coast, New England, Mitigation Crews (Casino, Glen Innes 1, Glen Innes 2, Urunga 1 and Urunga 2)
6	South Eastern	Moruya	Monaro, Lake George, Far South Coast, Southern Tablelands, Riverina Highlands, Shoalhaven, Mitigation Crews (Nowra 1, Nowra 2, Nowra 3, Batemans Bay 1, Batemans Bay 2, Cooma 1, Cooma 2, Braidwood, Bega 1 and Bega 2)
7	Hunter	Lake Macquarie	Lower Hunter, Hunter Valley, Central Coast, Mid Coast, Mitigation Crews (Taree 1, Taree 2, Maitland 1, Maitland 2 and Wyong 1 and Wyong 2)
8	Greater Sydney	Glendenning	Southern Highlands, Illawarra, Macarthur, Cumberland, Hawkesbury, Sutherland, Hornsby / Ku-ring-gai, The Hills, Northern Beaches, Blue Mountains, Mitigation Crews (Water NSW 1, Water NSW 2, Water NSW 3, Water NSW 4, Glendenning 1, Glendenning 2, Glendenning 3, Glendenning 4, Glendenning 5, Glendenning 6, Glendenning 7 and Mittagong)

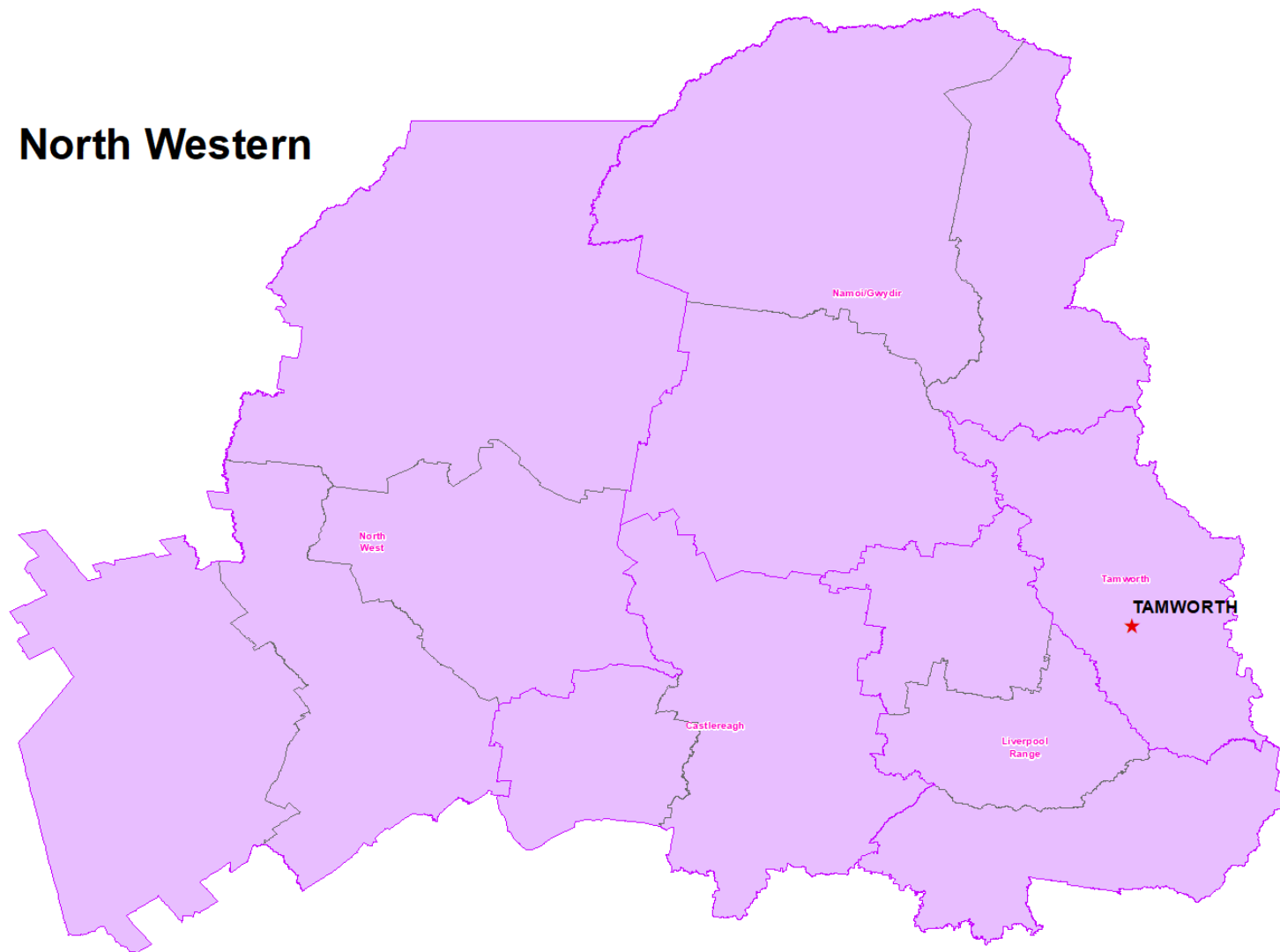
NSW RURAL FIRE SERVICE



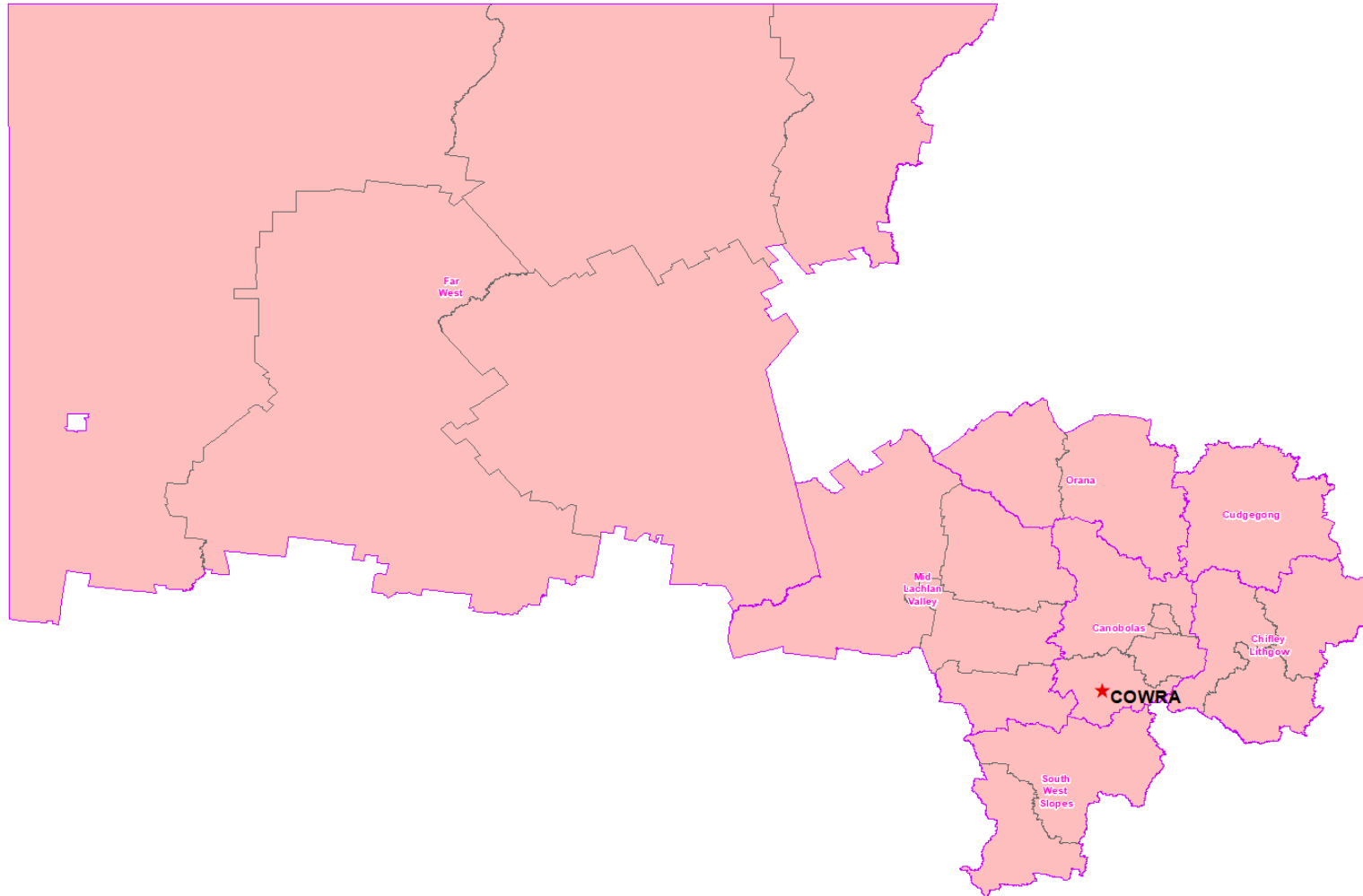
South Western



North Western



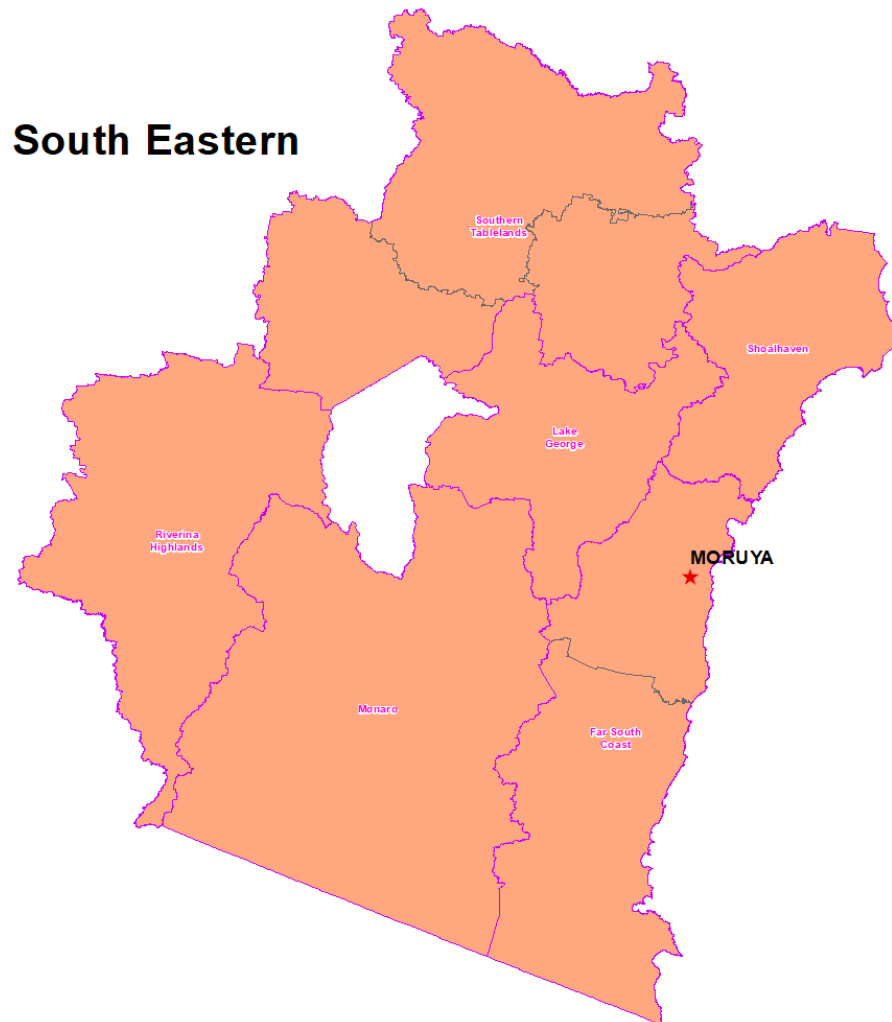
Western



North Eastern



South Eastern





Greater Sydney



3.3.3 Role of Areas and Area Functions

Areas will work with Districts to carry out functions that are more effectively executed at the Area level to ensure consistency, standardisation, and coordinated delivery of services. This includes working with District Managers to ensure that Districts are focused on delivering front-line fire response and mitigation services to their local community, as well as volunteer management and support. Area and Districts will work together to ensure positive volunteer engagement, management and sustainable membership.

The following functions will be included within all Areas, with the number of staff dependent upon the level of risk and number of Districts covered. Each Area will be comprised of the functions and Districts.

CAPABILITY

