



# Change Management Plan for the Organisational Change of EPA – Business and Administrative Support functions

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## 1. Introduction

The Environment Protection Authority (EPA) has recently undertaken an external review of the Business and Administrative Support (BAS) functions within the organisation. From this review it is proposed that the EPA undertake a restructure of the BAS operational model to better align to business requirements. The organisational review also has implications for the EPA Finance Unit, Human Resources Unit (Capability and Talent) and Executive Services and Governance Unit. This following Change Management Plan outlines the approach and rationale for the restructure of the BAS functions which has been endorsed by the EPA Board.

## 2. Background and reasons for the organisational change

### 2.1 Background

On 12 December 2019, the EPA Board endorsed a restructure of the EPA (excluding BAS functions) to better align the organisation to deliver on its strategic intent. The new operating model considered where work is performed within the organisation, and how that work is performed. On 3 February 2020, the changes to the Executive level structure were implemented, with subsequent changes to staff reporting lines implemented in early March 2020.

The new structure delivered the following:

- Balanced allocation across seven divisions
- Strengthened capacity in key priority areas
- New approach to operations
- Focused approach to governance and planning
- Agility to respond to emerging issues and solutions
- Increased support and connection

A medium-term goal for the realignment was also to establish a supporting structure for enablement. In the first phase, the realignment excluded BAS staff – as an interim measure, reporting lines for BAS staff were lifted to Executive Director level.

An external company Weir Consulting were engaged to conduct a review of BAS functions across the agency, this review was undertaken from July through to November 2020. Based off the findings of this review a restructure of the BAS functions has been proposed.

### 2.2 Findings of the Weir Review

The review has identified key findings with respect to:

- Consistency
- Process
- Benchmarking
- Structure
- Communication
- Information Storage
- Cluster service provision

Key recommendations of the review included the following:

- Refining the detail and number of administrative role descriptions to create greater consistency across the EPA and clearer steps for career progression
- Updating administrative and business support structures to help support any surge in activity, increased consistency in access to supervisor support and team composition – Consistent approach, arrangements and supporting structure for all divisions
- Improved clarity of focus and accountability, including addressing challenges identified in balancing what's needed at an organisational administration level and divisional administration level
- Opportunities for continuous improvement of systems and process documentation, again supporting consistency and flexibility and mobility across teams, and endorsement across EPA leadership – One EPA – process, approach, mindset and systems

Further details on the key findings of the review are contained in the Executive Summary and associated Recommendations Table (Attachment A).

## 2.3 Rationale

Following discussions between the EPA Chief Executive, and the EPA Executive, it is proposed that BAS functions be reviewed and restructured to address the recommendations of the Weir Report and align the BAS operational model and staff to better enable the broader objectives of the EPA transformation.

The restructure will be guided by the following principles:

- One EPA – process, approach, mindset and systems
- Consistent approach, arrangements and supporting structure for all divisions
- Flexibility and agility to meet business needs
- Equity of resourcing across the divisions to deliver capability and capacity
- Consistent and connected delivery
- Focus on building people, system and technological capabilities
- Skillsets to match the role and provide career pathways for staff
- Aligned with the characteristics of a World Class Regulator & EPA values

The proposed change meets the Government Sector Employment Act (GSE) and the Public Service Commission's guidelines. A systematic and considered process has been undertaken to inform and develop the change impacts and approach to managing the implementation of changes required, including supporting consultation and staff engagement requirements.

## 3. To manage Organisational and Operational Change

### 3.1 A Change Management Plan has been developed to

- Outline the principles and rationale for the restructure of BAS functions;
- Provide a framework for organisational change for the EPA team in the management of this change; and
- Provide transparent guidelines for the management of employees impacted during organisational change including consultation, engagement and support.

### 3.2 Purpose of the change management plan

The purpose of this plan is to provide:

- Details of the broad scale changes being considered, including which teams and roles are impacted and how;
- An outline of the approach and principles for employee movements to ensure transparency and equitable handling of impacted employees;
- Specific details of the employee support which will be provided and the consultation and communication strategy;
- Any potential risks and mitigation strategies;
- Details of the proposed organisational structure; and
- The proposed implementation schedule.

