



Communities
& Justice

Change Management Plan – Disability Services

August 2019



Document approval

The Change Management Plan – August 2019 has been endorsed and approved by:



Pam Brunner

Executive Director, Disability Services

Approved: 14/08/2019

Document version control

Document name: Change Management Plan – August 2019

Trim Reference: D19/1104802

Version: Version 2.0

This document replaces Change Management Plan – April 2019

Authoring unit: Disability Services, Department of Communities and Justice

Date: 14/08/2019

Next Review Date: 14/08/2020

Table of contents

1	Background.....	4
1.1	The purpose of this Change Management Plan	4
2	Principles	5
3	Communication and Employee Support	5
4	Impact on Services and Workforce Planning Needs.....	7
5	Changes to Organisational Structure	7
6	Government Sector Placement Options	7
7	Management of Employee Placements	8
8	Employees not Matched/Unplaced	9
9	Timeframe	9
10	Impact on EEO Groups or employees with a disability.....	9
11	Impact on Rural and Regional Communities	9
12	Management of Temporary Arrangements	10
13	Work, Health & Safety.....	10
14	Internal Review	10
15	Relevant NSW Public Sector Employment Policies	11
16	Definitions.....	11
17	Appendices	Error! Bookmark not defined.
	Appendix 1: Employee Impact Table.....	12
	Appendix 2: Form: Request for an Internal Review	14

1 Background

In July 2018 the National Disability Insurance Scheme (NDIS) moved to full implementation in NSW. At that time a number of specialist disability support and accommodation services continued to be delivered by the Department of Communities and Justice (DCJ), with work continuing to support the changing role of the Government in the delivery of disability services in NSW.

As work continues to implement the disability reforms and to transfer accommodation and support services to the non-government sector, there will be a continuing impact on the workforce that supports the direct care staff in the current provision of these services and those roles that are not in scope for transfer to the non-government sector.

It is anticipated that the NSW Government will no longer provide these services by the end of 2020. Existing services will continue to operate, with staff employed by DCJ until the services are transferred to the non-government sector and residents transitioned to the new providers.

1.1 The purpose of this Change Management Plan

The purpose of this Change Management Plan (CMP) is to:

- Provide an overview of the approach to support service provision while the transfer of the remaining DCJ direct care disability services to the non-government sector continues.
- Outline strategies to support and manage staff during this period of change.
- Outline employee support and communication strategies.
- Provide information regarding the step-down of disability roles not in scope for transfer. This includes those roles which are non-direct service provision staff and administrative support staff, to reflect the ongoing reduction of services, whilst factoring in the decommissioning requirements for locations such as Stockton, Kanangra and Tomaree.

Given the number of employees impacted, a multi-phase approach will be used.

The following are out of scope of this CMP:

- Employees who are in scope for transfer to the NGO sector

Should roles which are currently in scope for transfer change to be out of scope for transfer, they will then be included in scope of this Change Management Plan and affected employees consulted and advised.

For Hunter Residences, the status of employees who are not in scope for transfer will not change unless an 'out-of-scope' employee asks that DCJ considers his or her request to be in scope for transfer. A change from being 'out-of-scope' to being 'in-scope' for transfer may only occur if an employee (in the same role type) who is 'in-scope' exits DCJ employment prior to transfer.

2 Principles

The management of DCJ non-executive employees affected by the implementation of the disability reforms 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 employees to assist employees to understand their transition through the processes.

3 Communication and Employee Support

Consultation on the implementation of changes and the content of this plan will be undertaken with the Public Service Association of NSW (PSA), the NSW Nurses and Midwives' Association and other relevant Unions, including the CFMEU (Construction and General Division), NSW Electrical Trades Union of Australia, Plumbing Trades Employees Union of NSW and the Australian Manufacturing Workers Union. A regular mechanism for consultation will be confirmed as implementation progresses.

Employees will be briefed on the CMP and the transition process by members of the Executive team and supported by Human Resources (HR). The nature and timing of briefings for staff in particular roles and work areas will be informed by the step down of Disability Services.

