

Customer Experience Change Management Plan

March 2022



NSW Trustee
& Guardian

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1 Background and rationale for change

1.1 Background

NSW Trustee & Guardian protects, promotes, and supports the rights, dignity, choices and wishes of the people of NSW. The Customer Experience division formed relatively recently, having been previously known as Communications and Engagement, and has a broad scope in supporting all NSW Trustee & Guardian divisions and their customers. Customer Experience provides a critical role in NSW Trustee & Guardian by providing external support to our customers, other government agencies and customer service stakeholders. The division also provides internal support and expertise to specialist teams and support functions. The division is focussed on delivering services that understand the needs and preferences of our diverse customers to deliver a customer-centred culture that is adaptive and responsive to the changing environment. The division manages marketing and communication, customer contact, experience design, customer advocacy and strategic business development and partnerships.

1.2 Rationale for change

To ensure the Customer Experience division provides a customer-focused, high-quality service, NSW Trustee & Guardian is working to improve its services and offerings. The overall strategic direction for this work across the organisation is set by 'Our Strategy 2019-25' which is underpinned by four plans: People & Culture, Digital, Customer and Governance, and Sustainability. With a number of initiatives, [our plans](#) are actionable roadmaps for how we will bring [Our Strategy](#) to life. Our Strategy aims to ensure our services are customer focused and achieve financial sustainability. Customer Experience plays a critical part in supporting NSW Trustee & Guardian to deliver on our Plan, and more specifically the *Customer Plan*.

To truly realise our purpose, we must put customers at the centre of everything we do. The Customer Plan sets to provide a customer-centred experience that:

- Aligns to our customers' needs and expectations.
- Adapts services based on feedback.
- Ensures customers see us as trusted and credible.
- Has us partner across industry and the sector for positive policy outcomes.
- Proactively predicts the needs of customers and looks for opportunities to improve and expand services.

The rationale for change is based on the need to ensure the Customer Experience division's operating model and structure adapts to:

- Deliver on initiatives outlined in the Customer and other plans.
- Responsive to changing customer needs.
- Address the existing challenges and pain points identified in the operating model review (refer to section 6).
- Better aligns to NSW Trustee & Guardian's overarching needs.
- Is fit for purpose, whilst maintaining financial sustainability.

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A number of key customer related functions are to be centralised within the Customer Experience division once transferred from Wills & Estate Planning. This was a recommendation from the Branch Network Review (BNR), which was established to review Wills & Estate Planning. Following on from the extensive work undertaken through the BNR, the Customer Experience division review commenced to determine how best to streamline the division once the supporting functions transferred across. The intersection of this work and through the identification of current challenges and pain points both internally and externally within the Customer Experience division, it was determined that the functional transfer from Will & Estate Planning presented an opportunity to reorganise the Customer Experience divisional structure. The realignment of resources enables and supports the division to deliver on the new and expanded functions, existing work, and Our Plans.

The Customer Experience division is also evolving and needs to be responsive to changing customer needs and expectations by staying up to date with current issues, opportunities, and trends. This is across all customers, both voluntary and involuntary; across all demographic, psychographic and geographic trends; and in understanding their current and emerging digital expectations. The Customer Experience division is best placed to lead the analysis of customer data to identify trends and actionable insights, measure outcomes that promote customer excellence and leveraging technology to improve customer experience and outcomes.

The Customer Experience division review also highlighted other existing challenges and pain points across key areas, including the services the division provides to support NSW Trustee & Guardian; our people in terms of career pathways, and succession planning; processes and technology. These are outlined in more detail in part 6.

1.3 Proposed operating model

The model aims to place customers at the centre of our services and enables staff to deliver improved customer outcomes. The proposed model is designed to enable the Customer Experience division to achieve its vision to be the trusted strategic partner supporting all NSW Trustee & Guardian Divisions towards delivery of *Our Purpose* and *Our Plans* and reach the strategic goal to create a customer-centred culture.

The proposed operating model aims to:

- Improve customer experience and customer retention.
- Create an efficient and agile workforce with dedicated resources for customer engagement, customer advocacy, customer service, communications, and business development.
- Provide support and assist with improving brand reputation and financial sustainability.
- Provide more opportunities for career pathways that enables career development and succession planning.

The key changes to the proposed operating model include:

- Grouping five teams into two streamlined teams, 'customer voice' and 'customer engagement' each led by a Senior Manager, who will be responsible for providing strategic oversight, expertise, and leadership to support the teams to deliver key services.
- An additional five roles across the grade 5/6 level to support the delivery of key initiatives.
- Dedicated community education and customer service desk teams, transferred from Wills & Estate Planning, to effectively align and support all lead generation initiatives for Wills & Estate Planning customers, under the Customer Engagement team.