## 4. Approval

The EPA Chief Executive and the EPA Executive have endorsed the proposed changes to BAS functions, Finance unit, Human Resources Unit (Capability and Talent) and Executive Services and Governance Units and are supportive of the approach outlined in this plan and the principles for enacting this proposed change. Endorsement has also been given by the EPA Board.

## 5. Employee communication strategy

The purpose of the employee communication and consultation strategy is to clearly articulate the approach to informing impacted employees about the proposed organisational change, what it means for them, their options and how changes to staffing will be managed under the Change Management Plan.

Consultation, input and feedback will be invited from impacted employees with respect to the proposed team structures and changes. Impacted employees will have multiple channels for engagement and consultation. This feedback and consultation process will be managed by EPA Senior Leaders and collated in conjunction with the People Partner team.

The communications strategy to impacted employees is multi-faceted and will include:

- Leader led communication
- Specific and separate briefing session for impacted employees
- Employees on leave will be invited to meetings and receive same level of consultation
- Option for one on one or small group discussions for those proposed changes unique to individuals or teams
- Provision of supporting materials including the Executive Summary of the Weir Review (Attachment A), Proposed Structures, Role Descriptions, Frequently Asked Questions and Employee Assistance Program information
- Communication via multiple channels for raising questions and providing feedback, including a dedicated email address.

### 5.1 Detailed Communication Plan

Target Date	Action	Method	Responsible	Key Messages	Audience	Communication material
22 Feb 2021	CEO Meeting & Approval	Microsoft Team Meeting	Alisa Chambers	<ul style="list-style-type: none"> <li>• Review and agree strategy and structure</li> <li>• Review and agree to high level timeframes and steps</li> </ul>	CEO	<ul style="list-style-type: none"> <li>• Change Plan and proposed final structure</li> </ul>
22 Feb 2021	ELT Briefing	Microsoft Team Meeting	Alisa Chambers / Adam Gilligan	<ul style="list-style-type: none"> <li>• Present change plan proposal and proposed structures</li> <li>• Plan for actions and next steps</li> <li>• Detailed Communications plan including ELT talking points FAQs etc for ELT led 1:1 consultation phase</li> </ul>	ELT	<ul style="list-style-type: none"> <li>• Proposed structure and change plan timeframes and actions</li> <li>• Comms pack</li> <li>• ELT Talking point</li> <li>• FAQs</li> </ul>
24 Feb 2021	Union Briefing	Microsoft Team Meeting	EPA CEO/ Industrial Relations	<ul style="list-style-type: none"> <li>• Purpose &amp; rationale of change</li> <li>• Benefits</li> <li>• Support for employees</li> <li>• Approach to genuine and meaningful consultation</li> <li>• Weir Review recommendations</li> </ul>	Public Service Association (PSA) Professionals Australia (PA)	<ul style="list-style-type: none"> <li>• Change Plan</li> <li>• Weir Review Executive Summary and Action Table</li> </ul>
24 Feb 2021	Briefing of BAS staff and People Leaders of impacted business groups	Microsoft Team Meeting	EPA CEO	<ul style="list-style-type: none"> <li>• Present team with understanding of why we are changing and building new team structures / provide update on what is proposed as future structure and benefits</li> <li>• engagement and consultation process for the next steps</li> <li>• Support for employees</li> </ul>	Impacted staff and People Leaders	<ul style="list-style-type: none"> <li>• Proposed structure Presentation</li> <li>• Information Sheet on next steps / consultation process, process for filling roles</li> <li>• EAP details</li> <li>• Communication timeframe and plan</li> <li>• FAQs</li> </ul>
24 Feb 2021	Team and Employee 1:1 Meetings with ELT	Teams	ELT	<ul style="list-style-type: none"> <li>• Team member 1:1 to understand proposed structure /changes and</li> </ul>	Individual Team Members	<ul style="list-style-type: none"> <li>• Communication plan and manager script</li> <li>• Communication plan and consultation guide</li> </ul>

