



**Public Service Association of NSW**  
**General Secretary** Stewart Little **President** Nicole Jess

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In reply please quote: *JM:cr*

15 September 2021

Mr Duncan Lucas  
Executive Director, Transport Shared Services  
Corporate Services  
Transport for NSW

By email: [Duncan.Lucas@transport.nsw.gov.au](mailto:Duncan.Lucas@transport.nsw.gov.au)

Dear Mr Lucas,

**Re: Transport Shared Services Restructure - Payroll and Personnel**

I write to you on behalf of the Public Service Association of NSW (PSA) regarding the Transport Shared Services, People Services (Payroll and Personnel) restructure that we understand is close to being fully recruited.

From the outset, the PSA expressed concern about the impact the reduction of 38 roles would have on the workload of employees remaining. As the implementation of the restructure commenced approximately nine months ago, it seemed an appropriate time to gauge what impact there has been on workloads. As such, The PSA undertook a workload survey in August.

The results from our survey show workload is a substantial issue. We had 100% of the respondents stating they are consistently completing additional hours, with 80% reporting they have forfeited flex hours. A 100% of the respondents believed that workload had increased since the restructure. The increased workload reported is reflected, with approximately 67% of respondents identifying they have had recently had leave declined due to operational reasons. With around 95% of respondents believing the workload expectations were unrealistic.

It demonstrates current staffing levels are insufficient. The staffing levels are so low that payroll employees cannot access their flex leave per their entitlements having been directed no more than 3 days flex leave can be accessed in the settlement period. Consequently, as reflected in our survey, many employees are forced into forfeiting flex hours as such, they are regularly working unpaid hours.

The PSA is troubled by the results, particularly when there are deleted positions currently undertaking business as usual tasks and new innovations such as White Collar Payroll have been introduced. Logically, once the unplaced employees are declared excess and exit the organisation these unrealistic workloads will only get worse. The PSA is concerned about what impact this is, and will continue to have, on our member's mental health.

It is understood that TfNSW engaged Ernst & Young (EY) to identify potential process improvement opportunities and support the Reform / Transition. There is potential for

the EY report to result in processes that will reduce workload; however, until that time, to manage the workload we are seeking for TfNSW not to make any of the unplaced employees excess. Such a measure will prevent further pressure on already stretched workloads.

Further, in accordance with TfNSW obligations under clause 8.4 of *the Transport for NSW Sydney Metro Salaries and Conditions of Employment Award 2019* we ask for TfNSW to supply the PSA with a copy of EY's report and consultation on resulting changes.

The PSA asks for a response to this letter by COB Wednesday, 22 September 2021.

Please do not hesitate to contact Jessica Moore by mobile 0408 213 339 or email [jmoore@psa.asn.au](mailto:jmoore@psa.asn.au).

Yours faithfully,

A handwritten signature in black ink, appearing to read 'J Moore', written in a cursive style.

Jessica Moore  
for **Stewart Little**  
**General Secretary**



Ms Jessica Moore  
Industrial Officer  
Public Service Association of NSW  
Email: [jmoore@psa.asn.au](mailto:jmoore@psa.asn.au)

22 September 2021

**Re: Transport Shared Services Restructure - Payroll and Personnel**

Dear Ms Moore,

Thank you for your letter on 15 Sept 2021 outlining the results of your survey of staff in Payroll and Personnel. In order for us to understand the outcomes of your survey, we would appreciate some background information from the survey. Could you please provide:

1. The questions asked in the survey
2. Classifications of staff the survey was distributed to
3. Number of surveys distributed
4. Number of surveys completed
5. Response rates for each question

Please note that the Corporate Functions Review (CFR) has temporarily increased workloads for HR Services and Specialist Payroll - this is unrelated to the scope of the Personnel and Payroll Reform. In recognition of this increased workload, HR Services have been afforded additional staff.

In relation to Personnel and Payroll, in some cases workload has remained consistent with workloads prior to commencement of reform. For example, Trains Payroll staff have had only minimal changes to workloads. In most instances, workloads have decreased due to the introduction of Trains White Collar Payroll (TWCP). 1800+ employees are now part of the TWCP automated payroll solution. This has resulted in a reduction of manual payroll workloads by 1800+ employees.

Our records show that annual payroll allocations as at 15/11/2020 ranged from 207 – 348 employees a fortnight and at 15/09/2021 manual payroll range from 197 – 285 employees a fortnight.

In other cases there have been temporary increases in workload when considering My Transport ticket volumes in recent months. This can be attributed to one-off activities in relation to the implementation of the CFR program; Trains increase in use of MyTransport; and all COVID Vaccine claims being processed via MyTransport.

