

# Strategy & Governance Realignment

## Strategy & Governance Division Realignment Plan

### 1 Background and reasons for the realignment

The Strategy & Governance Division within NSW Trustee & Guardian (NSWTG) was formed in June 2018. It brought together the former Office of the CEO, the Staff Experience Unit and the Audit & Compliance team from the old Service Advisory Division.

The division was created to strengthen the process of addressing systemic and operational problems identified through complaints, audits, risk & compliance by developing organisational-wide strategies, improving policies and training staff. A small Change and Continuous Improvement team was added to ensure benefits were achieved from these changes and that they were implemented in an effective way.

In the 18 months since it was established structural deficiencies have been identified. For example, the division has a lack of ongoing administration support. Further, business needs have changed, as outlined in section 2.

### 2 Workforce planning needs and impact on functions

Function	Reason for change	Change to function	Role impacts	RD impact
Audit, Risk & Compliance	Generic role descriptions were included in the Role Description (RD) re-write project to re-draft based on specialisation. This is now being done under the realignment	Nil - change to RD only	Nil	Manager, Compliance and Audit role Principal Advisory Officer roles x 3
Ministerial & External Relations Team	Nil	Nil	Nil	Manager role - minor change to reporting line

## [Strategy & Governance Realignment]

Function	Reason for change	Change to function	Role impacts	RD impact
Knowledge management	Certain functions will transition out of the division, for example managing the intranet will be solely performed by Comms & Engagement	Division will retain co-ordination of operational policy and procedure updates	Knowledge Manager role	
Strategy	Other areas, such as Trustee Services will play a greater role in key relationships with Service NSW and NCAT	Division will retain some coordination with stakeholders – Service NSW and NCAT and preparation of annual report, business plan and statement of business intent	Manager Strategy role	
Staff Experience	Need for certain roles to have more technical HR expertise	New roles will be created with more technical HR focus	Senior Manager, Staff Experience role Manager, Business Operations role	
Learning and People Development	Learning & People Development to be delivered mostly online and using external providers  WHS audit requires internal WHS capability to be created	Existing learning & people development roles re-focused to create WHS and talent acquisition role  Division will retain some technical and face-to-face training	Learning & Development Manager role  Learning & People Development Officer roles x 2	

## [Strategy & Governance Realignment]

Function	Reason for change	Change to function	Role impacts	RD impact
Project Management (Staff Experience)	Focus on culture, learning & development to be implemented through People & Culture plan initiatives	Project Officer role becomes temporary to reflect People plan is time-limited, (may be made ongoing depending on business need)	Project Officer role	
Administration	Lack of permanent administration support across the division  A temporary Administration Officer role was created until June 2020 using savings	A general administration role that works across the division will be funded ongoingly	Administration Officer role (3/4) becomes ongoing	
Private Management accounts compliance	Client work is more appropriate to sit with Trustee Services	The administration role will be transferred to Trustee Services, along with the Private Management accounts review function	Administration Assistant role (1/2)	

### 4. Proposed means for filling positions

---

Staff will be assigned to a role under section 46 of the *Government Sector Employment Act 2013*. The implementation approach will be prioritised by business need and where appropriate more senior roles will be filled before less senior roles.

#### **Step 1: At-Grade Assignment to Role**

Step 1 involves placement of ongoing employees currently employed in the Strategy & Governance Division (the division) at grade via direct assignment.

Specifically, where a role is comparable and there are fewer ongoing employees than roles, or the same number of ongoing employees as roles, ongoing employees will be directly assigned to a role in the new structure. Ongoing employees will be advised if they have been directly assigned to a role in the new structure via formal notification.

#### **Step 2 – Internal Expression of Interest for Assignment at Grade**

At this step vacancies will be advertised internally (i.e. only within the division) where applicants can apply for any ongoing role at grade. Applicants will undergo a suitability assessment process that includes:

1. Lodgement of a written Expression of Interest (EOI). This will comprise of a cover letter addressing two targeted questions (based on the focus capabilities for the role) and a resume (up to five pages);
2. Assessment of EOI's by a panel, with selected applicants progressing to a behavioural interview;
3. A behavioural interview.

If deemed necessary by the panel, a further form of assessment may be required which may include:

- TalentQ online psychometric assessment;
  - a work sample;
  - a presentation.
- 
- Not all applicants automatically progress to further assessment upon applying for a role at this step. Applicants deemed unsuccessful after their written application is assessed will be informed accordingly.
  - A letter or email of confirmation of assignment will be sent by the People Directorate to employees that have been assigned to a role once the final assessment of applications and/or interviews is completed, and the outcome approved.
  - Where possible more senior roles will be filled first, however this may be varied where business needs require a more flexible approach.