Target Date	Action	Method	Responsible	Key Messages	Audience	Communication material
	Consultation and feedback period			<ul style="list-style-type: none"> <li>feedback and any questions or concerns.</li> <li>Support available</li> </ul>		<ul style="list-style-type: none"> <li>Proposed structures and feedback forms</li> <li>EAP details Contact details</li> <li>EOI/ Recruitment process</li> </ul>
WC 1 March 2021	Build Your Career Training Resilience and Change program	Virtual / Face-to-face	Capability & Development	<ul style="list-style-type: none"> <li>Option training offered to impacted staff on Job Application, Writing and Interview Skills</li> <li>Option for impacted staff to participate in Resilience and Change workshops</li> </ul>	Impacted Staff	<ul style="list-style-type: none"> <li>Build Your Career training session</li> <li>Resilience and Change workshops</li> </ul>
8 March 2021	Union consultation on structure, CMP and RDs	Microsoft Team Meeting	EPA / Industrial Relations	<ul style="list-style-type: none"> <li>Briefing on role descriptions and any changes to structure prior to release to staff</li> </ul>	Public Service Association (PSA) Professionals Australia (PA)	<ul style="list-style-type: none"> <li>Updated change plan – structures, implementation plan / impacted staff information and data</li> </ul>
8 March 2021	Role Description Release	Comms update	Project Team	<ul style="list-style-type: none"> <li>Release of all RDs and updated structure to all impacted staff</li> </ul>	Impacted staff	<ul style="list-style-type: none"> <li>Final RDs,</li> <li>Updated structure</li> <li>Implementation plan</li> </ul>
WC 8 March 2021	Employee 1:1 Meetings (Directors) Consultation and feedback period	Microsoft Team Meeting	ELT	<ul style="list-style-type: none"> <li>Role description and draft pooling released</li> <li>Team member 1:1 to understand proposed structure /changes and potential roles/ preference/ feedback and any questions or concerns.</li> <li>Support available</li> </ul>	Impacted staff	<ul style="list-style-type: none"> <li>Final RDs</li> <li>Future state role options</li> <li>Updated structure</li> <li>Implementation plan</li> </ul>
18-19 March 2021	Survey Impacted staff	Anon. online Survey	EPA Project Team	<ul style="list-style-type: none"> <li>Seek feedback on preferred implementation timetable</li> <li>Seek feedback on any other information or support needed by staff</li> </ul>	Impacted staff	<ul style="list-style-type: none"> <li>Two options canvassed with impacted employees: either commence implementation prior to School Holidays or after &amp; extend the current consultation period by one week (was due to close 19 March)</li> </ul>
26 March 2021	Consultation period ended. All feedback is assessed	-	EPA Project team	<ul style="list-style-type: none"> <li>Review and assess feedback</li> <li>Finalise structure and seek approval</li> </ul>	-	-
31 March 2021	Final Change Management Plan and structure to CEO for approval	Approval Briefing	EPA Project team	<ul style="list-style-type: none"> <li>Final Change Management Plan and structure to CEO for approval</li> </ul>	CEO	<ul style="list-style-type: none"> <li>Change Management Plan</li> <li>Consolidated feedback report</li> <li>Final Structure</li> <li>Implementation Plan</li> </ul>
Tbc (7 April 2021)	Union consultation	Microsoft Team Meeting	EPA / Industrial Relations	<ul style="list-style-type: none"> <li>Respond to questions</li> </ul>	Public Service Association (PSA) Professionals Australia (PA)	-

