



Customer
Service

Transition Management Plan

Customer Engagement and Integration Project

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1. Background and Reasons for the Organisational Change

1.1 Scope

Through external review a number of DCS Customer Engagement functions have been identified to be transitioned to Service NSW. This Transition Management Plan (TMP) applies to all ongoing, non-executive Revenue, Better Regulation Division and Customer Delivery and Transformation staff whose functions have been identified as transitioning to Service NSW.

1.2 Context

The Customer Engagement Integration Project (CEI) has identified a range of frontline customer service functions to be consolidated into Service NSW, the rationale that drives this is

- We're making the changes necessary to deliver our Customer Service mission: to ensure that the people of NSW have a first-class customer experience.
- We are creating the best operating model to support all the Premier's Priorities but particularly, Better customer service.
- We want our customers have a seamless and consistent customer experience when they interact with the Department of Customer Service, irrespective of the engagement channel they use
- By integrating our customer engagement channels and operations from across the cluster, we can:
 - - Simplify how we engage with our customers
 - - Simplify how our customers engage with us
 - - Provide a consistent standard of service across all agencies and channels
- We are making dealing with the NSW Government simpler and easier by providing more services online and over the phone.

This transitional plan outlines the arrangements for the transfer of Customer Service staff to Service NSW.

1.3 Stakeholder/Customer Priorities

The CEI project will deliver on the Cluster and Premier's commitments on Customer Service and experience.

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 (DCS) and CEO Service NSW, has approved the release of the transition plan for consultation with unions and staff.

4. Employee Communication Strategy

Employees have been kept informed on the progress of the Transition plan by:

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

5. Employee Support Services

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

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

6. Consultation

The 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 Secretary DCS.

7. Transition Arrangements

7.1 Industrial Mechanism to move staff from Customer Service to Service NSW

There is no reference to staff moving from DCS to Service NSW in the recent Administrative orders. The mechanism to be used is to transfer staff through normal GSE provisions (The transfer is in accordance with Section 64 of the *Government Sector Employment Act 2013 (GSE Act)* and Rule 29 of *Government Sector Employment (General) Rules 2014 (GSE Rules)*). This will require matching of an ongoing Customer Service staff member to a vacant role in Service NSW. Service NSW would then issue a letter of transfer to the Customer Service staff member that outlines the new employment conditions and salary e.g. move to Service NSW Award.

The individual staff letter would outline the salary maintenance to be in place for the transfer. Staff will be given notice and have a 10 day period to ask for a review of the proposed transfer, including reasons the transfer should not take place.

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 Service NSW Award. Where a salary increase is in place the date of effect will become the new date for future salary increments.

- Where the current salary is more than the proposed salary range in the new role, salary maintenance to the current rate will be paid by way of an allowance which is considered salary for all purposes. This maintained salary will be increased by any yearly cost of living increases applied.

8. Process for Transfer

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

- New Structures will be put in place for each area, potential roles will be identified including level and location.
- As there are more roles than ongoing staff no assessment process is required.
- Staff who are on probation or currently under a performance improvement plan will transfer over with these processes proceeding as currently in place.
- Staff in regional locations will be transferred to a role in their existing location, staff in Metro areas will be transferred to roles within the Metro area.

Transfer Letter

A transfer letter will be issued that outlines the role being transferred to, the salary in the role and the Award coverage. Staff will be given notice and have a 10 day period to ask for a review of the proposed transfer, including reasons the transfer should not take place.

9. Location and Voluntary Redundancies

Location and Part Time Arrangements

- Staff will remain in their existing location (Area) unless they have requested a relocation.
- Relocation requests will be considered through an EOI process.
- Staff will be able to apply for changes to part time hours and requests will be considered in line with operational and staff needs.

Voluntary Redundancies

- Affected staff interested in being considered for VR can apply through an EOI process.
- There will be a limited number of VRs available and all EOIs will be considered on a case by case basis.
- Operational needs, retention of essential skills and knowledge and personal circumstances will be considered in the process.

10. Timetable for Implementation

Action	Week Ending
Consultation period with affected employees and the Unions commences	3/2/2020
Consultation period closes	17/02/2020
Feedback provided on comments	24/02/2020
Transition Plan finalised and approved for implementation	28/02/2020
Transfer Offers made as structures and process finalised	Ongoing