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- Clearer delineation and responsibilities across roles and teams to create alignment and consistency across the division.

1.4 Benefits of the proposed operating model

The benefits of the proposed model include:

- Additional resources to better support Customer Experience service delivery.
- Improved career pathways, development/cross-skilling opportunities and succession planning.
- Clear customer centred purpose for each of the two functional teams that clarifies the role of the Customer Experience division within NSW Trustee & Guardian.
- Addition of roles responsible for lead generation for the Wills & Estate Planning services to support the goal of financial sustainability.
- A well-articulated operating model, structure and roles that enable the Customer Experience division to be more proactive in leading the changes we need to improve support for other divisions, service delivery and customer outcomes.
- Ultimately, the new operating model and structure empowers the Customer Experience division to deliver NSW Trustee & Guardian's strategic goal to create a customer-centred culture.

1.5 Purpose of change management plan

This Change Management Plan is based on the Department of Premier and Cabinet Agency Change Management Guidelines. The purpose of this Change Management Plan is to provide:

- the background and reasons for the organisational change
- employee communication strategies and support mechanisms
- an outline of the changes to Customer Experience
- an overview of the proposed operating model and draft structure and impacts to services and functions
- an outline of processes to transition to the new operating model
- an analysis of any impacts
- the approval process
- a proposed timetable for the implementation.

2 Approval

This proposal is approved by the Acting Chief Executive Officer of NSW Trustee & Guardian and endorsed by the Executive Leadership Team.

3 Employee communication strategy

Employees will be briefed on the Change Management Plan, draft operating model, draft organisational structure and draft role descriptions, including the transition process, by the Director Customer Experience and supported by the People and Culture teams. NSW Trustee & Guardian is committed to engaging with employees in a meaningful way.

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The Customer Experience division team members will continue to be engaged with on a regular basis, as appropriate. The communication approach will be multi-faceted and includes, but not limited to:

- relevant material and documentation (proposals, role descriptions, etc.) available via a dedicated SharePoint site, specifically for Customer Experience division team members
- a dedicated email cxconsultation@tag.nsw.gov.au for staff to provide confidential feedback
- dedicated People and Culture contact for staff to seek advice or discuss issues
- staff engagement briefing sessions (where practicable)
- one on one meetings with impacted staff (where practicable)
- manager check-ins with staff
- regular email communication by the Director Customer Experience
- availability of ongoing support and advice.

Following the release of the Change Management Plan, a two week formal consultation period will be available to the Customer Experience division team members to provide feedback for consideration in the development of the final operating model, structure and role descriptions.

For current employees on secondment or on extended leave, arrangements will be made to communicate the proposed changes and feedback avenues.

4 Support services

NSW Trustee & Guardian is committed to managing and supporting all employees and their wellbeing during these changes. The Director Customer Experience with the support of People and Culture teams, will be available to provide information on the process for implementation of the new operating model and organisational structure once finalised, as well as the management of affected employees.

There are other external additional resources also available to support employees during the transition process:

Provider	Name	Contact details
Employee Assistance Program	Benestar	1300 360 364
Financial Planning Advice	StatePlus (previously State Super Financial Services)	1800 620 305 www.stateplus.com.au
	Australian Tax Office	www.ato.gov.au

5 Consultation

NSW Trustee & Guardian is committed to consultation with the Public Service Association (PSA). NSW Trustee & Guardian has provided regular updates to the PSA through the Joint Consultative Committee on the Customer Experience review. The PSA will be consulted on the proposed changes and the content of this Change Management Plan.

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6 Impact on services and functions

The proposed operating model and structure has been developed by analysing and addressing the existing challenges across key functional areas.