Lead the resource-to-risk planning and management of the Area to ensure that all resources are able to effectively respond to incidents and reduce bush fire risks to the community

- Operational response planning, monitoring, review and improvement (including fleet, infrastructure and stores)
- Training plan coordination
- Strategy development and implementation for community engagement and public information
- Oversight of the management of fire investigation, legal processes and after action review
- High performing and inclusive culture development
- Work Health and Safety management, investigation and mitigation

PEOPLE & BUSINESS

Lead and advance sustainable membership and service delivery excellence through effectual, consistent people and business management practices

- High performing and inclusive culture development
- Oversight, monitoring and support for the case management of complex people matters
- Continuous organisational performance improvement
- Staff member resourcing and planning to enable mobility
- Business planning activities
- Budget preparation, monitoring and reporting
- Performance reporting
- Records management

COMMUNITY RISK

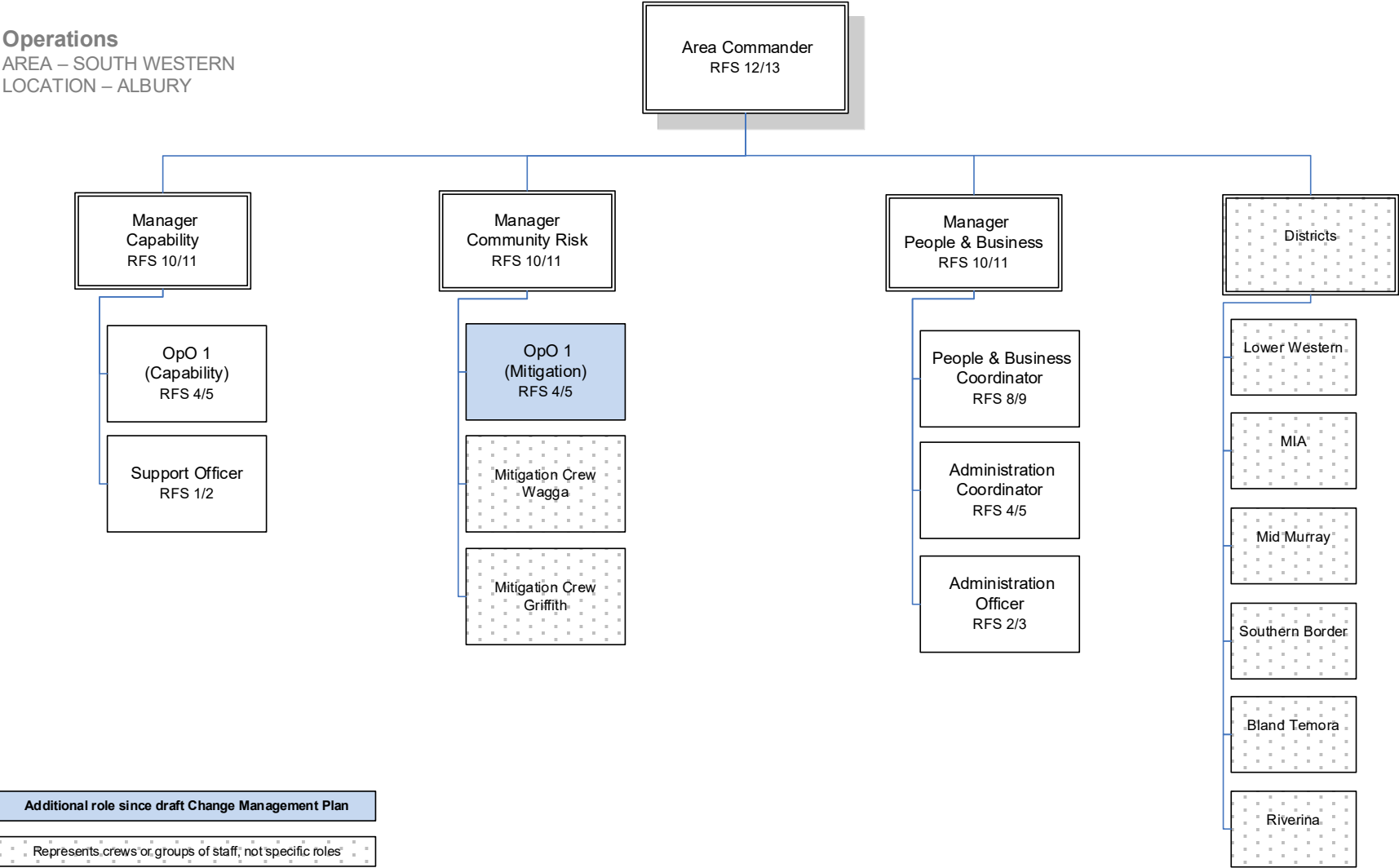
Lead, promote and support strategic organisational programs to reduce risk to the community from bush fire and other emergencies

- Oversight of Bush Fire Risk Management plans, Operations Coordination plans and pre-incident plans development
- Fire Access and Fire Trail (FAFT) plan development and management
- Mitigation program implementation
- High performing and inclusive culture development
- Mitigation Crew leadership and management
- Oversight of bush fire hazard complaint management
- Hazard reduction program support, monitoring and reporting
- Grant and mitigation fund coordination
- Mitigation Crew Work, Health & Safety requirement management

4 Organisational Structure

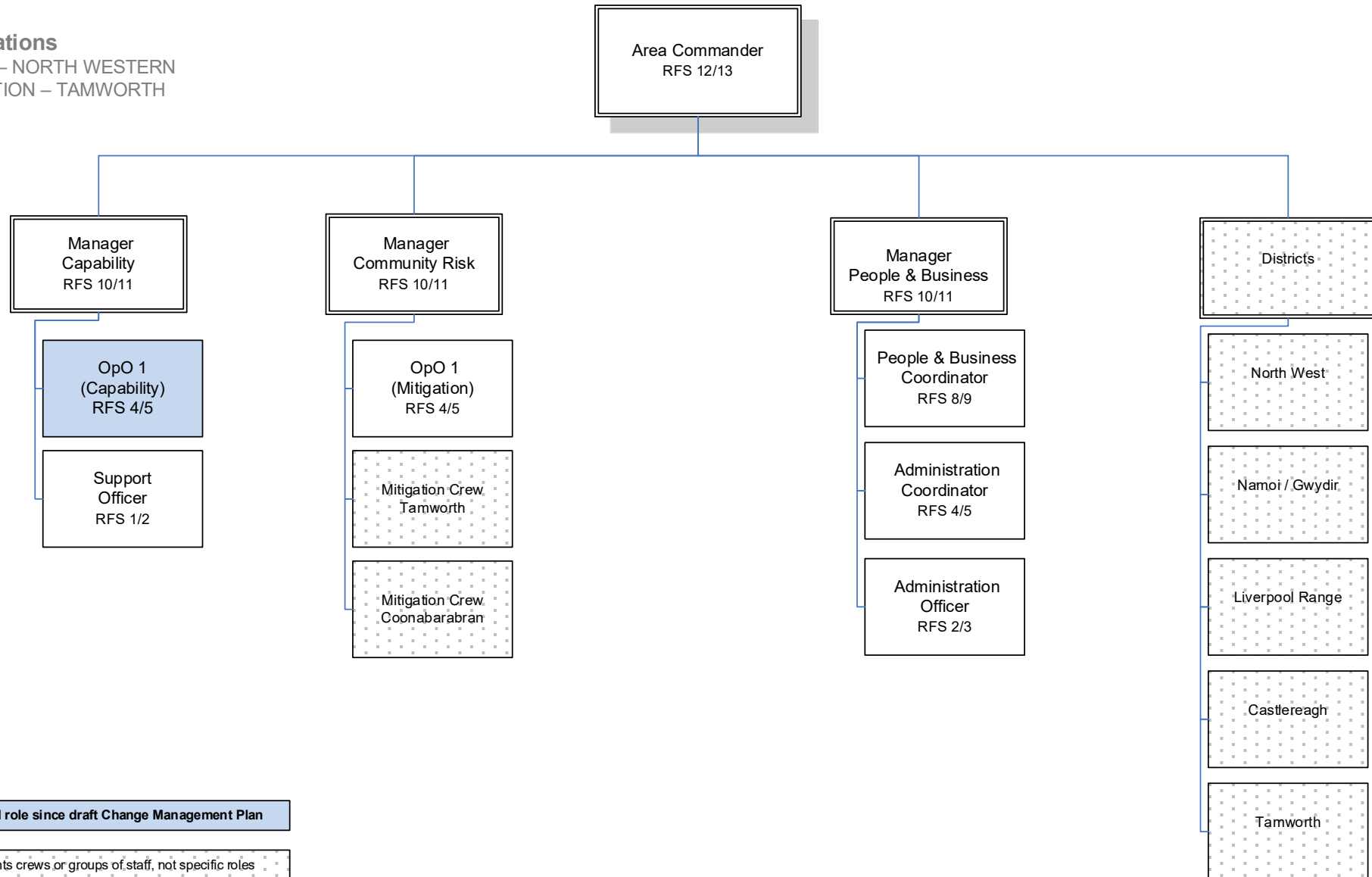
4.1 Organisational Structure for each Area