Target Date	Action	Method	Responsible	Key Messages	Audience	Communication material
16 April 2021	Union brief on final CMP	Microsoft Team Meeting	EPA / Industrial Relations	<ul style="list-style-type: none"> <li>Final Structures announced</li> <li>Implementation process explained</li> </ul>	Public Service Association (PSA) Professionals Australia (PA)	<ul style="list-style-type: none"> <li>Final Structure</li> <li>Implementation Plan</li> </ul>
16 April 2021	Announce Final Structures	Microsoft Team Meeting	CEO	<ul style="list-style-type: none"> <li>Team announcement on final structure and process for assigning employees to roles</li> </ul>	Impacted Staff	<ul style="list-style-type: none"> <li>Announcement of final structure and next steps</li> </ul>
16 April 2021	Interim Resourcing approach	EOI & Contractor system	SLT/Recruitment	<ul style="list-style-type: none"> <li>Public Sector wide EOI and Fieldglass Contractor to temporarily fill EO12 Manager roles whilst BAS Recruitment process is undertaken</li> </ul>	All Staff & External	<ul style="list-style-type: none"> <li>Sector wide EOI and Fieldglass posting</li> </ul>
WC 19 April	Implementation Phase 1 & 2 - Direct assignment / Internal Role suitability assessment	Various	SLT / People & Performance (PP) / Recruitment	<ul style="list-style-type: none"> <li>Direct Assignment and Internal Role Assessments at grade</li> <li>Requests for feedback on timing and extension based upon employee survey outcomes</li> </ul>	Impacted staff	<ul style="list-style-type: none"> <li>Letters of Offer (LOOs)</li> <li>Survey to capture staff preferences for timing of stages</li> <li>Implementation plan and assessment process</li> </ul>
<b>Update – 19 August 2021: Updated Plan Reflecting actual timeframes</b>						
4 June	Implementation Phase 3 – Internal Merit Recruitment	Various	SLT / PP / Recruitment	<ul style="list-style-type: none"> <li>Internal EOI for remaining vacant roles, open to impacted staff group only</li> <li>Application and assessment process</li> </ul>	Impacted Staff	<ul style="list-style-type: none"> <li>EOIs</li> <li>Role Descriptions</li> </ul>
Transition commenced 23 Aug	New BAS structure in place	Email	EPA	<ul style="list-style-type: none"> <li>Better support and structures in place for EPA administrative functions</li> </ul>	All staff	<ul style="list-style-type: none"> <li>Email</li> <li>FAQ</li> <li>Org Charts</li> </ul>
23 Aug 2021	Implementation Stage 4 – External Recruitment	Various	Recruitment	<ul style="list-style-type: none"> <li>Remaining roles vacant following Phase 1-3 open to external recruitment</li> </ul>	External	<ul style="list-style-type: none"> <li>Job Ads</li> </ul>
End September - October	Finalise Assignments and Establish team	Various	EPA	<ul style="list-style-type: none"> <li>Finalising assignment for all impacted staff</li> <li>Approach during transition</li> <li>Support for developing processes and new ways of working</li> <li>Support for establishment of new teams</li> </ul>	Impacted Staff and new teams	<ul style="list-style-type: none"> <li>Emails</li> <li>Individual conversations</li> <li>Team sessions</li> </ul>

## 6. Support services

The EPA Chief Executive Officer and change team led discussions will reinforce to staff the benefits, opportunities and support available throughout the change process and ongoing. Staff will be advised and reminded through FAQs, consultation sessions and staff meetings that they should raise any concerns or issues they have with their Director, and they can access the EAP if seeking independent confidential support.

Additional support services can be provided to impacted staff as required throughout this change. The Director can coordinate these initiatives and they may include:

- Professional Counselling Services and Manager Support provided by the Department's Employee Assistance Provider (EAP): AccessEAP. Call: 1800 818 728, email [info@accesseap.com.au](mailto:info@accesseap.com.au) or use the website ([www.accesseap.com.au](http://www.accesseap.com.au)) to access confidential counselling support on site or by phone.
- Individual advice and support enquiries can be made to line managers, the Executive Team and People Partners.
- 'Build You Career' and 'Resilience and Change' training sessions were offered to all impacted staff delivered by the DPIE Capability and Development team. Training addressed dealing with change, job application skills and interview skills.
- Assistance and tools for identifying interest and preference for roles

## 7. Union Consultation

The EPA is committed to consulting with relevant unions in relation to any proposed major changes in the workplace that are likely to have a significant effect on employees.

A representative from the Industrial Relations team, within People and Performance, DPIE, will facilitate consultation with the Public Service Association (PSA) and Professionals Australia (PA).

The PSA and PA will be provided with written information on these proposed changes and its impact on employees, for consultation purposes. The proposed timetable in section 16 includes proposed Union consultation dates.

## 8. Workforce planning needs and impact on services and functions

The proposed new BAS structures will provide increased capacity and capability to enable the teams and the business to meet its strategic priorities. It will ensure an alignment of partnering and engagement with business groups and specialised central functions supporting best practice service delivery.