	Existing challenges	Positive impacts
Channels and Location	<ul style="list-style-type: none"> The existing division design is very fragmented and does not facilitate proactive delivery of strategic outcomes and initiatives. 	<ul style="list-style-type: none"> Centralised functions enable better marketing and communication strategies, effectively and efficiently engaging appropriate channels to increase NSW Trustee & Guardian's brand reputation. Centralised functions and teams enables better allocation of work priorities, and improved staff training and support.
Products and Services	<p><i>Customer Experience</i></p> <ul style="list-style-type: none"> Diverse range of specialist accountabilities. e.g. from communications and marketing to business development, and customer advocacy. Mix of both technical and operationally focused teams. e.g. from Communications to Customer Contact Team (CCT). Some roles have a substantial number of accountabilities making the roles quite broad and generalist. Some specialist/technical accountabilities and capabilities are lacking in the current model e.g. dedicated design, research, and insights due to evolving needs of NSW Trustee & Guardian. A lot of Customer Experience work is reactive, responding to perceived sense of 'greatest need' at a particular point in time rather than being more proactive and leading the delivery of strategic outcomes. Legacy issues from the former division's iteration resulting in a misunderstanding about Customer Experience's role and lack of clarity of individual roles. Limited/restricted capability and self-sufficiency across some core areas. e.g. writing skills, human centred design capability, and customer advocacy awareness. <p><i>Customer Advocacy</i></p> <ul style="list-style-type: none"> Confusion about the role and scope of the Customer Advocacy team, and how it fits within the Customer Experience division. Limited understanding of 'advocacy' meaning systemic issues, not individual 	<ul style="list-style-type: none"> Greater focus and clarity of team functions and purpose to deliver improved service delivery and customer outcomes. Additional roles and various grades enabling shift from reactive to proactive approach with increased strategic output and more support to implement key initiatives. Alignment of roles under streamlined teams facilitates delivery of NSW Trustee & Guardian's goal to be customer-centric and financially sustainable.

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	<p>issues or cases; and 'systemic' being within the context of NSW Trustee & Guardian customer role and scope.</p> <ul style="list-style-type: none"> • Historical legacy accountabilities from when the Customer Advocacy team was known as the Disability Advocacy Unit and was part of the former Trustee Services Division. • The customer view needs to be broadened from a singular disability focus to include all customer groups including ageing, culturally and linguistically diverse, Indigenous, homeless etc. 	
People	<p><i>Career Pathways</i></p> <ul style="list-style-type: none"> • Relatively flat structure provides limited career pathways, development opportunities or progression. • Current manager roles often overloaded with business as usual tasks and unable to prioritise and lead more strategic projects. <p><i>Succession Planning</i></p> <ul style="list-style-type: none"> • Limited pipeline for succession due to the gap between manager and Director and across the division and due to the varied and specialist nature of the functional teams. <p><i>Role design</i></p> <ul style="list-style-type: none"> • Role descriptions are not reflective of the nature of work performed by staff and the capabilities required. <p><i>Resources & Support</i></p> <ul style="list-style-type: none"> • Relatively limited range of clerk graded roles. • Business Development & Partnerships function was introduced into the division to support Wills & Estate Planning but with no direct reports to support lead generation focus. 	<ul style="list-style-type: none"> • Additional roles across multiple grades will enable staff to develop, cross-skill across other teams and functions, and provides improved career pathways. • Teams will be better resourced to proactively support the organisation's strategic needs as well as business as usual. • New roles descriptions will articulate the essential requirements and accountabilities with a greater focus on: <ul style="list-style-type: none"> - Leadership and staff development - Commitment to customer service and delivering results.
Governance	<ul style="list-style-type: none"> • The existing division design is very task orientated, provides limited supervision and oversight due to the flat structure and does not facilitate proactive delivery of strategic outcomes and initiatives. 	<ul style="list-style-type: none"> • Greater focus and clarity of team purposes to deliver improved service delivery and customer outcomes. • Additional roles at senior grades provide increased leadership, better risk management, strategic direction and output. • Alignment of roles under streamlined teams drives towards NSW Trustee & Guardian's goal to be customer-centric and financially sustainable.
Processes	<p><i>Collaboration</i></p> <ul style="list-style-type: none"> • A lot of the division's projects have a high dependency on effective cross-functional 	<ul style="list-style-type: none"> • Greater focus and clarity of team functions and purpose to deliver improved service delivery and customer outcomes.

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	<p>collaboration both within Customer Experience and across other divisions.</p> <ul style="list-style-type: none"> In some situations, we have either inefficient double handling or a risk of projects slipping through the cracks and being overlooked. Projects may also hit significant roadblocks where cross divisional priorities are not aligned. <p><i>Project Management</i></p> <ul style="list-style-type: none"> There are challenges aligning and getting visibility of all project priorities across Customer Plan projects; business as usual projects; and other divisional or cross divisional initiatives. There are limited project management capabilities across the Customer Experience division. 	<ul style="list-style-type: none"> Centralised functions and teams enables better allocation of work priorities. Customer lead generation initiatives and interactions to be handled by Customer Engagement to support customers to access services provided by Wills & Estate Planning to ensure consistency and efficiency. Increases the opportunity for the Customer Experience division to develop state-wide strategies to engage with customers and promote other NSW Trustee & Guardian services.
Technology	<ul style="list-style-type: none"> The current resourcing within the Customer Experience division does not adequately enable close collaboration with Information Technology to support projects that deliver efficiencies to systems and platforms for staff and customers. 	<ul style="list-style-type: none"> Streamlined teams with additional support will be better set up to collaborate with the Information & Technology division to review digital requirements and develop long term strategic digital roadmap. The Customer Experience division managing customer appointments will streamline the process and enables Wills & Estate Planning staff to focus on their core work.

