



Public Service Association of NSW

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In reply please quote: **KA:cj**

2 March 2020

Mr Lyndsay Stewart
Human Resources Consultant
Corporate Services Group
Office of Sport
Level 3, 6B Figtree Drive
SYDNEY OLYMPIC PARK NSW 2127

By email: Lyndsay.stewart@sport.nsw.gov.au

Dear Lyndsay,

Re: PSA/OOS Consultation - Change Management

Pursuant to the PSA's ongoing consultation with the Office of Sport concerning proposed changes to the Client Service Officer (CSO) roles in Sport and Recreation Centres throughout NSW; we sent correspondence containing the concerns and questions of our affected members on 13 February 2020. We appreciate the formal response from Executive Director, Anne Gripper by letter (Ref D20/16894) on 24 February 2020. We cannot however say that we are satisfied that all the concerns and questions of our members have been adequately addressed in the response.

Role Name, Duties and Grading

The name of the role does not reflect the duties and responsibilities discussed. Support staff are not as the name implies working on one "Project" which by definition has an end date. The affected staff are ongoing employees. The Office of Sport conveyed to affected staff in the teleconference that they would support programs and projects (plural) both in the local centre and regionally. They are also expected to be the face of the centre, meeting and greeting clients and answering their queries. The customer service aspect of their duties is conspicuously absent from the proposed role description, despite it being a continuing expectation of their day to day work.

Before the 23 affected ongoing employees can accept the proposed new role, they must clearly know the duties, responsibilities and expectations of the role, as well as the grading; not only a list of generic capabilities. The role description should outline these plainly and without ambiguity.

Recommended Action 1:

Change the name of the role to “Projects & Programs Support Officer” and add the duties that reflect the centre based administrative support work and the direct client contact work at the Sport and Recreation centres.

You should be advised that the affected CSOs are questioning why the new Central Reservations Team, now doing the bookings and invoicing previously done by centre-based CSOs, have been graded as clerk grade 3-4. They have been given a higher grading for the same work previously done at Clerk grade 1-2.

Recommended Action 2:

Answer the grading question in a staff briefing with affected staff.

HomeBase Access

The Office of Sport response that licensing issues limit access to the central booking system is inadequate. The affected staff in the sport and recreation centres must be provided with the tools to do their jobs properly. Access to relevant information about who is arriving at the centre, when and in which accommodation they are booked, to name a few essential details, must be made available to the centre support staff. The Office of Sport is committed to client satisfaction which will reflect in repeat bookings at the sport and recreation centres. This will depend on a high quality of customer service. You will need to address the issue of ensuring that centre support staff have access to the information they require to ensure the proper running of the centre and a high level of client satisfaction with programs and projects.

Recommended Action 3:

Provide “Read only” access to Homebase for centre based support staff.

Change Management

As you are aware the Office is required to consult with the PSA over matters of “mutual concern and interest” (Crown Award 2009, CI 65.1) and over technological changes (65.2), both of which apply here.

In the process of our consultation with members over the CSO role, we are informed the Office of Sport undertook a “Functional Review” for Sydney Academy of Sport Program Coordinators affected by the proposed changes. On 21 May, 2019 the then director and HR sought input from the affected staff at the Academy.

No feedback or summary of the session was subsequently provided to staff or to the Association.

At a further meeting, the Centre Manager was shown 3 or 4 new organisational charts, none of which had any relevance to the previous functional review meeting, nor reflected any inputs from the Academy staff.

In September 2019, staff were informed that the functional review would be put “on hold” until the new year, without explanation.

Affected staff remain concerned about what is happening since the Director, Sydney Metro has since taken a redundancy and the new Director is currently on leave. The Centre Manager has been told the review will continue but there has been no further consultation and no timeline provided.

Program Coordinator Role impacted by changes to CSO role

It is believed that the proposed changes to CSO roles will significantly increase the workload of the Program Coordinators at the Sport and Recreation centres, although this has not been clearly articulated to them or to the Association.

The program coordinators have not been consulted regarding the proposed changes in volume and type of work.

They were invited to a meeting in late 2019 to discuss requirements for the new centralised Homebase booking system and were told not to ask any questions or discuss the impacts with other staff.

Recommended Action 4:

The PSA requests the Office of Sport provide to the association a Change Management Plan, containing the *Rationale* for proposed changes to roles of CSOs and Program Coordinators in S&R centres across the state, Description of Homebase (what it will do); current and proposed *Organisational Charts*, proposed new *Reporting Lines*, draft *Role Descriptions* with accurate lists of duties/responsibilities for both Program Coordinators and centre-based support staff - including changes to SAP related duties, payroll for casual staff etc.

Undertakings

We appreciate your undertaking to provide appropriate training and professional development for all affected staff.

We appreciate your undertaking that *further work be done to refine the role as we continue to liaise and consult.*

We intend to continue our constructive engagement around the roles and operations in Sport and Recreation Centres, to ensure that the ongoing work of our members and affected employees is properly valued, respected and supported into the future.

Recommended Action 5:

Whilst the Association appreciates your commitment to undertake further staff briefings - we recommend you conduct these briefings "before" not after the finalisation of the affected role description(s).

Next steps

We would be pleased for you to respond in writing and then arrange a meeting for us to discuss the next steps. Our members are aware that we remain in consultation over these matters.

We look forward to hearing from you at your earliest convenience. Please contact Katy Ambler, Industrial Officer on email at kambler@psa.asn.au in regard to this matter.

Yours sincerely,

A handwritten signature in blue ink, appearing to be 'KA', with a long horizontal flourish extending to the right.

Katy Ambler
for Stewart Little
General Secretary