Regular communication updates will be provided to employees and Unions as appropriate regarding the change process and the implementation arrangements for this plan. The communications approach to employees will be multi-faceted and include:

- DCJ intranet and email communications.
- face to face employee engagement briefing sessions as required.
- individual meetings with employees as and where required.
- stakeholder consultation including the relevant industrial associations.
- availability of ongoing support and advice.
- employee support materials as required.

The Change Management process is managed by the HR Change Team. Questions from affected employees and their managers should be referred to the [HR Change Team at HRDisabilityOperations@facss.nsw.gov.au](mailto:HR.ChangeTeam@HRDisabilityOperations@facss.nsw.gov.au)

Staff out of scope for transfer

DCJ will use an external outplacement service provider to assist staff with career planning, support and potential placement with alternative employment.

There will be dedicated learning and development funding to support career development and contemporary training opportunities.

The implementation of a work placement strategy, undertaken in consultation and accordance with a Memorandum of Understanding with Hunter New England Local Health District for out of scope Enrolled Nurses.

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

- the opportunity for Personal Development Plan (PDP) discussions for those employees who are interested in this option.
- access to Study Time leave provisions in accordance with the Award.
- CV workshops to assist employees who are looking to improve their skills and capabilities when applying for other work opportunities.
- Vocational counselling, career planning and transition advice through the Employee Assistance Program.
- Frequently Asked Questions (FAQ) materials available on the intranet and distributed through line management.

Other resources include:

- Human Resources and Work Health and Safety teams.
- Employee Assistance Program (EAP) Counselling
Converge International Telephone: 1300 687 327 or eap@convergeintl.com.au
- [Working Together Website](#)
- NSW Nurses and Midwives' Association
Telephone: 1300 367 962 or email www.nswnma.asn.au
- Public Service Association (PSA)
Telephone: 1300 772 679 Member Support Centre or email membersupport@psa.asn.au
- Construction, Forestry, Mining and Energy Union Construction (CFMEU) and General Division telephone 9749 0400 <https://nsw.cfmeu.org.au/contact>
- NSW Electrical Trades Union of Australia telephone 4968 2488 admin@etuastralia.org.au
- Plumbing Trades Employees Union of NSW telephone 9310 3411 steve.mccarney@nswplumbersunion.com.au
- Australian Manufacturing Workers Union telephone 9897 4200 info@amwu.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

- StatePlus (financial services) information is available at the link: <https://www.stateplus.com.au>

4 Impact on Services and Workforce Planning Needs

As residents transition to their new homes and services transfer, it will be critical for DCJ to ensure that the remaining workforce is aligned to the needs and priorities required to continue to meet both client support and legislative requirements.

Throughout this process operational requirements will be impacted. This will require ongoing review of employee arrangements.

Critical pieces of work which will continue throughout this process include the support and service to remaining residents, keeping all sites secure and protected as buildings are vacated and during the subsequent decommissioning of buildings.

Therefore as role vacancies arise a case-by-case assessment will occur to determine if and how these positions are filled, according to business need at that time.

Additionally a phased approach to step down of affected staff will be implemented.

The underlying principles to inform these processes will align to the impact on services and functions and the critical need to manage risk.

Additionally it is intended that a consultative approach be included to determine the step-down of staff.

Through established Local Consultative Committees, Industrial Organisations will be kept informed and consulted with where appropriate regarding implementation of the CMP.

5 Changes to Organisational Structure

As the business needs change due to the reduction in residents and staff it is essential to forecast the roles that will be required to support the delivery of safe and effective services until the finalisation of service transfers and client transitions.

This will require the ongoing review of the establishment, the identification of appropriate structures and the alignment of staff to appropriate supervision and support throughout the change process.

It is anticipated that structural alignments will change as service requirements alter throughout the process of transition and transfer.

This is an active piece of work that will continue throughout the process. Affected staff will be consulted throughout this process.

6 Government Sector Placement Options

The NSW Government is committed in keeping valued employees when the delivery of public services will transfer to non-government organisations.

In the context of service delivery change, the objective of the strategy is to help retain employees, who are not in scope for transfer and whose roles will cease, by finding them new roles within their own or another agency, according to their experience and proven capability.