This new structure and way of working will also ensure streamlined and more efficient and effective delivery across all business groups. It has been designed to create career pathways for administration staff and opportunities to build capability in specialist areas such as Finance, Human Resources and Ministerial and Parliamentary Support.

## 9. Changes to organisational structure and Stages of Filling roles

In the new structure, that is, in relation to the impacted employees, classifications at the non-executive level within the EPA will remain as 'Environment Officer (EO) Class' Classifications.

The new structure for the impacted group of employees will contain EO Class 2, EO Class 4, EO Class 6, EO Class 7, EO Class 8, EO Class 10, EO Class 11 and EO Class 12 roles respectively.

**Update – 19 August 2021:** To support both resourcing requirements and impacted employees EO Class 5 and EO Class 9 will be included in the updated structures.

The designated overall impacted group of ongoing employees have been placed into pools of impacted ongoing employees, where applicable, depending on the current ongoing employees EO Class, type of new role/function applicable and relevant work headquarter location/s. There may be different pools at the same EO Class as per the above. An employee will be in a maximum of one pool only.

Some roles have been identified as having a 'flexible' work headquarters location, meaning the role could be undertaken at potentially one of several work headquarter locations.

- Temporary employees within the impacted group will not be pooled in Stage One and Stage Two, as per section 9.1.
- Current ongoing EO Class 2 impacted employees will be pooled.
- Current ongoing EO Class 3 impacted employees will be pooled together with the current ongoing EO Class 4 impacted employees applying the premise that all current ongoing EO Class 3 employee current substantive salaries are at EO Class 4 Level 1 or above and that the assignment is to an EO Class role.
- Current ongoing EO Class 5 impacted employees will be pooled together with current ongoing EO Class 6 impacted employees, applying the premise that all current ongoing EO Class 5 employee current substantive salaries are at EO Class 6 Level 1 or above and that the assignment is to an EO Class role.
- Current ongoing EO Class 7 impacted employees will be pooled.
- Current ongoing EO Class 8 impacted employees will be pooled.
- Current ongoing EO Class 10 impacted employees will be pooled.
- Current ongoing EO Class 11 impacted employees will be pooled.

### 9.1 Stages of Filling Roles

Four stages will be followed for the filling of roles for the impacted employees. Stages One and Two will occur concurrently. The designated impacted group of ongoing employees will be placed into pools of impacted employees depending on their current EO Class, type of new role/function applicable and relevant work headquarter locations/s in Stages One and Two.

Roles by Pool	
Classification Pool	Role/s
EO2	Administration Assistant
EO4	Administration Support Officer
EO6	Executive Assistant; Administration Officer
EO7	Executive Assistant Chair & CEO
EO8	Financial Analyst; Finance Project Officer; HR Project Officer; Project Officer; Governance Officer; Senior Administration Officer
EO10	Coordinator Executive Initiatives & Secretariat; Coordinator Fleet & Property; Coordinator Information & Access; Coordinator Ministerial & Correspondence; Coordinator People & Talent; Coordinator Risk & Governance; Finance Business Partner; HR Business Partner; Senior Corporate Accountant
EO11	Executive Officer
EO12	Manager Business Advisory & Partnering; Manager Financial Control & Reporting; Manager People Partners; Manager Strategic Coordination; Manager Risk & Governance

**Update – 19 August 2021:** Four additional roles have been included subsequent to the development of initial structures and development of Pools.

- Inclusion of two additional roles and classifications - EO5 and EO9
  - Senior Admin Support Officer (EO5)
  - Senior Project Officer (EO9)
- Inclusion of two additional roles within existing BAS and EPA classifications
  - Administration Coordinator (EO7)
  - Executive Project Officer (EO10)

The additional classifications (EO5 an EO9) within the BAS structures and role descriptions will be developed applying the same structure and role design and development principles as all BAS roles, including supporting resource capability and career progression between roles.



An ongoing employee will be considered for Stage One or Stage Two using the following principles.

#### 9.1.1 Stage One – Direct Assignment to roles for Impacted Employees within pools

The EPA may directly assign ongoing employees into an EO Class they have been pooled into.

Direct assignments will only occur where there are more or the same number of vacant roles in the new pool structure, than ongoing employees impacted within a pool (with respect to EO Class level of the new role, role type/function applicable and work headquarters locations/s).

