



PUBLIC SERVICE ASSOCIATION  
OF NEW SOUTH WALES

General Secretary Stewart Little  
President Kylie McKelvie  
ABN 83 717 214 309

In reply please quote: **PD/127366**

26 February 2020

Ms Erica Machon  
Director People and Relations  
Government and Corporate Services  
Department of Customer Service  
McKell Building  
2-24 Rawson Place  
SYDNEY NSW 2000

Via email: [erica.machon@customerservice.nsw.gov.au](mailto:erica.machon@customerservice.nsw.gov.au)

Dear Ms Machon,

**Re: Customer Engagement Integration Program – Feedback**

The Public Service Association of NSW (PSA) writes on behalf of members affected by the Customer Engagement Integration Program.

PSA members had raised a number of questions during the consultation process. Having provided a list of questions at the Realignment Joint Consultative Committee (RJCC), both in hard and soft copy, we had hoped for a response prior to submitting this feedback but a number of questions remain unanswered.

Those questions raised were as follows:

- Why is Management putting out emails that there is no loss of conditions? The Rotating roster and lack of flex time and loss of increments are clearly loss of conditions.
- Staff at bottom tiers of salary scale will receive 'Salary Maintenance' – no further increments and financially worse off. Apart from a basic formula staff aren't sure what happens at increment time. Can the Department put out a chart for each grade and advise what happens at increment time?
- Members work in a rostered environment with fixed shifts however FT staff are able to accrue and access flex time as per their current FWHA.

Staff have been advised there is no ability to have flex (or RDO) and that they will work to a rotating roster, which has the potential for a high impact on family care work/life balance. The question around access to flex time is – why can call centre operators successfully work in this environment in one business but the other business won't entertain the idea?

Can the Revenue Rostering system -based on Workforce Management tool – which works to everyone's satisfaction, be adopted? Why wouldn't that model work at Service NSW?

A staff member being required to ask around with other staff to 'swap' shifts every 4 weeks when they have care arrangements is onerous and suggests that the manager is not able to roster successfully. Will managers be working with their team members to ensure successful uptake of shifts (eg EOIs)?

The Service NSW rostering model may be a useful tool but we don't know as we haven't seen it. Could staff and the union be supplied with a copy?

- Staff are unsure of the work if they seek to remain in Revenue NSW. Is there a RD? Automation is expected to be complete in 12 months. If they stay will they be redundant after 12 months? Can they then move to Service NSW or be given priority placing?
- Members are being offered the possibility of putting in EOI for either Service NSW, to remain in Revenue NSW, or for a VR. This seems a strange way to run consultation. If the decision to go ahead with the change, in one form or another, relies in part on feedback received during consultation, how can the Department – in all good faith – claim that it is considering feedback if it is surveying staff to ascertain how many want VRs? Is there a VR program or not?
- In order to make an informed decision people would need answers to their questions. Can the Department please confirm that questions submitted now will be answered prior to end of consultation?

As we have had no response to date, we can only assume that the answer to the last question is that the Department is unable to answer questions, despite requesting that they be delivered during the consultation period so that they could be answered.

Beyond these concerns raised at the RJCC, members have also identified the following: As an afternoon shift Team Leader (ACCC), salary is made up with 10% shift loading and the CEI arrangement does not appear to accommodate the same shift loading arrangement/work hours in the Service NSW award.

Such a staff member's current work hours would be 12.30pm to 8.00pm and as part of the transition it is proposed that they will transfer to rostering between 7am to 7pm. This is a loss of conditions, despite management clearly communicating that there would be no loss of conditions.

If staff at the bottom tiers of salary scale (eg they are min 3 of a Grade 3 /4 role) have their salary frozen and they receive no further increments, we question whether this would be contrary to their offer of employment.

The PSA notes the requirement for staff currently on flexible working arrangements (eg having moved to part-time hours) to accept full-time roles and then reapply for flexible conditions. We would expect that these staff members would not be disadvantaged. Indeed, members are concerned that existing Service NSW staff with 'flexible' arrangements may have already been catered for and there will be no opportunity for staff transitioning in to be afforded the same flexibility.

The Maitland and Lithgow Contact Centres are in regional areas. There is no simple solution to finding suitable child care arrangements. Staff are able to use flex when accessing appointments for doctors, dentists and other allied health care services. Certain higher-level services are not provided in the towns.

All of this points to a degree of flexibility being required which does not seem to fit with rostering. We remind the Department that rostering has been trialled previously in Revenue and it failed.

A further area of concern for members looking to move to Service NSW is in relation to integrating with a new team: what strategy is there for inter-agency team/rapport building considering there is an 'integration' of two existing workforces. This would appear crucial for a seamless transition - considering the wage disparity and questions around flexible working arrangements there may be animosity from existing SNSW staff.

With regard to members who opt to stay in Revenue NSW, we raise the following concerns:

Will staff remaining in Revenue NSW continue to enjoy flexible working conditions? For those staff will it largely be 'business as usual'?

The Role Description for staff considering staying in Revenue NSW has not been issued, prompting a variety of concerns. If the Department wants adequate responses to its survey of staff, perhaps it could provide the role description?

Can staff retain full-time positions, but work part-time?

Can staff keep current part-time hours?

Are positions considered frontline? Will this affect Christmas shutdown periods?

Will work be scheduled with KPIs for adherence?

What percentage of work is call work?

Will everyone with a position make outbound and take escalated calls?

What types of calls will be involved in this position?

Will rostered hours be in place or flexible working hours?

What is the likelihood of approval for working from home?

Will people on secondment be granted their expected Revenue increments that will occur during the secondment timeframe?

How much training will be given prior to the cut over and where will it be held?

We look forward to the Department's response to concerns raised by both the Union and our members. Should you wish to discuss any issues relating to this matter please do not hesitate to contact Phoebe Dangerfield via email at [pdangerfield@psa.asn.au](mailto:pdangerfield@psa.asn.au)

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Phoebe Dangerfield'.

Phoebe Dangerfield  
*for* **Stewart Little**  
**General Secretary**