Operations
AREA – SOUTH WESTERN
LOCATION – ALBURY

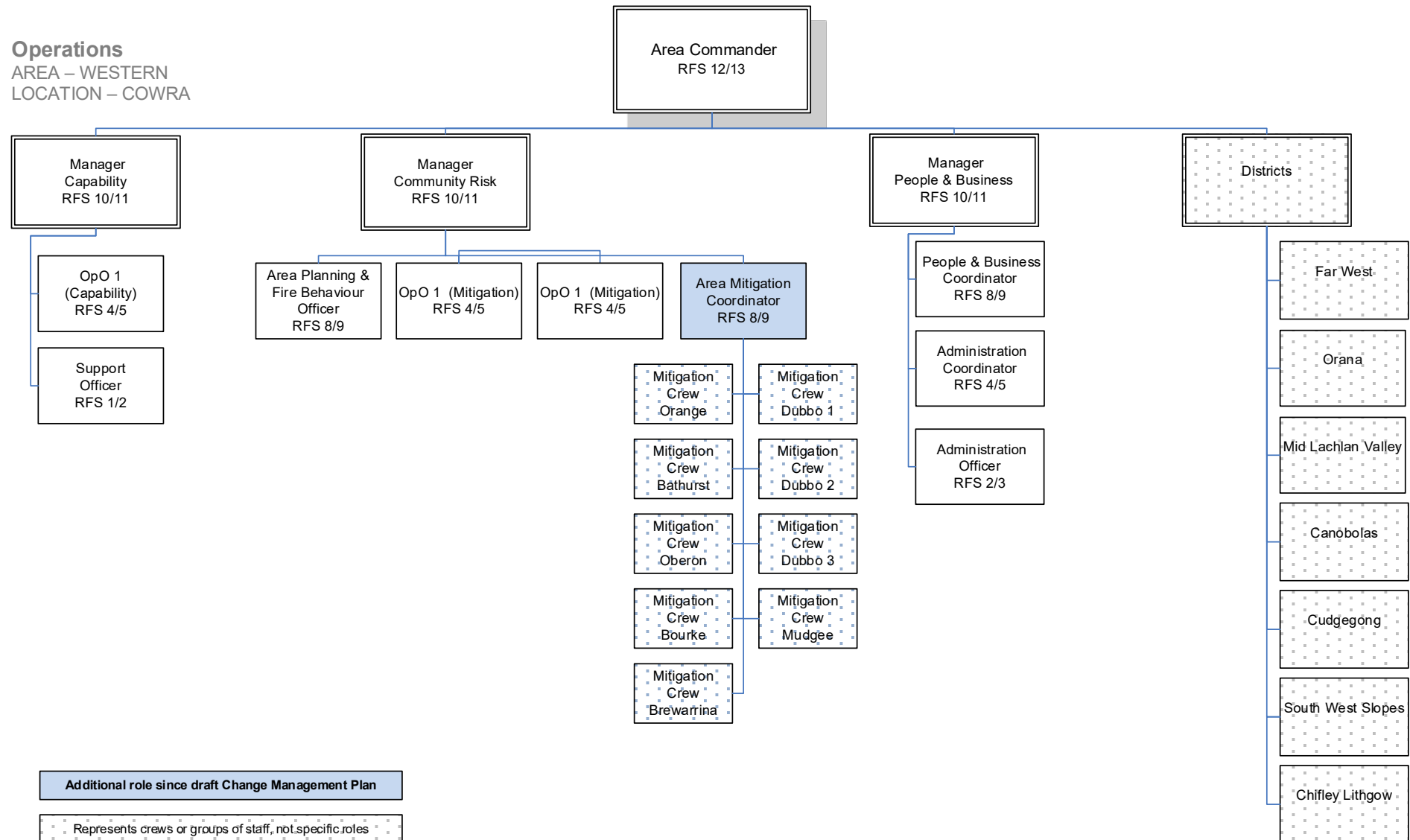


Operations

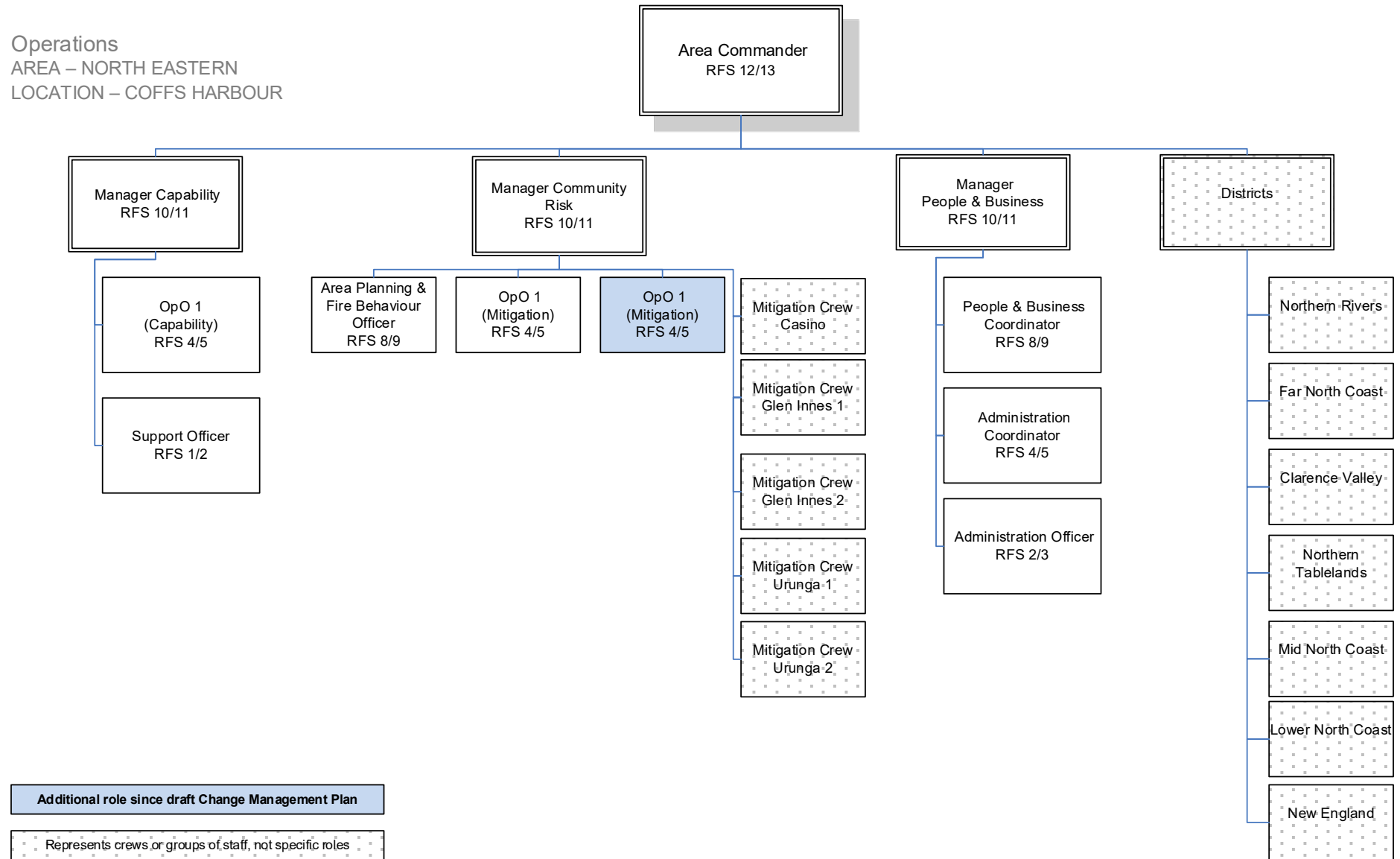
AREA – NORTH WESTERN
LOCATION – TAMWORTH