The assessments standard for Stage One is that employees must: meet the essential requirements of the role as detailed in the role description; and be able to perform the focus capabilities to the appropriate standard as detailed in the role description, as applied to the nature and context of the work to be performed.

#### 9.1.2 Stage Two – Internal Role Suitability Assessment for Impacted Employees within pools

Where there are more impacted ongoing employees than relevant ongoing roles available within a pool, an internal role suitability assessment process will be undertaken.

Internal role suitability assessment will be in line with the Stage Two Assessment Methodology and Review (Appendix C). This assessment will be undertaken by (the) assessment panel/s. Candidates may be ranked accordingly to role/s available (if any) to that specific pool. Employees will be requested to express an interest in ongoing assignment to roles available to their pool at this time.

The candidates will be notified of their assessment outcome prior to Stage Three commencing.

If requested, the convener of the assessment panel will provide feedback to the unsuccessful employees for Stage Two, communicating the reasons as to why they were not assigned to a role. Employees will not be advised of their actual ranking, if they are ranked.

Note: Stages One and Two will occur concurrently. Stages One and Two are the only stages where the pooling system and matching applies.

### Eligibility for Stages One and Two

The following people are determined to be eligible for Stage One and Stage Two pooling:

- Ongoing non-executive employees at the relevant EO Class/s within the impacted group.

Noting, when there is no relevant ongoing EO Class role in a pool in the new structure, the ongoing employee cannot be assigned to a pool in Stages One and Two, and as such will be able to apply for available vacant ongoing roles in Stage Three.

#### 9.1.3 Stage Three – Internal Merit Recruitment for the Impacted Employee group.

Any ongoing roles not filled through either Stage One or Two will be opened as Expressions of Interest opportunities through internal merit selection for the EPA impacted group of employees, pursuant to Rule 23 of the Government Sector Employment Rules 2014. The Stage Three process will be consistent with the GSE merit selection process, whilst applying Rule 23. At this stage vacant ongoing roles can be advertised to the EPA impacted group of employees.

Note: At the completion of Stage Three, an ongoing employee may be declared an Excess Employee, when the ongoing employee within the impacted group of employees has not been assigned to an ongoing role within the new structure or secured an ongoing assignment elsewhere in the Public Service.

**Update – 19 August 2021:** The EPA focus continues to be the retention of staff and support for careers and development of employee capabilities. Due to the approval of government strategies related to EPA work, long term funding approval and development and approval of EPA Strategies the EPA has been able to increase workforce levels to meet resourcing requirements. The EPA will assign individuals to additional BAS roles in the classification of work in which the individuals are employed, if they have not been assigned through the internal assignment or recruitment processes identified in Stages 1 -3. All employees assigned to a role will be consulted with prior and their

remuneration will not be reduced because of the assignment. Two classifications will be added to the structure, however, the number of BAS role descriptions remains streamlined, the updated administrative and business support structure design will continue to provide appropriate support for each division with improved clarity of focus and accountability, and there remains opportunities for continuous improvement of systems and process in line with the findings and recommendations of the WEIR Review.

### Eligibility for Stage Three

Eligible employees at this stage are defined as:

- Current ongoing non-executive employees within the impacted group assigned to a role on an ongoing basis in Stages One and Two;
- Current ongoing non-executive employees within the impacted group not assigned to a role on an ongoing basis in Stages One and Two; and
- Temporary employee applying for an ongoing role - If a temporary employee within the impacted group of employees wants to move to an ongoing role, they need to have been comparatively assessed and been employed for 12 months or more, otherwise they will need to wait and apply at Stage 4.
- Temporary employee applying for a temporary role - Temporary employees within the impacted group of employees who were previously assigned to a role based upon a comparative assessment, i.e. after external advertisement can be matched to another temporary role at the same classification regardless of length of employment.

Promotion decisions made through Stage Three, Internal Merit recruitment, may be reviewed applying GSE Rule 24 and 25.

#### 9.1.4 Stage Four – External Advertising

All identified new roles included within the scope of the CMP, unable to be filled via Stages One, Two and Three may be available for external advertising. All EPA staff and the general public are eligible to apply, via a GSE compliant external recruitment process.