We monitor ticket volumes daily and it is clear that the CFR workload issue is already declining with the last functional stand-up of IT occurring on Monday 20 September. It is anticipated that Train's employee enquiries will diminish as employees become more familiar with My Transport and employee self-service. The COVID vaccine claims are expected to taper to a more manageable workload and eventually cease.

Our review of flex hours forfeited show that in the settlement period ending on 26/6/21, 21% of team members forfeited flex hours, and this rose to 26% for the flex period ending on 12/9/21. These flex periods were five weeks and seven weeks long respectively due to the impact of CFR stand-ups. The expectation is that staff at risk of forfeiting flex hours are engaging with their managers to avoid the flex leave being forfeited.

The direction to some staff to take no more than three flex days leave in a settlement period is unrelated to this reform. It is a prior matter that arose on the introduction of the new flex time agreement.

Prior to the introduction of the new Flex Time agreement there was a group of staff who had maintained they did not have capacity to take on additional work except by working overtime. On the introduction of the new flex time agreement these staff commenced working additional hours to accommodate the capacity to take up to six flex days in a settlement period, despite there being no change in their workload. When asked what work was causing the additional hours, there was no satisfactory explanation, so the solution of three days flex leave per settlement period was implemented.

In regard to your point about leave being declined for operational reasons, it is our experience that some staff members have been cancelling planned leave due to COVID restrictions. In order to respond to this point, we require more detail so we can identify the operational circumstances which caused the leave to be declined. For example, requesting leave at short notice or while significant numbers of other staff are on leave are valid operational reasons for declining leave unrelated to workload.

The EY engagement was undertaken to explore the opportunity to further streamline work and has no impact on when employees may be declared excess. The outcomes of the EY engagement are still under review and are yet to be prioritised based on benefits resourcing and cost.

We will consult with staff when we are proposing to introduce changes in ways of working, however, we anticipate this will not occur until we have completed our review of the EY outcomes.

In summary we recognise there has been a temporary increase in the workload of parts of the Payroll and Personnel team as a consequence of CFR, and we know this will cease in the next two months.

We encourage staff members to discuss workload issues with their leaders so they can jointly develop solutions to overcome identified issues. We'd also welcome any opportunity to discuss any suggestions and concerns with you directly, as we are all committed to providing a safe and positive working environment for our staff to contribute meaningfully and thrive.

Yours sincerely,



Duncan Lucas

Executive Director, Transport Shared Services



In reply please quote: JM:cr

21 October 2021

Mr Duncan Lucas  
Executive Director, Transport Shared Services  
Corporate Services  
Transport for NSW

By email: [Duncan.Lucas@transport.nsw.gov.au](mailto:Duncan.Lucas@transport.nsw.gov.au)

Dear Mr Lucas,

**Re: Transport Shared Services Restructure - Payroll and Personnel**

Dear Mr Lucas,

Thank you your response dated 22 September 2021. For ease, I have sought to address the matters by subject:

Survey Information

1. Please find at attachment A.
2. The survey was distributed to all of the PSA members in TSS at Burwood. The majority of the respondents reported their classification as grade 4 and 5.
3. I cannot provide you with the number of PSA members the survey was distributed to.
4. The response rate was approximately 50%.
5. The response rate for each question is as follows:
  - a. Q 1: 100%
  - b. Q2: 100%
  - c. Q3: 100%
  - d. Q4: 96%
  - e. Q5: 100%
  - f. Q6: 96%
  - g. Q7:96%
  - h. Q8: 45%
  - i. Q9: 96%
  - j. Q10: 96%
  - k. Q11: 86%
  - l. Q12: 77%

Flex time

It appears from the response that TfNSW is under the false impression that flex time is predicated on employees working over their contracted hours. On the contrary, flex time provides employees with the opportunity to condense their hours within the settlement period by working above their normal hours some day(s) to work less on another. For example, in the case of TfNSW, a 12 week settlement period allows a full-time employee to work their contracted 420 hours within the bandwidth across 12 weeks, such as

working a nine-day fortnight. There is no requirement that employees work above their contracted hours for the settlement period; the workload can remain the same.

Also puzzling is TfNSW review of the flex hours forfeited utilised flex periods that were five and seven weeks, not the 12 weeks settlement period. The premise that employees are alone responsible for monitoring their hours is not accepted; such a proposition contradicts the Flexible Working Hours Arrangements. Managers have a clear obligation to monitor the hours worked by employees.

Despite that, the direction was not to some employees it was to the whole division. It is unclear why an entire division has been restricted to three flex days a settlement period. If a few employees have misused flex time, TfNSW should address this with those individuals.