- Ongoing Employees in the division that elect not to lodge an EOI or apply for any advertised roles may be assigned, pursuant to Section 46 of the *Government Sector Employment Act 2013*, to any vacant role at grade in the new structure.

### **Step 3 – External Advertisement of Roles**

Remaining roles that are not filled at Steps 1 and 2 will be advertised externally and filled via a comparative assessment process. This will include at least three capability-based assessments as aforementioned, one of which will be an interview.

Specifically, such vacancies will be advertised to the external public on the 'I Work for NSW' website and others. Only at this step (and not at steps 1 or 2) can any contract personnel currently working within the division apply for such roles.

### **Step 4 – Excess Employees**

Employees substantively employed in the division who are not successful in obtaining a role in the new structure will be declared excess. Accordingly such employees will be managed under the *Managing Excess Employees Policy*.

#### Advertisement of Roles

For Step 2 the roles will be advertised via an internal online jobs board available only to divisional employees. The link to this site will be provided at the time recruitment commences. All respondents are to express their interest via the relevant online job board for all new roles. Paper based applications emailed or handed to the hiring manager will not be accepted.

External advertisement of roles will be available on the 'I Work for NSW' website - [iworkfor.nsw.gov.au](http://iworkfor.nsw.gov.au). There will be employee communications to notify each stage of the recruitment process. Employees should also regularly visit the internal online job boards to see when roles are advertised.

#### Assessment panel

The panel for Steps 1 to 3 will consist of one (1) representative from the Strategy & Governance Division (at a higher grade than the role being filled) and one (1) representative from the People Directorate.

## **5. Support**

NSWTG will ensure support services are provided to staff impacted by this realignment. The Director, Strategy & Governance will be available to provide information on the realignment as it becomes available (02) 8061 9330. In addition, staff will be provided with

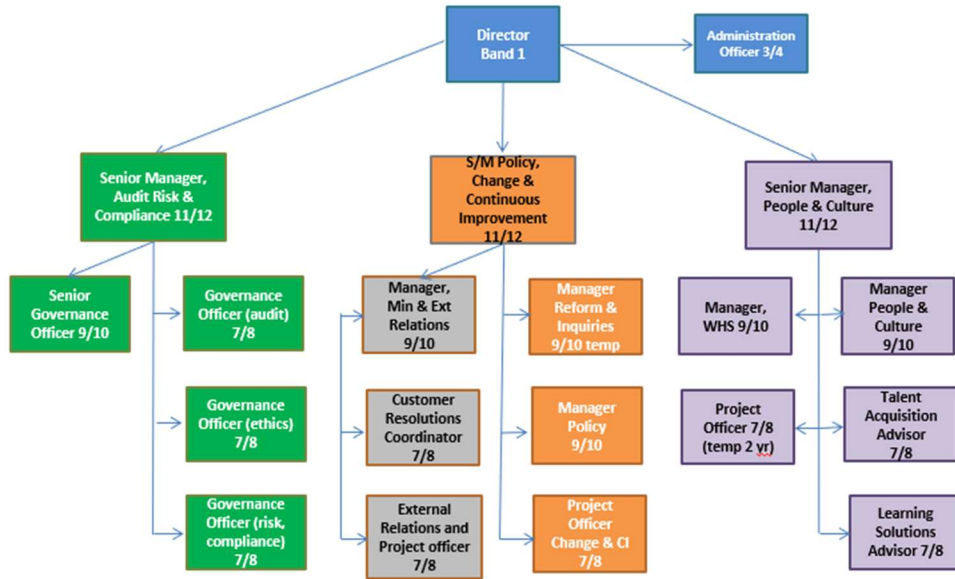
- Support by the Department's People Directorate and
- Access to employee support services, through Benestar, contact 1300 360 364.

## 6. Proposed timetable for implementation

Provide information on the proposed timing of key events and milestones throughout the life of the realignment. These may include, but are not limited to the following:

Action	Timeframe
Executive Leadership Team endorsement of Plan	4 February 2020
Consultation with employees and relevant union(s)	6 February – 20 February 2020
Step 1	March 2020
Step 2	April 2020
Step 3	May 2020
Step 4	June 2020
New structure finalised	Depending on recruitment

**New structure**



Current structure

