



3 November 2021

Stewart Little
General Secretary
Public Service Association of NSW
GPO Box 3365
Sydney NSW 2001

Dear Mr Little

Estate Management review

Thank you for the letter dated 15 October 2021, received on your behalf from Mr Dean Allen, Industrial Officer, who provided feedback and raised concerns on behalf of your members in relation to the Estate Management review.

As I have acknowledged in my recent correspondence to you, I understand that any change to an operating model and structure has potential to create feelings of uncertainty for impacted staff. Therefore, I truly appreciate that the Public Service Association (PSA) Industrial Officer and delegates are working proactively and collaboratively with NSW Trustee & Guardian (NSWTG) in supporting Estate Management staff through this change process and bringing concerns raised by members to my attention. My team and I continue to find this process very useful to help us constructively respond to, member concerns and feedback.

Firstly, in response to the concern about the timeframe to submit feedback, I can confirm that while the consultation for Estate Management review was initially planned from Monday 27 September to 12 October 2021, a further three-day extension was granted on 1 October in response to the request for extension of consultation period by the PSA.

As mentioned previously, similarly to the PG Ways of Working Review, the length of the consultation timeframe is linked to the requirement to adopt the new operating model, and bring new staff onboard within the milestones, attached to Treasury's conditions as part of the provision of additional budget enhancement funding. This funding will enable us to recruit additional staff into the new EM operating model and substantially reduce the workload of existing staff. We understand that EM staff are keen for certainty in relation to their futures and therefore we would like to progress the placement process as quickly as possible, to provide that certainty.

To further discuss any concerns and provide an opportunity for issues to be raised, a meeting was held with the Industrial Officer and delegates on 13 October 2021 and 28 October 2021. Following this meeting, further 'Frequently asked Questions' (FAQs) were developed and provided to staff and PSA on 7 October 2021 and 14 October 2021. NSWTG received a request at that meeting to provide all existing role descriptions for

Estate Management roles and these were provided to staff and PSA as an action from this meeting. The role descriptions were made available to staff on a dedicated internal intranet site.

Once the formal consultation period ended, we also met with the Industrial Officer and delegates on 28 October 2021 to provide a summary of feedback received and offer an opportunity to ask questions and address issues. Further, as there has been a lot of concern raised by staff about the review, my team met with staff from our Client Specialist Centre on 26 October 2021 to clarify feedback and provide an opportunity to ask questions. The Director, Estate Management held a further information session for all EM staff on 28 October 2021 and I attended to hear from staff directly, address their concerns, offer an opportunity for people to ask further questions and we provided information on next steps. We will continue to engage with staff during the transition process and address their concerns as much as possible.

Under the new EM operating model, we have 52.5 additional roles in the new structure. The changes made to the role descriptions ensure relevance, currency and accuracy. Whilst there are 48 role descriptions, the changes made to the majority of role descriptions were not significant. In most cases, the functions and responsibilities of roles did not change substantially. We adopted a substantial amount of feedback from delegates on behalf of staff, as well as from staff directly. I would like to acknowledge the work of one delegate in particular, Christine Edmondson, for meeting with the People & Culture teams and providing very detailed feedback on all role descriptions on behalf of herself and colleagues. This proved to be a positive collaborative arrangement and I appreciate the time and effort of delegates.

I can confirm that I do not see a need to adopt an approach in which ongoing staff at these grades would need to apply for a role in the new structure at their current grade. If staff at these grades choose to apply for roles at a higher grade, or where there are more staff than roles for any new role, then there is a process to fill these roles.

In response to a request from the PSA, a high-level comparative list of the existing role descriptions compared with the revised role descriptions, as well as listing the new role descriptions, was provided to assist members to compare role descriptions. A more detailed comparative list of changes made to the 48 role descriptions has not yet been developed and therefore could not be provided in the timeframe. A list of changes made to final role descriptions will be provided separately to the PSA and staff.

In relation to the detailed member feedback included in your letter, please see the attached detailed response for each feedback item and how feedback was adopted or addressed in finalising the operating model, structure and role descriptions.

I would like to restate that I value the strong working relationship with the PSA and will continue to work in collaboration with the Industrial Officer and delegates. Both myself and the previous CEO, Mr Adam Dent, have kept the PSA informed throughout the year via updates at the Joint Consultative Committee meetings and through correspondence. I look forward to continuing to work closely with the PSA as we implement the additional roles made possible by an increase in funding, as well as the reforms we need to undertake to implement this funding.

In relation to the detailed member feedback included in your letter, please see the attached detailed response for each feedback item and how feedback was adopted or addressed in finalising the operating model, structure and role descriptions.

My team is available should the PSA and delegates wish to meet to discuss the feedback adopted. Attached is a summary of feedback received and how it was dealt with, which I hope is helpful.

Our Director, Strategy People & Governance, Michelle Batterham can be contacted on 0409 202 308 or michelle.batterham@tag.nsw.gov.au to organise a meeting and similarly feel free to contact myself by email at megan.osborne@tag.nsw.gov.au should you wish to clarify anything in this letter.

I trust this information is of assistance.

Yours sincerely

A handwritten signature in black ink that reads "M Osborne".

Megan Osborne
A/Chief Executive Officer
NSW Trustee & Guardian