7 Changes to the organisation structure

The current structure of the Customer Experience division is provided in Attachment A. The proposed structure for the Customer Experience division is provided in Attachment B and will be the subject of consultation with affected employees prior to implementation.

Grade	Current Structure	Proposed Structure	Net Impact
11/12	0	2	+2
9/10	5	2	-3
7/8	8	9	+1
5/6	1	6	+5
3/4	2	4	+2
1/2	7	7	-
TOTAL FTE	23	30	+7

The Director Customer Experience role is excluded from this Change Management Plan.

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8 Proposed means for filling roles

The assessment, management and placement of employees affected by the proposed operating model and structure will be underpinned by the following principles:

- adherence to public sector policies, guidelines, and legislation
- adherence to the *Government Sector Employment (GSE) Act* and organisational policies
- minimise disruption to service delivery
- a fair, transparent and accountable process
- maximise opportunities for employee matching and assignment to roles
- availability of appropriate information and support to assist employees to understand the transition through the process.

Contingent labour and contractors currently occupying any affected roles may be required to complete their contracts earlier than their current contract period. This will be determined by NSW Trustee & Guardian and those affected will be given an appropriate period of notice. Contingent labour and contractors will have an opportunity to apply for any roles advertised externally.

8.1 Role Descriptions

Role descriptions will be used to clearly articulate role responsibilities and the capabilities required for the role. In some cases, the functions and responsibilities of roles in the current structure remain relatively unchanged from similar roles in the proposed structure. For new roles, or for roles where the functions and responsibilities have substantially changed, new role descriptions were developed, and graded in accordance with the NSW Government Job Methodology by qualified assessors. Refer to Attachment C for draft role descriptions.

8.2 Placement process

Step	Category	Action
Step 1	Assignment to role at grade	<ul style="list-style-type: none"> • Where a role in the new structure is substantially the same and/or comparable to a role within the existing structure <i>and</i> • There are an equal (or less than) number of ongoing employees to available roles: <p>Ongoing employees within the Customer Experience division will be directly assigned to a role in the new structure where possible.</p> <p>Ongoing employees will be advised via a letter confirming the assignment to a new role in the new structure.</p>
Step 2	Assignment to role at grade via an internal Expression of Interest (EOI) process	<ul style="list-style-type: none"> • Where a role has substantially changed <i>and/or</i> • There are more employees to available roles: <p>Note: Employees subject to step 2 of the placement process <u>may</u> be invited to apply for roles at grade within Wills & Estate Planning.</p> <p>Eligible ongoing employees and temporary employees* within Customer Experience will be invited to submit an EOI for available role(s) at grade.</p>

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		<p><i>* temporary employees are eligible if they meet the following criteria:</i></p> <ul style="list-style-type: none">- have been employed for a period of at least 12 months, and have undertaken a comparative assessment after external advertising, and- based on their most recent performance and satisfactory conduct. <p>Refer to <i>Section 8.3</i> for details on the application and assessment process.</p>
Step 3	External advertisement of roles	<ul style="list-style-type: none">• New roles and any remaining roles not filled by assignment to role or assignment to role by internal EOI (Step 1 and 2) will be advertised externally via a comparative assessment, which involves three types of assessment, including an interview.• Roles will be advertised to the general public on the I Work for NSW website and other mediums.

If a role(s) is unfilled at the end of the change management placement process outlined above, any subsequent action in relation to that role(s) will be “business as usual” and will not fall under the scope of this change management plan.

Ongoing employees within the Customer Experience division that are not assigned to a role (step 1) or do not submit an internal EOI (step 2) or apply for advertised roles (step 3) may be assigned, pursuant to Section 46 of the *Government Sector Employment Act 2013*, to a vacant role at grade within the new structure or across other NSW Trustee & Guardian divisions.

8.3 How will employees be assessed?

Assignment to role by internal EOI - suitability assessments

A suitability assessment which involves at least two capability-based assessments, one of which is an interview, will be used for the internal EOI process conducted at Step 2. Assessments will be in accordance with the *Government Sector Employment (General) Rules 2014*.