Operations
 AREA – WESTERN
 LOCATION – COWRA

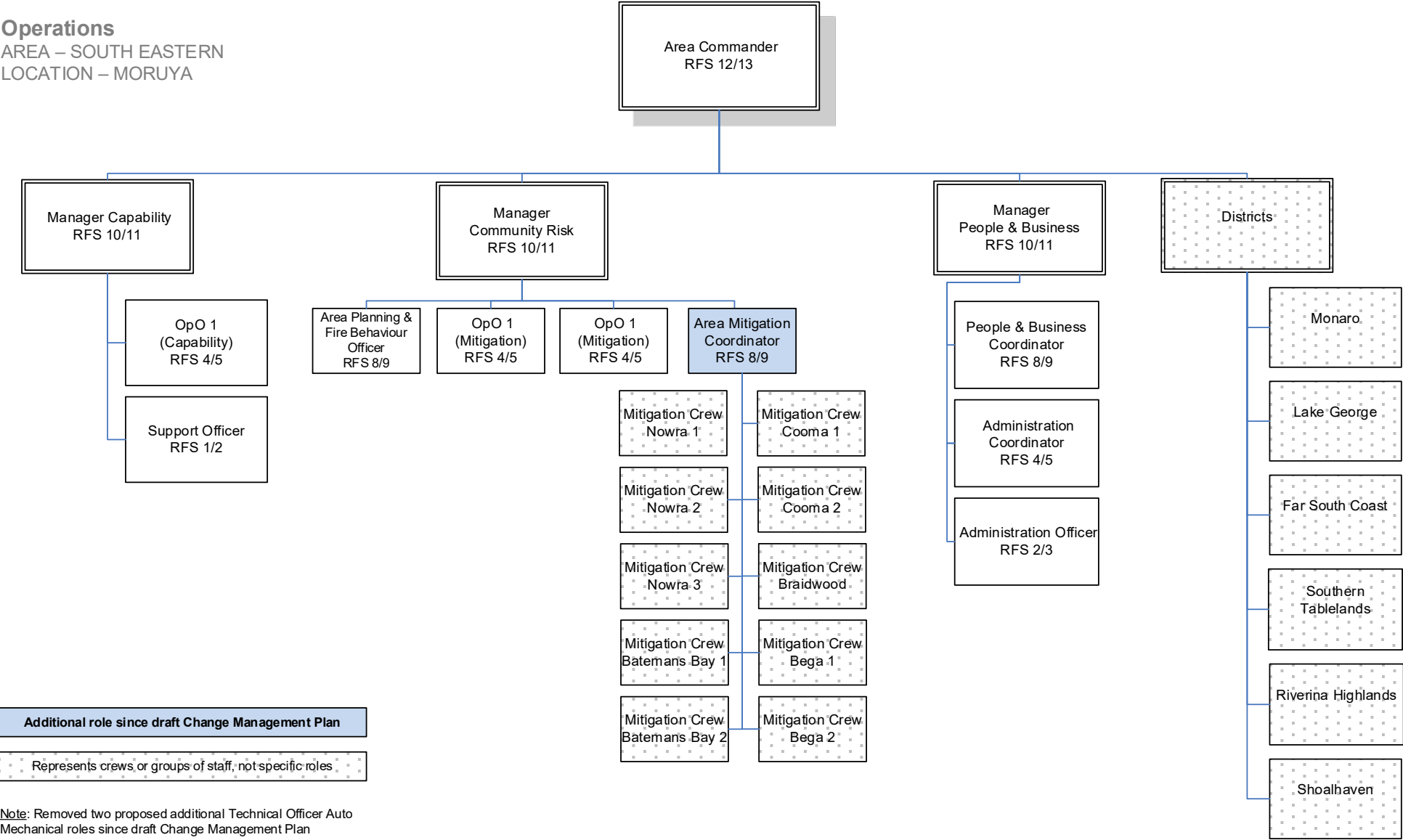


Operations
AREA – NORTH EASTERN
LOCATION – COFFS HARBOUR



Operations

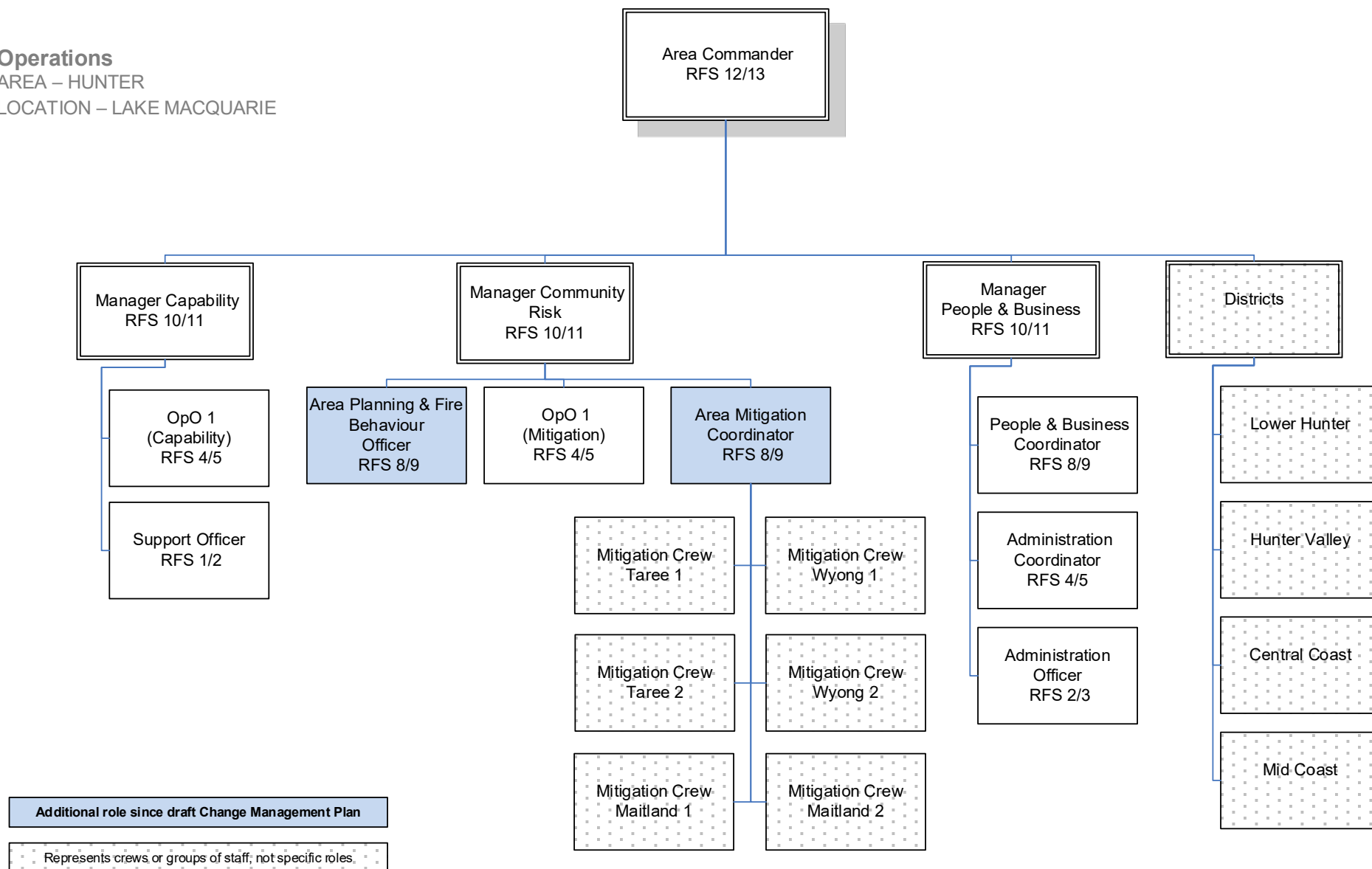
AREA – SOUTH EASTERN
LOCATION – MORUYA



Operations

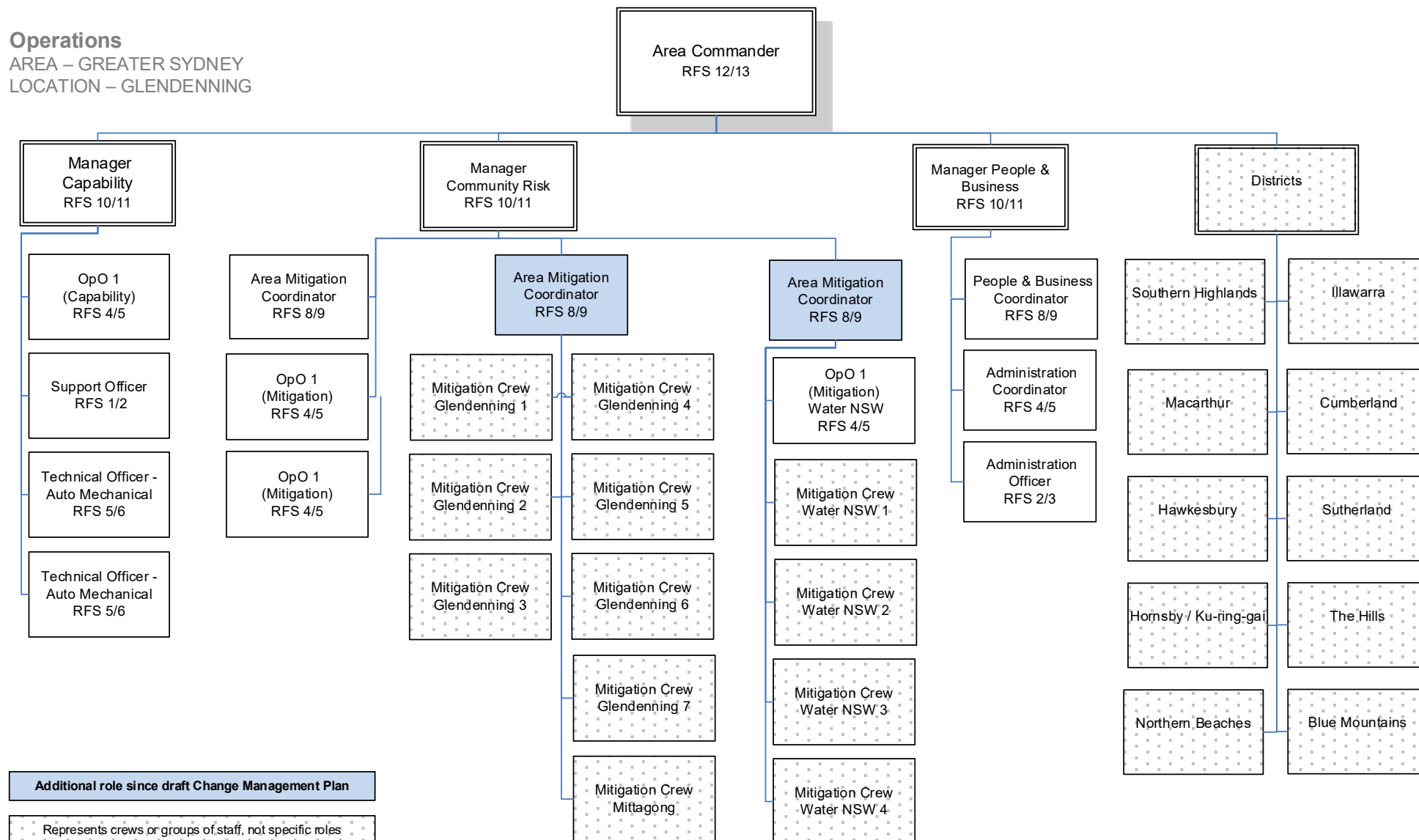
AREA – HUNTER

LOCATION – LAKE MACQUARIE

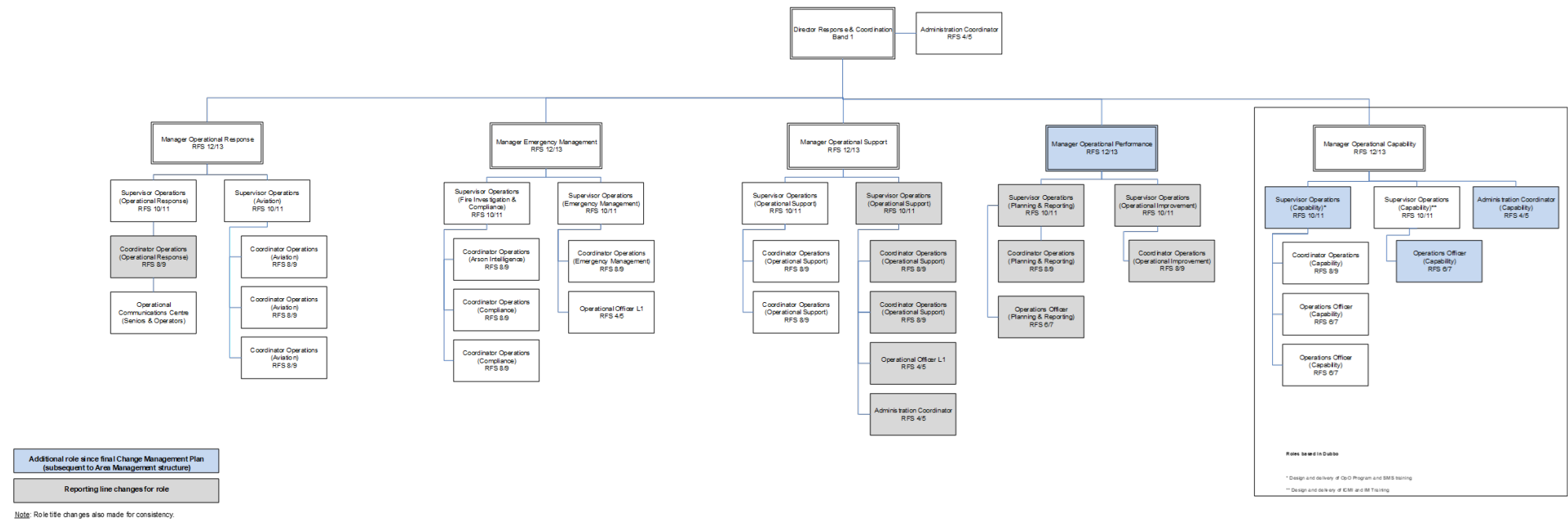


Operations

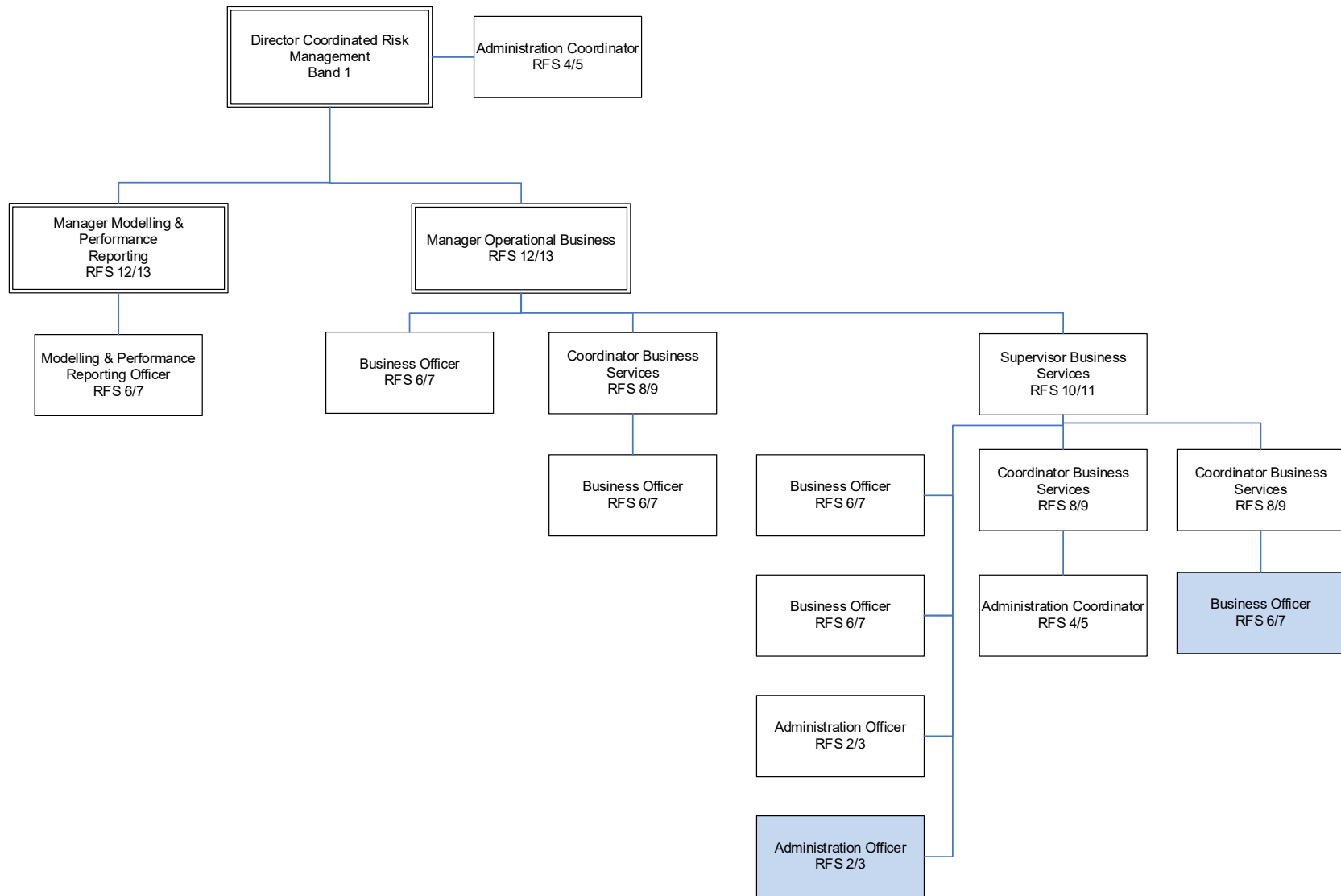
AREA – GREATER SYDNEY
LOCATION – GLENDENNING