In keeping with this commitment the broad aims of this strategy are:

- to retain valued experience and demonstrated capabilities within the government sector.
- to minimise personal impact on affected staff.
- to reduce recruitment and redundancy costs.
- to maintain or increase employee engagement in the sector.

DCJ will work within the framework of the NSW Government Sector Placement Strategy. The strategy consists of a coordinated workforce planning method to be applied collaboratively by the relevant agencies in pursuit of these aims.

The placement strategy is for ongoing employees who will not transfer to an alternative provider and whose roles are impacted by the implementation of the disability reforms.

Internally, DCJ will support this initiative and will make available, at grade vacant role opportunities via a prioritised process, co-ordinated and managed through Recruitment Services and the HR Change team.

7 Management of Employee Placements

Roles not identified to transfer to an alternative provider

As the residents transition and staff transfer to alternative providers, workloads for those roles identified as not in scope for transfer will alter.

A continuous review of the Disability Services establishment will occur to determine role and employee impacts. It is anticipated that a step-down of operational service provision will occur and this will impact staff requirements. In order to inform this step down process ongoing assessment will occur to understand which roles will be required throughout the transition process. Employees will not be expected to work outside the framework of their role classification.

Consultation will continue throughout the step-down process to update employment options. Operational and service requirements will be prioritised in determining when and which employees might be declared excess. Any employees whose services are deemed to be excess to DCJ requirements will be managed in accordance with the Managing Excess Employees policy.

Managers and HR will work with affected staff through these processes.

Recruitment and HR will ensure vacancies that arise within DCJ are subject to review for potential matching prior to advertisement.

If an ongoing eligible employee identifies a suitable vacancy within a NSW Government Department, HR will negotiate on the staff member's behalf to be placed in accordance with the NSW Government Sector Placement Strategy.

Internal training will be provided for staff with respect to interview skills and resume preparation workshops.

8 Employees not Matched/Unplaced

Affected employees not placed in a role, either within DCJ or another Government agency will be declared excess to the needs of the business in accordance with the current Managing Excess Employees (MEE) Policy.

9 Timeframe

The consultation period for the Change Management Plan was open until COB 15 July 2019. Feedback submitted to workingtogether@facs.nsw.gov.au has been considered.

10 Impact on EEO Groups or employees with a disability

The DCJ Executive Board is committed to the provision of career opportunities for Aboriginal employees and existing EEO programs remain unchanged. DCJ will continue to work closely with Aboriginal employees impacted by the changes to optimise placement opportunities.

Where an employee has disclosed a disability, DCJ will work with them to ensure appropriate reasonable adjustments are made to any relevant processes, where necessary.

English language proficiency options will be offered to assist staff from non-English speaking backgrounds.

11 Impact on Rural and Regional Communities

Current DCJ Disability Services are primarily located in Sydney Central Coast and Hunter/Port Stephens locations. Therefore regional communities of the Central Coast, Hunter and Port Stephens areas will be impacted as a consequence of the closure of disability services. It is anticipated that there will be no impact in rural areas as a consequence of this plan.

It is noted that a number of new homes being built for current residents of Hunter Residences will be located outside of the metropolitan areas of Sydney/Central Coast/ and Hunter/Port Stephens. This is anticipated to have a positive impact on both residents and the communities where the homes are being built.

The planning as it relates to individual staff support for career and future employment is the key mitigating strategy.

12 Management of Temporary Arrangements

Ongoing employees on temporary assignments

Impacted ongoing employees who are on a temporary assignment in other areas of DCJ will be provided with relevant information and opportunity to consult and participate in these change processes.

Secondments to other public sector agencies

Impacted ongoing employees who are on a secondment in other public sector agencies will be provided with relevant information and opportunity to consult and participate in these change processes.

Agency and casual employees

Agency employees and casuals are not eligible to participate in some aspects of this CMP. These employees may be required to complete their contracts earlier than advised for their current contract period 'as determined' or 'based on' business need. These employees will be given an appropriate period of notice. Employees in the current casual pool will remain available to DCJ for casual engagements based on operational need and where roles continue to exist.

Temporary employees

Temporary employees are not eligible to participate in some aspects of this CMP. Existing contracts may cease or be extended based on operational need. In limited circumstances temporary employees may be eligible for a severance payment.

