



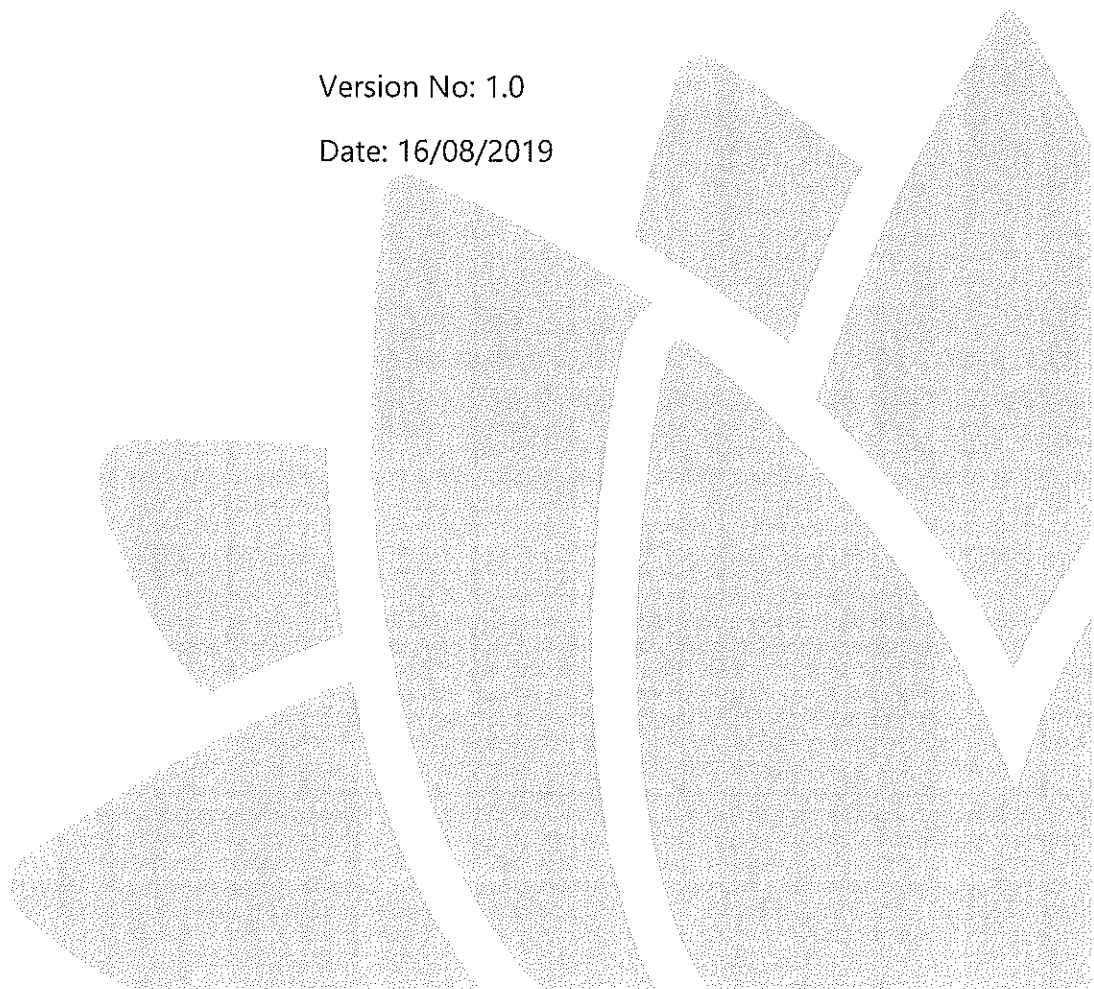
Customer  
Service

# **Transition Management Plan**

**Service NSW Corporate Staff including  
People and Culture, Corporate  
Relations, Finance, parts of ICT and  
Office of the CEO)**

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## Document Version Control

Version	Status	Date	Prepared By	Comments
1.0	Draft	16/8/2019	Erica Machon	Draft to be released for Consultation

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## 1. Background and Reasons for the Organisational Change

### 1.1 Scope

This Transition Management Plan (TMP) applies to all ongoing, non-executive Corporate Services and Corporate Affairs staff (People and Culture, Corporate Relations, Finance, parts of ICT and Office of the CEO) within Service NSW.

### 1.2 Context

The creation of the new Department of Customer Service (DCS) moved corporate services functions from Service NSW into the Department of Corporate Services. Effectively Service NSW staff undertaking the Corporate Functions are potentially excess. The intention is to retain as many ongoing Service NSW staff as possible in new DCS Corporate Structures.

This transitional plan outlines the arrangements for the consideration of transfer of Corporate Service NSW staff to DCS prior to a Service NSW Restructure Management Plan that will delete the existing Service NSW Corporate Services and Corporate Affairs roles and declare remaining ongoing staff excess.

### 1.3 Stakeholder/Customer Priorities

The centralisation of Corporate Services and Corporate Affairs functions within the Cluster is in line with the NSW Government Corporate Reform Agenda and will provide budget savings and efficiency gains. The changes will also commence the rationalisation of Corporate Systems.

## 2. Change Management Approach and Principles

The following principles underpin the approach to managing staff throughout the transition:

- Minimal disruption to delivery of services;
- Placement of existing staff is a high priority and we will look to maximise opportunities for employee matching and transfer;
- Regular, open consultation with staff and unions;
- Adherence to public sector policy and legislation;
- Implementation of fair, transparent and accountable processes;
- Appropriate information and support mechanisms for staff to both assist their understanding of and transition through the process.