#### 9.2 Current Employees

In total 71 employees (55 ongoing; 16 temporary) are in scope of the BAS restructure and have potential impact to their role. Proposed actions for each impacted employee will be mapped following structural consultation in line with the stages for impacted staff detailed in section 9.1

#### Current Employee Headcount Numbers by grade

Employee Grade	Ongoing Employees	Temporary Employees	Total
Environmental Officer 2	7	1	8
Environmental Officer 3	6	2	8
Environmental Officer 4	11	6	17
Environmental Officer 5	4	0	4
Environmental Officer 6	3	1	4
Environmental Officer 7	2	0	2
Environmental Officer 8	12	3	15
Environmental Officer 9	1	0	1
Environmental Officer 10	6	1	7
Environmental Officer 11	3	1	4
Environmental Officer 12	0	0	0
Environmental Officer 13	0	1	1
Environmental Officer 14	0	0	0
<b>Total</b>	<b>55</b>	<b>16</b>	<b>71</b>

### 9.3 Current Organisational Structure

Please see Attachment B for the current organisational structure for impacted staff.

### 9.4 New Organisational Structure

See Attachment D for the new BAS organisational structure.

### 9.5 Comparison Table (role count not employees)

#### Current vs. Proposed Structure – Update 19 August 2021

Employee Grade	Current Roles			Proposed Roles		
	Ongoing	Temporary	Total	Ongoing	Temporary	Total
Environmental Officer 2	7	1	8	4 (increase of 2 – Aug 19 '21)	1	5
Environmental Officer 3	7	3	10	0	0	0
Environmental Officer 4	13	8	21	22	13	35
Environmental Officer 5	4	0	4	1 (increase of 1 – Aug 19 '21)	0	1
Environmental Officer 6	5	2	7	14	6	20
Environmental Officer 7	2	0	2	2 (increase of 1 – Aug 19 '21)	0	2
Environmental Officer 8	13	4	17	13 (increase of 1 – Aug 19 '21)	4	17
Environmental Officer 9	1	0	1	1* (increase of 1 – Aug 19 '21)	0	1
Environmental Officer 10	7	0	7	11 (increase of 2 – Aug 19 '21)	3	14
Environmental Officer 11	3	1	4	7	0	7
Environmental Officer 12	0	0	0	5	0	5
Environmental Officer 13	2	0	2	0	0	0
<b>Totals</b>	<b>64</b>	<b>19</b>	<b>83</b>	<b>80</b>	<b>27</b>	<b>107</b>

\* Increase in total role numbers identified 19 August 2021 with the inclusion of an additional 8 positions

(\*note - one vacancy within the Finance structure will be utilised for one employee assigned through consultation at the end of Stage 3).

## 9.6 WHS Implications and Action

WHS implications have been reviewed regarding these changes impacting the safety and health of our team in both the way they work and how and where they work, it has been identified that there are no inherent WHS implications or risks with these proposed changes.

Employee wellbeing is a key priority for the EPA and has been considered in all stages of the change management process. Additional support services will be available to staff as outline in section 6.

## 10. Risk Assessment and Proposed Mitigations

Risk	Description	Proposed Mitigations
Employee resistance to undergoing further change	Change fatigue	<ul style="list-style-type: none"> <li>Clearly document and communicate the reasoning behind the changes and benefits</li> <li>Comprehensive consultation and communication plan</li> <li>PPC teams to provide support to impacted employees in addition to EAP services</li> </ul>
Employees on leave	Employees on leave will need to be consulted	<ul style="list-style-type: none"> <li>Managers to ensure any employees on leave receive invitations to meetings and have access to any formal announcements</li> <li>Managers will need to ensure the same level of consultation is provided to employees on leave</li> </ul>
Reduction in morale affecting productivity and service quality	Staff being unhappy with change in reporting lines	<ul style="list-style-type: none"> <li>Broad consultation of changes prior to the implementation</li> <li>Robust communication plan focused on the positive elements of the changes</li> </ul>
Drawn out program, impacting staff certainty & project/task delivery	Extended period of uncertainty will impact staff and services they deliver to client agencies	<ul style="list-style-type: none"> <li>Proactive management of program</li> </ul>
Senior roles in teams vacant until Stage 3 or 4 implementation	Gaps in key senior roles with specific technical expertise required and important for supporting forming of new teams	<ul style="list-style-type: none"> <li>Sector wide EOI process and sourcing Contractors to commence from announcement to help manage the business continuity risks for delivering the programs of work during BAS implementation.</li> </ul>
Drawn out program, impacting staff certainty & project/task delivery	Extended period of uncertainty will impact staff and services they deliver to client agencies	<ul style="list-style-type: none"> <li>Proactive management of program</li> </ul>