Following consultation feedback received for the Area Management Model, additional roles have been included in Response and Coordination, Coordinated Risk Management and Area Services North West business units to support service delivery through the Area Management Model.¹ Role titles have also been updated where relevant for consistency and alignment.

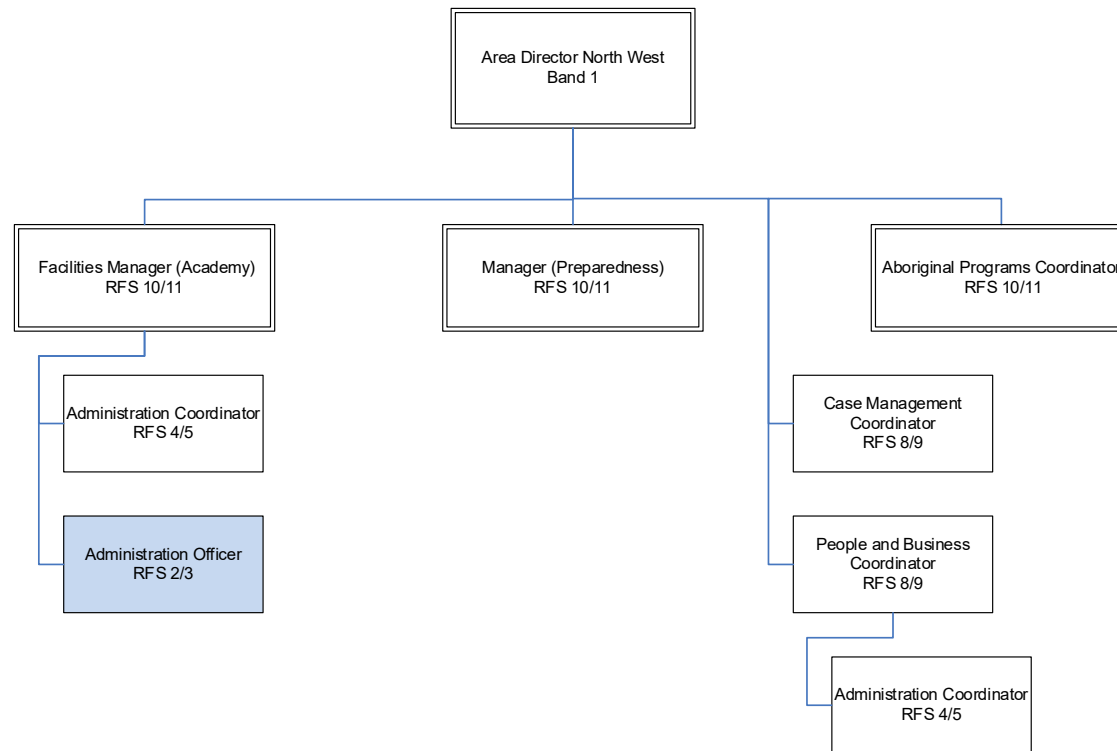


¹ Section 4.1 highlights the additional positions subsequent to the Final Change Management Plan for the 'Creation of the Operational Business Section and consequential changes across the Directorate'.