There appears to be no justification for the directive to limit the whole of TSS's access to flex time. Unless TfNSW can evidence such a reason within the confines of the Flexible Working Hours Arrangements flex time should be instituted in accordance with the Arrangements. If this does not occur the PSA will need to consider progressing this matter to a dispute.

### Current Workload

The PSA is not satisfied that the increase in Payroll Integrity & Compliance work is solely related to CFR and will reduce. Payroll Integrity & Compliance has previously reported ongoing workload issues, CFR has only exacerbated issues which were reported to senior management by the Team Leader in mid 2020. The concerns have again been raised by employees in Payroll Integrity and Compliance. It is unlikely that this workload will decrease, particularly with the transfer to NHVR scheduled to occur September next year, with Single Touch Payroll Phase 2 also on the horizon.

It is our belief from the reports from our members that Payroll Integrity & Compliance requires further resources to assist in meeting the demands to ensure your employees are met with reasonable workloads that do not endanger their health and safety. Members are reporting they are at breaking point. We understand the Director, Payroll Trish Bell is currently meeting with staff at the request of the Manager, Payroll Integrity & Compliance in response to repeated staff concerns raised, and has made assurances the workload and resourcing would be investigated, to enable staff in that area to have a proper work/life balance and improved well-being. We await constructive outcomes from those meetings.

With regard to Personnel and Payroll, once the restructure is implemented, as stated below, BAU work currently undertaken by 19 deleted roles will need to be dispersed amongst the remaining employees. Adding to the pressure, in Personnel and Payroll the work from vacancies or absences being allocated amongst the remaining employees on a daily basis. Whilst this was previously carried out with a limit on the amount of extra work to be allocated (an outcome from a dispute), Newcastle payroll has ceased to observe this limit. We expect that Newcastle payroll be advised they need to adhere to the agreed practice.

The PSA understands that TfNSW can access the working hours to get a broader sample of the working hours. Such a data sample would provide a better indication of

the extent of the workload issues. The PSA would be happy to meet with TfNSW to discuss these concerns in greater details.

### Impact of Restructure on Workloads

The response from TfNSW fails to recognise the restructure in Personnel & Payroll is not fully implemented. For example, there are approximately 19 grade 5 roles undertaking BAU work, including processing 197 - 285 employees pay. Yet, these roles do not exist in the new structure; therefore, once the individuals are declared excess and exit the organisation TfNSW will be required to distribute their work. Therefore, in practical terms, the remaining 32 employees will be required to process approximately 2000 – 3000 unaccounted for employees pay (a deficit of approximately 10 payroll positions).

The automation of 1800 employees has already been implemented, and has no effect on the increase that will result from the increased work once these roles exit the organisation.

### EY Report/Review

The PSA remains concerned that workloads will only increase. TfNSW has, since the outset of the restructure, neither acknowledged nor explained how the remaining workforce would be able to undertake the remaining workload. As stated in our letter dated 15 September 2021, we understand the EY may assist. Until such a time, we seek for TfNSW to not declare excess those employees who remain unplaced.

Further, I will again draw your attention to clause 8.4 of the *Transport for NSW Sydney Metro Salaries and Conditions of Employment Award 2019*. According to the aforementioned clause, TfNSW is to consult with both employees and the Union. As such, reiterate our request for the report and for consultation on any changes resulting from the report.

To summarise the above, the PSA is of the view:

1. There is no basis to limit access to flex time across all of TSS. Unless TfNSW can evidence such a reason within the confines of the Flexible Working Hours Arrangements flex time should be instituted in accordance with the Arrangements.
2. TfNSW has a duty of care to ensure workloads are not unreasonable and impacting on employees health and safety. The reports from Payroll Integrity & Compliance are a significant concern for the PSA and we put to TfNSW further resources are required to appropriately staff the area. We understand that TfNSW is looking into these concerns and ask that TfNSW confirm any action they take to address these concerns.
3. Until the workflow is amended to address the impacts of a reduction of 19 employees in Personnel and Payroll, the 19 roles should remain and the unplaced employees not be declared excess. As such, the PSA is seeking an undertaking from TfNSW to not declare excess unplaced Grade 5 employees in Personnel and Payroll.
4. A meeting may be beneficial to discuss further the concerns and a way to resolve the issues.

5. We are entitled to be consulted on any changes as a result of the EY report and are seeking the report as part of consultation.

Please do not hesitate to contact Jessica Moore by mobile 0408 213 339 or email [jmoore@psa.asn.au](mailto:jmoore@psa.asn.au).

Yours faithfully,

A handwritten signature in black ink, appearing to be 'J Moore', written in a cursive style.

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