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NSW Police Force

**New South Wales
Police Force**

Implementation of Firearms Registry realignment

Change Management & Placement Strategy

Human Resources Command

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Document Control Sheet

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1. Introduction

This Change Management & Placement Strategy outlines the process to be undertaken.

The document details the arrangements in relation to the structural and role changes for the Firearms Registry; the management of affected employees; the consultation and communication strategy; and the placement strategy including anticipated timelines.

2. Background and reasons for organisational change

1. In August 2020, the Commander, Police Prosecutions & Licensing Enforcement Command (PPLEC) requested a review of the Firearms Registry. The review was to look at the end to end processes of the Registry, its structure and HR processes. The Review team was instructed to, amongst other things:
 - Consider job design and structure to match new business delivery capability; and
 - Assess implementation of redesigned business operations in 2019.
2. Following the review, the Review Team made several recommendations to AC Cook relating to organisational structure. As a result of these recommendations, a report was provided to the Commissioner's Executive Team (CET) by PPLEC with eight recommendations designed to improve the outcomes for the Registry, the NSWPF and the community. Recommendation 7 of that report read:
 - Realign structure, roles and responsibilities at the Firearms Registry
3. A Business Improvement (BI) Team was commissioned in March 2021 to respond to the eight recommendations. A Business Improvement Strategy was endorsed by AC Cook. This report deals with Recommendation 7 of the Firearms Registry Review (2020).
4. A review [through workshops and individual discussions with members of the Senior leadership Team (SLT)] was undertaken by the BI Team into the functions of the Registry to determine synergies between functions performed by each individual unit attached to the Registry.
5. In parallel to this body of work, a review was undertaken of the Instrument of Sub-Delegations to remove existing limitations and barriers to multi-skilling of staff, allowing for a more agile deployment of resources within the Registry. This review was done in consultation with OGC and a draft has now been referred to them for endorsement.
6. In determining 'best fit' and functional alignment, functions were categorised as Service Delivery, Regulation or Support and were identified based on how performance and outcomes can be measured. This approach provides for the opportunity to remove silos, introducing a team-based concept with multi-skilled

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staff and consistent performance measures, to ensure accountability and consistency in decision making. This will further support decisions made for other recommendations highlighted in the Review.

7. The proposed structure reflects the functions undertaken by the Registry and have been referred to as **Service Delivery** and **Compliance and Enforcement**. These streams are similar to those currently utilised within Security Licensing & Enforcement Directorate (SLED). Two other branches within the structure reflect those positions which support the Commander and the Command. A Quality and Project stream has been created that has responsibility to provide coordination activities and data analysis for the Command.

3. Approvals

The proposal for the 'Realignment of the structure, roles and responsibilities at the Firearms Registry' was signed by the Commissioner giving 'in principle' approval to commence consultation.

4. Structures and roles

The final option proposed for the restructure of the Registry results in an increase in one administrative position located at the Registry:

Grade	Existing	Future
SE 1	0	1
Clerk 11-12	1	1
Clerk 9-10	2	1
Clerk 7-8	6	7
Clerk 5-6	17	17
Clerk 3-4	34	32
Clerk 1-2	17	19
Total	77	78

The final structure achieves the following:

1. Creates clear lines of authority and chain of command;
2. Consideration of span of control;
3. Allows for the proper coordination of activities and increases accountability;
4. Removal of duplication;
5. Function over form and fit for purpose.

Whilst there are a number of title changes to positions, a majority of existing administrative employees will be directly placed. In instances where the specific role changes are more significant, such as at the Clerk 7/8, Clerk 5-6 level, a preferencing/nomination process will occur to determine placement. Existing employees have comparable capabilities to be placed in these roles.

With respect to sworn officers, there is a reduction of an Inspector position from two positions to one position. As both positions are currently occupied, one Inspector will be deemed 'affected'. As with administrative employees, there are a number of title changes and slight changes in duties.

An additional constable position has been allocated from the COP reserve resulting in a nil change in the number of sworn officer positions located at the Registry.

5. Consultation and Communication

On endorsement of the proposed restructure by the Commissioner, the consultation process will commence in the week commencing 6 September 2021.

The information provided to employees will cover;

- the new model and detail the benefits of the change;
- identify those roles/ affected and provide information about the new roles;
- explain the placement strategy for employees;
- outline the transitional arrangements;
- the implementation timeline; and
- provide contact details for welfare and support.

At the conclusion of the information session, information on the proposed structure will be made available on the shared drive. Questions or feedback about the proposal can be directed to the relevant Manager, or emailed to #HRREFORM (NSWPF internal) or HRREFORM@police.nsw.gov.au

6. Assistance and Support Services

Workplace Reform & Change will be available to assist Firearms Registry to implement the new structure and provide support to affected administrative employees in accordance with both NSW Government and NSWPF organisational change guidelines.

Our intranet site includes copies of the Public Service Commission's change management policies and guidelines.

In addition to staff member's Director/Manager and Corporate HR, the following services are also available to them:

- Counselling and support are available through the Employee Assistance Program (available 24/7) Ph: **1300 667 197**
- Police Chaplains or Peer Support Officers (contact details are available on the Intranet)
- The Public Service Association (PSA) is available to provide advice to members on 1300 772 679 or via email psa@psa.asn.au

7. Placement Strategy

The Commander, Firearms Registry and PPLEC Command Office, in consultation with the Workplace Reform & Change team will determine where direct mapping can occur and where priority assessment is required.

7.1 Placement strategy for administrative employees

Ongoing employees able to be directly matched to same or similar roles where there is minimal change (title change, RD change) will remain within the new structure at their substantive grade.

Where the numbers of positions in the new structure are less than the number of ongoing administrative officers at that grade, a preferencing process will be undertaken. This will be followed by a priority assessment (if required) which will be co-ordinated by the implementation team involving independent officers, senior in grade to the positions in question.

Any vacancies not filled during this phase will be filled by merit based recruitment advertised internally within NSW Police Force. All ongoing administrative employees will be able to apply. Temporary employees having completed one year of service (at the time of advertisement) will be eligible to apply.

The existing temporary and relieving arrangements will be subject to work availability and implementation of the new structure.

8. Implementation

The final structure will be determined after the two-week consultation and feedback period

Union and affected employee consultation	07 September 2021
End of two-week consultation period	21 September 2021
Commencement of Placement strategy	From 27 September 2021
External advertising of SE role and internal (NSWPF) advertisement of technical/specialised roles	From 27 September 2021
Meetings with affected employees and options discussed	From 27 September 2021
Preferences due	5 October 2021
Analyse preferences, identify placements and determine if Priority Assessments are required	6 -13 October 2021

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Priority Assessment conducted (if required) and employees advised of outcome	18 - 20 October 2021
Letters issued to all affected employees	18 - 20 October 2021
Advertise any remaining vacant roles	21 Oct – 12 Nov 2021
Recruitment finalised and candidates appointed	Late November 2021
Effective date for new structure	Mid November 2021

Note: These time frames are approximate only.

9. Impact on workforce diversity or rural communities

There is no reduction in ongoing roles in regional areas as part of the new structure. The structure provides promotional opportunities for existing employees and the ability to employ people from the local area.

The restructure does not target nor specifically disadvantage the Registry's workforce diversity. The individual needs and circumstances of all affected employees will be considered during the placement process.