## 3. Approval

The Deputy Secretary, Corporate Services, Department of Customer Service (DCS) will approve the implementation of the transition plan following consultation with the Secretary, unions and staff.

## 4. Employee Communication Strategy

Employees will be kept informed on the progress of the Transition plan by:

- Staff briefing or information sessions to be conducted by relevant Executive Director, and
- Regular updates on process and proposed opportunities.

## 5. Employee Support Services

DCS is committed to providing comprehensive support to Service NSW staff impacted by the change. Ongoing support from the Corporate Services and Customer Delivery and Transformation Executive Leadership Team and People & Culture will continue on an as required basis. In addition, the support program to all impacted staff will include:

- DCS Employee Assistance Program, a telephone and face-to-face confidential counselling available to both staff and their immediate families.

## 6. Consultation

The Corporate Services and Customer Delivery and Transformation Executive Leadership Team is committed to ensuring that all parties are consulted with as part of the Transition Plan communication and approval process, and that such consultation would be conducted prior to the Plan being approved by the Deputy Secretary, Corporate Services DCS.

## 7. Transition Arrangements

### 7.1 Industrial Mechanism to move staff from Service NSW to Department of Customer Service

There is no reference to staff moving from Service NSW to DCS in the recent Administrative orders. The mechanism to be used is to transfer Service NSW staff through normal GSE provisions (GSE Act s64, Rules 29. Part 6). This will require matching of an ongoing Service NSW staff member to a vacant role in DCS (by direct identification or via an internal assessment process). DCS would then issue a letter of offer to the Service NSW staff member that outlines the new employment conditions and salary e.g. move to Crown Employees (Administrative and Clerical Officers) Salaries Award and Crown Conditions of Employment Award from Service NSW Award.

The individual staff letter would outline the salary offered for the new role and the Award coverage. **Under the GSE Act (s. 64(3)) and rules (r. 29(2)) the staff member must agree to any reduction in salary.** Staff will be given notice and have a 10 day period to mount any argument against the proposed transfer.

Any affected Service NSW staff member who declines a role (based on salary difference) or has no role in DCS to be transferred to will be declared excess and made an offer of VR or redeployment.

### 7.2 Salary Differences and matching to Grades

Where there is a salary difference between the current ongoing salary and the proposed salary

- If the current salary is less than the proposed salary range in the new role the staff member will move to closest highest higher salary point in the Crown Conditions of Employment Award from Service NSW Award.
- Where the current salary is more than the proposed salary range in the new role short term salary maintenance be adopted i.e. where there is a reduction in salary for a Service NSW staff member, their salary will be maintained for a 3 month period once formally transferred to DCS. (the 3 month

period mirrors the Public Service Commission salary retention period for redeployed workers in the Case Management and Redeployment Guidelines). This will affect Service Grade 10 staff moving to Clerk Grade 10 and Service Grade 12 staff moving to Clerk Grade 12 roles.

#### Matching salaries to roles

- Grade levels - a Service NSW staff member can be placed in a Departmental grade as long as their existing salary crosses into that grade, there is an available role at that level and if required they undertake an internal assessment process.
- As well as identified roles in the relevant area, all departmental roles that are approved for filling will be advertised internally for filling at grade prior to proceeding to external advertising.

#### Grade Placement Options

Service Grade	DCS Grade can be placed in for Service staff based on one salary point in equivalent DCS grade
1/2	N/A
3/4	1/2, 3/4
5/6	3/4 with decrease for Service staff on the max salary or increase into 5/6
7/8	5/6, 7/8 with small increase for Service staff on the max salary
9/10	9/10 with reduction of \$12,321 for Service staff on the max Grade 10 salary, 11/12 with increase
11/12	11/12 with reduction of \$18,422 for Service staff on the max Grade 12 salary

#### 9. Process for Offers of Transfer

The following stages will be followed for the offers of transfer:

##### **Stage 1 – Identifying opportunities and any assessment that is required**

New Structures will be put in place for each area, potential roles will be identified.

##### **Stage 2 – Direct offer or suitability assessment**

If the role is essentially the same as former role and/or there are more roles than ongoing staff an offer will be made for the service staff member to consider (Stage 3).

Where the roles are substantially different or there are more staff than roles in the affected area then staff at each eligible grade will be invited to express an interest in being suitability assessed for a role.

A merit assessment in line with the Suitability Assessment Standards will be undertaken and candidates will be ranked accordingly as to best fit for each role. The Hiring Manager of the assessment panel must provide feedback to the unsuccessful employees for Stage 2, detailing the reasons as to why they were not assigned to a role. Staff will not be advised of their actual ranking.

### Stage 3 – Offer of employment including salary and conditions

An offer of transfer will be made outlining salary arrangements and the individual staff letter would outline the salary offered for the new role and the Award coverage. Under the GSE Act (s. 64(3)) and rules (r. 29(2)) the staff member must agree to any reduction in salary. Staff will be given notice and have a 10 day' period to mount any argument against the proposed transfer.

### 10. Management of Excess Employees

Ongoing employees will be declared 'Excess' under a separate Service RMP when they can no longer reasonably expect to be appointed to a role within the new structure. At this point, they will be declared 'Excess' and managed in accordance with Managing Excess Employees Guidelines (D2011\_007) and the Managing Excess Employees Policy (August 2011).

### 11. Timetable for Implementation

Action	Week Ending
Consultation period with affected employees and the Unions commences	28/8/2019
Consultation period closes	11/09/2019
Feedback provided on comments	21/09/2019
Transition Plan finalised and approved for implementation	21/09/2019
Transfer Offers made as structures and process finalised	Ongoing