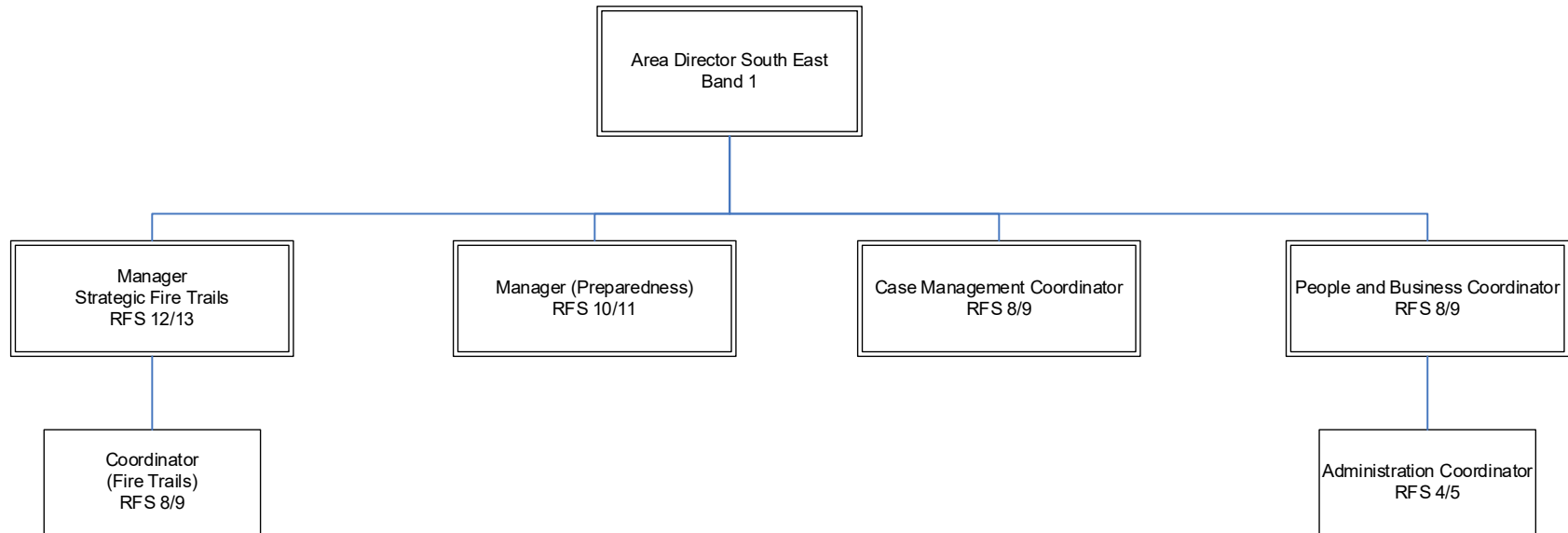
Additional role since final Change Management Plan
(subsequent to Area Management structure)

Note: Role title change also made for consistency

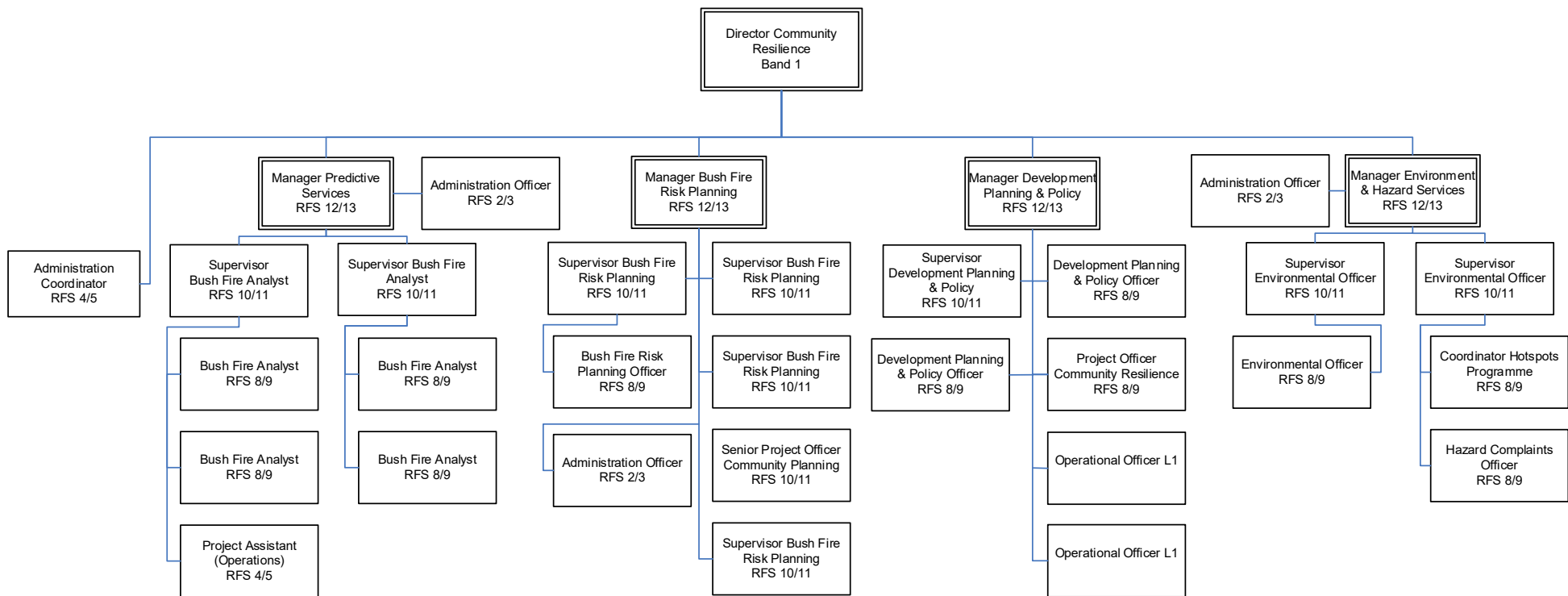


Additional role since final Change Management Plan
(subsequent to Area Management structure)

Note: Role title changes also made for consistency.



Note: Role title changes made for consistency.



4.2 Summary of Proposed Organisational Structure

The implementation of the Area Management Model will see an overall increase in staff by 19 FTE, from 94 current to 113 in the future. There will be an increase in regionally based roles of 26 FTE.

There will be no change to Mitigation Crew numbers.

Grade Range	Current			Future			Regional change		Total change	
	Sydney Based	Regionally Based	Totals	Sydney Based	Regionally Based	Totals				
	#	#	#	#	#	#	#	%	#	%
SES1	2	1	3	2	1	3	0	0.00%	0	0.00%
12/13	3	4	7	3	6	9	2	50.00%	2	-28.57%
10/11	8	10	18	6	19	25	9	90.00%	7	-38.89%
8/9	11	15	26	7	13	20	-2	-13.33%	-6	23.08%
6/7	1	4	5	3	0	3	-4	-100.00%	-2	40.00%
5/6	2	0	2	2	0	2	0	0.00%	0	0.00%
4/5	12	12	24	11	21	32	9	75.00%	8	-33.33%
2/3	8	1	9	5	7	12	6	600.00%	3	-33.33%
1/2	0	0	0	1	6	7	6	600.00%	7	0.00%
1	0	0	0	0	0	0	0	0.00%	0	0.00%
	47	47	94	40	73	113	26	35.62%	19	20.21%
Mitigation Crew										
2/3	11	33	44	11	33	44	0	0.00%	0	0.00%
1	33	97	130	33	97	130	0	0.00%	0	0.00%
	44	130	174	44	130	174	0	0.00%	0	0.00%
ALL	91	177	268	84	203	287	26	12.81%	19	7.09%

The current figures in the above table reflect the baseline data of all staff in Regions, OMS and Manager Major Projects. The future figures include all roles in the new Area Management Model, all roles in Logistics, and additional roles within other Operations sections.

5 Impact on Staffing Arrangements

The impact on staffing arrangements varies depending on the degree of change to a staff member's existing role, the level of the role and whether there are enough roles at-level, by location in the new Area structure.

All existing staff have been categorised into three outcomes, which determine the action that will be taken to help assign staff to equivalent roles in the new Area structure:

- Direct Assignment to Role;
- Direct Assignment to Role or Capability Assessment (based on expression of interest); or
- Capability Assessment (based on expression of interest).

The staff falling under each category and the action that will occur to place them the new structure is outlined under each section. Further details of the process to fill roles can be found in section 9.

Where possible, staff have been assigned to equivalent roles in the future structure, and the details of these new roles are listed below.

The below list does not include the role of Director OMS, roles in the Operational Resources and Transport section (excluding Technical Officer – Auto Mechanical roles) and Heavy Plant Coordinator role. These roles will be moved to Infrastructure Services Directorate. Refer to the 'Infrastructure Services Directorate Functional Realignment' change management plan for information on changes to these roles.

5.1 Direct Assignment to role

Affected staff² in the following roles have been directly assigned to a role in the future structure. The details of the new role assigned to them are listed in the following table.

Staff who are directly assigned to a role will receive a letter of assignment and an updated role description.

² Affected staff are defined as ongoing staff who are currently employed substantively in an ongoing role with the NSW RFS and are impacted by the future structure.