## 11. Impact of the restructure on EEO groups

There are no known impact on EEO groups. Any issues or concerns of this nature raised during the consultation process will be considered accordingly.

## 12. Impact of the restructure on staff with special needs

In the case that an employee with special needs is impacted, all necessary steps will be taken to ensure that the employees needs are taken into consideration during and post consultation. Any issues or concerns of this nature raised during the consultation process will be considered accordingly.

### 13. Impact on rural communities

All necessary steps will be taken to ensure that any social, economic, environmental, or other consequences of the restructure are taken into consideration during and post consultation. Where possible in the future state roles have been created as flexible in location providing equitable opportunity for those regionally based.

### 14. Management of excess employees

Ongoing impacted employees may be declared an excess employee if a person has not been assigned to an ongoing role within the new structure by the end of Stage Three. Declaring a person an excess employee will be in accordance with *D2011\_007 Managing Excess Employees*. When being declared an excess employee, the person will have the option to choose either a Voluntary Redundancy or Redeployment.

If an Excess Employee chooses redeployment, rather than the Voluntary Redundancy option, case management principles will be adopted in accordance with *D2011\_009 Case Management and Redeployment Guidelines*.

### 15. Management of temporary employees

Temporary employees will not be pooled in Stages One and Two.

Current temporary employees assigned to roles within the impacted group will be able to apply for available vacant roles in Stage Three if they satisfy the eligibility criteria specified in Stage Three (sub-section 9.1.3).

During the transition implementation, current temporary employee arrangements will remain in place, most likely until the contracted end date, depending on the circumstances and roles available in the new structure.

Severance payments may apply in certain circumstances.

### 16. Timetable for implementation

Action Item	Due Date
Change Management Plan to CEO for approval	Monday, 22 February 2021
ELT Briefing	Monday, 22 February 2021
<b>Consultation: 24 February 2021 to 26 March 2021</b>	
Union Briefing meeting 1	Wednesday, 24 February 2021
Release of proposed structure	Wednesday, 24 February 2021
All Staff	Wednesday, 24 February 2021
One-on-One Consultation	Wednesday, 24 February 2021
Build Your Career Training/ Resilience and Change workshops	1 March to 29 March 2021
Union Consultation meeting 2	Monday, 8 March 2021
Role Descriptions and draft pooling released	Monday, 8 March 2021
Employee 1:1 Consultation and feedback period	W/C 8 March 2021
End of Consultation	26 March 2021
Review of consultation feedback	29-30 March 2021
Final Change Management Plan, Feedback and structure to CEO for approval	Wednesday 31 March 2021
Union Consultation meeting	Tbc 7 April 2021
Union brief on final CMP	Friday, 16 April 2021
All Staff Comms	Friday, 16 April 2021
Interim Resourcing Strategy for EO12 Manager roles	Friday, 16 April 2021
<b>Implementation Impacted Staff: Commence from 19 April (updated 19 August)</b>	
Stage 1: Direct Assignment at grade	WC 19 April 2021
Stage 2: Internal Role Suitability Assessment	WC 19 April 2021
Stage 3: Internal Merit Recruitment and assignment for impacted group	4 June 2021
Stage 4: External advertising	23 August 2021

*\*Adjustments to these timeframes may occur during consultation and implementation, these will be considered on a case by case basis and updated accordingly. It is also noted adjustments may be required for special circumstance such as employees absent due to leave as judged appropriate.*

## Attachments

<b>Attachment</b>	<b>Title</b>
A	Weir Review Executive Summary
B	Current Org Structures
C	Stage Two Assessment Methodology and Review
D	BAS organisation structures
E	BAS organisation structures – 19 August 2021