Secondments from other public sector agencies

Employees seconded to DCJ from other NSW Public Sector agencies are not eligible to participate in this CMP.

13 Work, Health & Safety

As part of the ongoing management of Work, Health and Safety, each business unit, through management teams and Work Safety Wellbeing Committees will review and manage any change impacts associated with the organisational change associated with the implementation of the disability reforms.

These processes will be supported by the Disability Services Workforce Safety and Well-being team.

14 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

Allocations.DisabilityServices@facss.nsw.gov.au (with "Review Request – employee name" in title field) no later than one week from the day the employee is notified of a decision within the scope of this plan. Outcomes are final and employees will be notified within two weeks of the receipt of the Review Request.

15 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 organisations restructuring in the NSW Public Service:

These documents can be found at: <https://www.psc.nsw.gov.au/>

- 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
- [National Disability Insurance Scheme \(NSW Enabling\) ACT 2013](#)
- [Government Sector Employment Act 2013](#)
- [Government Sector Employment Rules 2014](#)

16 Definitions

Change 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.

17 Appendices

Appendix 1: Employee Impact Table

	Headcount breakdown
	Ongoing
TOTALS	476
Management & Clerical	113
Clerk General Scale	4
Clerk Grade 1/2 (including Administrative Officer and Cashier)	31
Clerk Grade 3/4 (including Administrative Officer, Business Support Officer and Personal Assistants)	8
Clerk Grade 5/6 (including Administrative Officer, Service Support Analyst, Assistant Business Analyst, HR Officer, Assistant Project Officer and IMRC officer)	16
Clerk Grade 7/8 (including Budget Officer, Commission and Planning Officer, HR Officer, Practice Support Coordinator, Project Officer, WHS Risk Management Advisor and WHS Project Officer)	23
Clerk Grade 9/10 (including Managers of Day Program, Finance and Hospitality, Senior Business Analysts, Senior Commissioning and Planning Officers, Senior Project Officers and Team Leaders)	23
Clerk Grade 11/12 (including Executive Officers, General Managers and the Manager for Indirect Services, Principal HR Officer and Principal Project Officer)	8
Clinical & Career Medical Officers	11
Case Manager Level 2	3
Career Medical Officers (including grades 1, 2 and 3)	5
Senior Clinical Consultant Gde 7/8	3
Non-Direct Care Nursing	44
Clinical Nurse Educator	3
Nurse Manager (including After Hours Support, Staff Resource Unit, Workforce Capability, and Accommodation and Nursing Services)	9
Principal Nurse Manager Accommodation and Nursing Services	1
Nurse Systems Support Coordinator (including grades 3 and 4)	4
Nurse Systems Support Officer (including levels 1, 2 and 3)	6

Nurse Learning & Development Officer	3
Residential Unit Nurse Manager (including grade 1, 2 and 3)	18
Disability Support Workers & Team Leaders	5
Service Support Officers & Supervisors	107
Service Support Officer (including levels 1, 2 and 3)	104
Supervisors (including Deputy Services and Grounds/Garden)	2
Domestic Services Manager	1
Trades (including Extra Hands, Carpenters, Electricians, Mechanical Fitters, Painters, Plumbers and Charge Hands)	11
Transport, Security and Kitchen	8
Clinical	12
Case Manager Level 2	1
Senior Clinical Consultant Grade 7/8	8
Clerk Grade 9/10 (including Team Leaders and Case Managers)	2
Senior Specialist Psychologist	1
Day Program	38
Community Workers (including Team Leader)	11
Community Support Workers	27
Nursing	126
AIN	50
EEN	76

In addition to ongoing employees there is a combined number of 187 casual and temporary employees. We anticipate that those numbers will change during the period of client transition.

Appendix 2: Form: Request for an Internal Review



Family &
Community Services

PURPOSE

In accordance with the Disability Services Change Management Plan, affected ongoing employees, existing excess employees, eligible long term temporary employees, and employees on above level temporary assignments affected by this 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	
Business Unit Name	
Employee's signature	
Date	
Briefly outline your concerns about the process	

Please scan this form marked 'Confidential' and send to
Allocations.Disabilityservices@facs.nsw.gov.au