CURRENT STRUCTURE				FUTURE STRUCTURE					
Current Role Title	Current Business Unit	RFS Level	Current Locality	New Role Title	New Business Unit	RFS Level	New Locality	Description of Role Change	Degree of change
Regional Administration Officer	Regional Business, South	2/3	Albury	Administration Officer	Area People & Business, South Western	2/3	Albury ³	Change to role title, minor changes to role description, realigned business unit, reasonable change to location	Minor
Regional Administration Coordinator	Regional Business, South	4/5	Batemans Bay	Administration Co-ordinator (Business)	Area People & Business, South Eastern	4/5	Moruya	Change to role title, minor changes to role description, realigned business unit, reasonable change to location	Minor
Administration Coordinator (L&D) - OMS	RAFSO L&D	4/5	Glendenning	Administration Coordinator	Operational Support, Response and Coordination	4/5	Glendenning	Transfer of business unit and minor change to role title	Minor
Operational Officer L1	RART Ops	4/5	Glendenning	Operational Officer L1	Operational Support, Response and Coordination	4/5	Glendenning	Transfer of business unit	Minor
Regional Administration Coordinator	Region North	4/5	Grafton	Administration Co-ordinator (Business)	Area People & Business, North Eastern	4/5	Coffs Harbour	Change to role title, minor change to role description, realigned business unit, reasonable change to location	Minor
Regional Administration Coordinator	Regional Business, West	4/5	Young	Administration Co-ordinator (Business)	Area People & Business, Western	4/5	Cowra	Change to role title, minor change to role description, realigned business unit, reasonable change to location	Minor
Works Assessment Officer Water NSW	SMS East	4/5	Bargo	OpO1 (Mitigation - WaterNSW) ⁴	Area Community Risk, Greater Sydney	4/5	Bargo ³	Change to role title, moderate change to role description, realigned business unit and change in reporting line	Moderate
Works Assessment Officer	SMS South	4/5	Batemans Bay	OpO1 (Mitigation) ⁴	Area Community Risk, South Eastern	4/5	Batemans Bay ³	Change to role title, moderate change to role description, realigned business unit and change in reporting line	Moderate
Works Assessment Officer	SMS South	4/5	Deniliquin	OpO1 (Mitigation) ⁴	Area Community Risk, South Western	4/5	Deniliquin ³	Change to role title, moderate change to role description, realigned business unit and change in reporting line	Moderate

³ Role will continue to work from current office locality to continue to support Mitigation Crew(s), however role will report into a different Area structure.

⁴ Staff directly assigned to the OpO1 (Mitigation) role will be provided the relevant training to appropriately transition to this new role. Assignment to this role is subject to completion of the Operational Officer Level 1 mandatory training and development.

CURRENT STRUCTURE				FUTURE STRUCTURE				Description of Role Change	Degree of change
Current Role Title	Current Business Unit	RFS Level	Current Locality	New Role Title	New Business Unit	RFS Level	New Locality		
Works Assessment Officer	SMS West	4/5	Dubbo	OpO1 (Mitigation) ⁵	Area Community Risk, Western	4/5	Dubbo ⁶	Change to role title, moderate change to role description, realigned business unit and change in reporting line	Moderate
Works Assessment Officer	SMS West	4/5	Dubbo	OpO1 (Mitigation) ⁵	Area Community Risk, Western	4/5	Dubbo ⁶	Change to role title, moderate change to role description, realigned business unit and change in reporting line	Moderate
Works Assessment Officer	SMS East	4/5	Glendenning	OpO1 (Mitigation) ⁵	Area Community Risk, Greater Sydney	4/5	Glendenning ⁶	Change to role title, moderate change to role description, realigned business unit and change in reporting line	Moderate
Works Assessment Officer	SMS North	4/5	Urunga	OpO1 (Mitigation) ⁵	Area Community Risk, North Eastern	4/5	Urunga ⁶	Change to role title, moderate change to role description, realigned business unit and change in reporting line	Moderate
Works Assessment Officer	SMS East	4/5	Wyong	OpO1 (Mitigation) ⁵	Area Community Risk, Hunter	4/5	Wyong ⁶	Change to role title, moderate change to role description, realigned business unit and change in reporting line	Moderate
Mechanical Officer	Operational Resources & Transport	5/6	Glendenning	Technical Officer - Auto Mechanical	Area Capability, Greater Sydney	5/6	Glendenning	Change to role title, realigned business unit and change to reporting line.	Minor
Mechanical Officer	Operational Resources & Transport	5/6	Glendenning	Technical Officer - Auto Mechanical	Area Capability, Greater Sydney	5/6	Glendenning	Change to role title, realigned business unit and change to reporting line.	Minor
Learning & Development Officer	RAFSO L&D	8/9	Glendenning	Learning & Development Officer	Operational Support, Response and Coordination	8/9	Glendenning	Realigned business unit	Minor
Operations Officer RART Deployment	RART Ops	8/9	Glendenning	Operations Officer RART Deployment	Operational Support, Response and Coordination	8/9	Glendenning	Realigned business unit	Minor

⁵ Staff directly assigned to the OpO1 (Mitigation) role will be provided the relevant training to appropriately transition to this new role. Assignment to this role is subject to completion of the Operational Officer Level 1 mandatory training and development.

⁶ Role will continue to work from current office locality to continue to support Mitigation Crew(s), however role will report into a different Area structure.

CURRENT STRUCTURE				FUTURE STRUCTURE					
Current Role Title	Current Business Unit	RFS Level	Current Locality	New Role Title	New Business Unit	RFS Level	New Locality	Description of Role Change	Degree of change
RAFSO L&D Coordinator	RAFSO L&D	10/11	Glendenning	RAFSO L&D Coordinator	Operational Support, Response and Coordination	10/11	Glendenning	Transfer of business unit	Minor
Manager Remote Area Firefighting & SpecOp	Remote Area FF & Specialised Op	12/13	Glendenning	Manager Operational Support	Operational Support, Response and Coordination	12/13	Olympic Park	Change in reporting line, transfer of business unit and reasonable change to location	Minor

5.2 Direct Assignment or Capability Assessment (based on Expression of Interest)

The following affected staff may be directly assigned to a role in the future structure, or may be required to undertake a capability assessment, depending on the role that they express interest in.

Staff will only be required to undertake a capability assessment where there are more individuals who express interest for a role than roles available at that level and location.

Details of the at-level roles that staff may express interest in are listed in the below table. Staff also have the opportunity to be placed in below-level roles, should they express interest in roles at a lower level than their current substantive role.

CURRENT STRUCTURE		FUTURE STRUCTURE
RFS Level	Current Roles	Potential New Role
RFS 2/3	<ul style="list-style-type: none"> Regional staff East OMS Business Unit staff 	RFS 2/3 Administration Officer in Glendenning, Olympic Park, Lake Macquarie or other Area locations OR Various RFS 2/3 roles across NSW RFS ⁷
RFS 4/5	<ul style="list-style-type: none"> Regional staff East OMS Business Unit staff 	RFS 4/5 Administration Coordinator in Glendenning, Olympic Park, Lake Macquarie or other Area locations OR Various RFS 4/5 Admin or Business roles across NSW RFS ⁷
RFS 10/11	<ul style="list-style-type: none"> Indigenous Programs Coordinator 	RFS 10/11 Aboriginal Programs Coordinator located in Dubbo

⁷ See 'Vacant Roles List' for various roles available across NSW RFS, including Area Management structure, Operations other sections, Districts and other Directorates.

5.3 Capability Assessment (based on Expression of Interest)

The following affected staff will be required to undertake capability assessment to be deemed suitable for a role in the future structure, based on the role(s) they express interest in.

Details of the at-level roles that staff may express interest in are listed in the below table. Staff also have the opportunity to be placed in below-level roles, should they express interest in roles at a lower level than their current substantive role.

CURRENT STRUCTURE		FUTURE STRUCTURE
RFS Level	Current Roles	Potential New Role
RFS 6/7	<ul style="list-style-type: none"> Regional staff 	Various RFS 6/7 roles across NSW RFS ⁸
RFS 8/9	<ul style="list-style-type: none"> Regional staff OMS staff 	RFS 8/9 People and Business Co-ordinator / Area Planning & Fire Behaviour Officer / Area Mitigation Coordinator in various Area locations OR Various RFS 8/9 roles across NSW RFS ⁸
RFS 10/11	<ul style="list-style-type: none"> Regional staff OMS staff 	RFS 10/11 Manager Capability / Manager People & Business / Manager Community Risk in various Area locations OR Various RFS 10/11 roles across NSW RFS ⁸
RFS12/13	<ul style="list-style-type: none"> Regional staff OMS staff Manager Major Projects 	RFS 12/13 Area Commander in various Area locations OR Various RFS 12/13 roles across NSW RFS ⁸

⁸ See 'Vacant Roles List' for various roles available across NSW RFS, including Area Management structure, Operations other sections, Districts and other Directorates.

6 Communication Strategy and Consultation Period

The NSW RFS is committed to ensuring that full communication and consultation with affected staff occurs on a regular basis until such time this Change Management Plan has been implemented in full.

An initial briefing session with affected staff members and the PSA was held on 30 May 2019. The consultation period was open for 3 weeks until 5pm, 21 June 2019.

All affected staff, as key stakeholders in this change management process, were provided with access to the Draft Change Management Plan for the opportunity to review the draft plan and provide comment.

Similarly, the Public Service Association of NSW (PSA) was also provided with an opportunity to review the draft plan and provide comment.

In accordance with PSC Directive 2011-014, Agency Change Management Guidelines, the PSA will continue to be engaged through formal consultative forums such as the JCC. Meetings to discuss implementation of the change management plan will also occur as required.

The proposed change was also discussed with the Workplace Advisory Committee (WAC).

The formal consultation period has closed, but any concerns or issues about the change outlined in this document can be raised to the feedback inbox (opsfeedback@rfs.nsw.gov.au), or with the relevant Director.

Any questions specifically about the process to fill roles can be directed to eo@rfs.nsw.gov.au.

7 Workforce Planning Needs and Impact on Services and Functions

During the transition period, the NSW RFS will take appropriate action to ensure business as usual activities are maintained.

8 Role Descriptions and Job Evaluation Process

Role descriptions have been updated or created to reflect the finalised structure.

Roles have been evaluated where required, as follows:

- New roles have undergone a job evaluation process;
- Amended roles have undergone a job evaluation process generally only where significant changes have occurred to the following components:
 - Primary purpose;
 - Key accountabilities;
 - Key challenges;
 - Key relationships;
 - Decision making;
 - Supervisory arrangements; and/or
 - Budget requirements.

Where a role description was reviewed and only administrative or minor changes had occurred, (i.e. no significant changes to the capability levels, primary purpose, key accountabilities, key challenges, key relationships, decision making, supervisory arrangements, budget requirements), a job evaluation process was not required.

9 Process to Fill Roles

Affected staff⁹ will receive support and priority to transition into the future structure. Staff members will be assigned to equivalent roles in the structure, wherever possible, in accordance with GSE mobility provisions (specifically, section 46 of the GSE Act) which specifies that staff members may be assigned to roles to enable the flexible deployment of staff resources within the agency and to develop staff capability.

This section outlines the process to be used to fill roles in the future structure and references the three different staff outcomes each staff member could fall into (see section 5):

- Direct Assignment to Role;
- Direct Assignment to Role or Capability Assessment (based on expression of interest); and
- Capability Assessment (based on expression of interest).

9.1 Direct Assignment to Role

Affected staff fall into 'direct assignment' where:

- previous and revised roles are the same classification of work (equivalent RFS level);
- essential requirements (for example a relevant qualification or a licence) and capability requirements of the role in the previous structure are not significantly different from the essential requirements and capability requirements of the role in the new structure; and
- there are enough roles at RFS level, by location in the Area structure compared to the amount of affected staff suitable for the role.

Staff who are directly assigned will receive a letter of assignment with an updated role description as part of the process, confirming their direct assignment to a role in the new structure. Staff who are directly assigned will not be required to undergo any assessment processes.

9.2 Direct Assignment to Role or Capability Assessment

Affected staff fall into 'direct assignment or capability assessment' where:

- previous and revised roles are the same classification of work (equivalent RFS level);
- essential requirements (for example a relevant qualification or a licence) and capability requirements of the role in the previous structure are not significantly different to the essential requirements and capability requirements of the role in the new structure; and
- there are not enough roles at RFS level, by location in the Area structure compared to the amount of affected staff suitable for the role.

These staff will be required to complete and submit an EOI Form, listing their preferences for roles for which they wish to be considered.

Where affected staff preferences allow for direct assignment to available roles this will be actioned. This can occur in situations where there are enough roles by location and RFS level, which exactly match EOI preferences of affected staff.

Where EOI preferences of staff do not exactly match, staff will be invited to participate in capability assessment in order to be considered for placement in their preferred roles.

⁹ Affected staff are defined as ongoing staff who are currently employed substantively in an ongoing role with the NSW RFS and are impacted by the future structure.

9.3 Capability Assessment

Affected staff fall into 'capability assessment' where:

- the role does not exist in the new structure or there is significant change to several core components of the role; and/or
- there are not enough roles at RFS level, by location in the Area structure compared to the amount of affected staff suitable for the role.

These staff will be required to complete and submit an EOI Form and undertake a capability assessment in order to be considered for placement in their preferred role(s).

9.4 Expression of Interest (EOI) Process

The EOI process will be available to affected staff who fall into either of the following staff outcomes:

- Direct assignment to role or capability assessment (based on expression of interest)
- Capability assessment (based on expression of interest)

Staff who are required to participate in an EOI process will be provided an online EOI Form via their RFS email on Tuesday 16 July, which they will be required to complete and submit by 11:59pm on Sunday 4 August 2019. The EOI Form will enable affected staff to list up to 7 preferences for roles for which they wish to be considered.

Staff will be invited to express interest in roles:

- at their substantive level (or below);
- where they are able to meet the essential requirements;
- where they believe they are capable of undertaking the role; and
- which they are willing to be assigned to (including relocation if applicable).

These staff members will be provided with an online '*Vacant Roles List*' in conjunction with the EOI Form. This will include a list of all vacancies available for affected staff to express interest in, with links to the relevant role descriptions.

9.5 Capability Assessment Process

Staff who participate in capability assessment will be considered for placement in their preferred roles as expressed through the EOI Form.

Capability assessments will be tailored to RFS levels with more rigorous assessment for senior (leadership) roles appropriate to their greater complexity and higher-level capability requirements.

Staff expressing interest in RFS 12/13 and 10/11 roles will participate in an assessment centre process involving multiple assessments methods (minimum 3) with multiple assessors in attendance.

Staff expressing interest in RFS 8/9 roles and below will undergo a standard panel assessment involving multiple assessment methods (minimum 2) with panel members in attendance.

Assessors will determine suitability using the capability assessment results. A full panel consisting of assessors and other relevant senior stakeholders will moderate for placement of staff assessed as suitable, through consideration of capability assessment results, individual preferences indicated on the EOI Form, and optimisation of placements.

All endeavours will be made to align individual preferences with organisational requirements, where roles are available and staff members are deemed suitable.

9.6 External Recruitment

At the completion of the assignment of affected staff at the relevant RFS levels remaining vacant roles will be filled through established NSW RFS recruitment practices. This will be in line with Government Sector Employment legislation, Public Service Commission Assignment to Role guidelines and any other relevant policies.

Remaining vacant roles will be advertised externally following completion of internal processes (direct assignment or capability assessment) at the relevant RFS levels, except for a small number¹⁰ of specialist roles in other directorates and/or roles subject to separate change management plans in other directorates.

All staff members are welcome to apply for these roles if they are externally advertised, through the established recruitment processes.

Consideration will also be given to ongoing assignment of temporary staff, and individuals on talent pools, following the internal assignment of affected staff. Subsequent assignment to an ongoing role (from temporary) or assignment from a talent pool can only occur on the basis of a comparative assessment following external advertisement.

9.7 Recruitment Support

The Membership Services team is available to provide support and individual advice on merit-based selection and recruitment processes.

Consideration may be given to in-house workshops for assistance in resume preparation and applying for roles in the Public Sector should sufficient interest warrant it.

All staff members also have the opportunity to request professional development through the Professional Development Committee (following discussion with their Manager / Director).

9.8 Relocation Support

Staff members will be provided relocation support in accordance with the provisions outlined in the [Crown Employees \(Transferred Employees Compensation\) Award](#) (the Award).

The intent of the Award is to provide reimbursement towards expenses of staff members transferred to work in a new location which, by necessity of that transfer, requires them to relocate their principal place of residence.

In accordance with the Award, it is not considered a relocation where a staff member is assigned to a new office location and:

- they can reasonably commute to the new location; or
- the old location and the new location are part of the metropolitan area i.e. the Central Coast on the Northern Line as far as Gosford, the area on the Western Line as far as Mt Victoria and on the Illawarra Line as far as Wollongong.

The following changes to localities are not considered relocations in accordance with the Award:

- Grafton to Coffs Harbour;
- Batemans Bay to Moruya;
- Young to Cowra;

¹⁰ A total of 9 roles will be advertised externally concurrent to internal processes being undertaken. These roles are denoted by an asterisk (*) in the 'Vacant Roles List'. Affected staff will be considered for placement and may be placed if deemed suitable.

- Hornsby to Glendenning;
- Hornsby to Sydney Olympic Park; and
- Glendenning to Sydney Olympic Park.

As such, affected staff assigned to roles in the above situations are not eligible for relocation support.

10 Management of Excess Employees

At the conclusion of the filling of roles process, if there are excess employees they will be managed in accordance with Directive M2011-11 Managing Excess Employees (January 2012).

This means that excess employees will be entitled to:

- elect for voluntary redundancy; or
- receive support during a three month retention period to pursue redeployment into other NSW RFS or public sector roles at the same level; or
- if the above measures are unsuccessful, the staff member will be subject to the provisions of forced redundancy.

11 Support Services

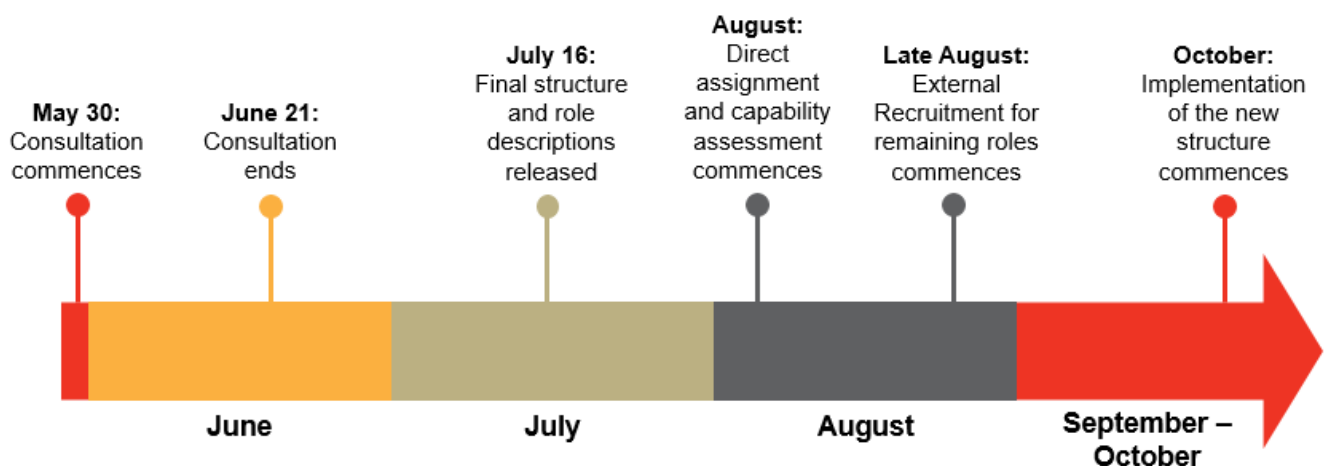
All affected staff are encouraged to ask questions and seek information on what the changes mean for them. The Operations Directors and the Membership Services team are all available for individual consultation and inquiries from staff.

Affected staff members are also encouraged to seek support, if required, through the following services:

- Employee Assistance Program (EAP) by calling 1300 360 364;
- NSW RFS Chaplaincy and Family Support Program by calling 8741 5107 or 8741 5440; and
- NSW RFS Counselling and Support Unit by calling 8741 5223.

12 Proposed Timeline for Implementation

Key milestones in the implementation timeline have been provided below. A detailed implementation plan to coordinate and finalise key activities (e.g. establishing Area location offices) will be developed to support the implementation of the final change management plan.



Implementation of the new Area structure will be a staged approach, commencing initially with North Western and North Eastern areas. The implementation of the remaining five areas will be sequenced according to operational needs. Further details will be communicated as the details are determined.

Existing regional offices will close as the corresponding Areas are established. However, some sections of OMS will need to continue to operate until all Areas are established.