These will be conducted by an assessment panel comprising of an Customer Experience representative (at a higher grade than the role being filled), a representative from Strategy, People & Governance Division, and an independent member.

Employees will be assessed against the essential requirements of the role and focus capabilities and whether they are capable of meeting these to a satisfactory standard. The suitability assessment process includes:

1. Eligible ongoing employees submit an EOI, comprising of a cover letter addressing two targeted questions and a current resume.
2. Panel assess EOI and determine who will progress to the next stage (unsuccessful candidates at this stage will be notified accordingly).
3. Panel conducts behavioural interview.
4. If required, the panel may request further assessments to be undertaken, including psychometric assessment, work sample, practical task, or a presentation.
5. Reference checks will be conducted.
6. Panel finalises selection report and recommends successful and unsuccessful candidates for final approval.

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7. Successful employees will be advised via a letter confirming the assignment to a role in the new structure and unsuccessful candidates will be notified accordingly.

Advertised roles - comparative assessments

A comparative assessment, which involves at least three capability-based assessments, one of which is an interview, will be used when roles are advertised externally, at step 3. Assessments will be in accordance with the *Government Sector Employment (General) Rules 2014*.

These will be conducted by an assessment panel comprising of a Customer Experience representative (at a higher grade than the role being filled), a representative from Strategy, People & Governance Division, and an independent member.

The comparative assessment process includes:

1. Candidates to submit an application comprising of a cover letter addressing one targeted question and a current resume.
2. Panel assess applications and determine who will progress to the next stage (unsuccessful candidates at this stage will be notified accordingly).
3. Panel conducts behavioural interview and other assessments, including psychometric assessment, work sample, practical task, or a presentation.
4. Reference checks will be conducted.
5. Panel finalises selection report and recommends successful and unsuccessful candidates for final approval.
6. Successful employees will be advised via a letter confirming the offer of a role in the new structure and unsuccessful candidates will be notified accordingly.

8.4 Review of process

If an employee is aggrieved with the outcome of assessments, they may request an internal review. The review is strictly limited to a process review only, not a merit review of the decision in-line with GSE legislation.

The review will be conducted by a senior executive not involved in the original assessment as nominated by the Acting Chief Executive Officer. The reviewer may recommend to the Acting Chief Executive Officer that the assessment be repealed and conducted again by a new panel or that the original decision be upheld. The Acting Chief Executive Officer may accept the recommendation or take other action as they see fit. The decision of the Acting Chief Executive Officer is final.

An application for internal review should be forwarded in writing to the Director, Strategy People & Governance or other person appointed by the Acting Chief Executive Officer no later than one week from the day the employee was notified of the decision. Outcomes are final and employees will be notified within two weeks of the receipt of the review request.

9 Management of excess employees

In the event of an ongoing employee not being assigned to a role in the new structure after the completion of the placement process outlined above – assignment to role (step 1), or assignment to role via internal EOI (step 2) or external advertising (step 3), they may be declared excess.

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NSW Trustee & Guardian will manage excess employees in accordance with the *NSW Government Managing Excess Employee Policy (Memorandum 2011-11)*. Employees declared excess will be given the option to accept an offer of voluntary redundancy or pursue redeployment.

Employees that decline the offer of voluntary redundancy and elect to pursue redeployment are entitled to a three-month retention period to pursue redeployment opportunities across the NSW Government service. If, at the end of the three-month retention period, the excess employee has not been successful in securing an ongoing role, they will then be managed in accordance with the forced redundancy provisions of the policy.

10 Management of temporary employees

Current temporary engagements will continue whilst the transition to the new operating model and organisational structure is implemented and/or to conclusion, in accordance with the *Government Sector Employment Act 2013*.

Eligible temporary employees will be invited to submit an internal EOI at grade in step 2 of the placement process if they meet all the requirements of Rule 12 of the *Government Sector Employment (General) Rules 2014*. Temporary employees are eligible if they have been employed for a period of at least 12 months and have undertaken a comparative assessment (at least three types of assessments, including an interview) after external advertising, and based on their most recent performance and satisfactory conduct.

Remaining temporary employees will be eligible to apply for any available vacancies when they are advertised externally at step 3 of the Placement Process. Refer to 8.2 for more information.

11 Impacts on Equal Employment Opportunity groups, employees with disability and regional communities

It is not anticipated that there will be negative impacts on Equal Employment Opportunity Groups or employees with disability. Where an employee has declared a disability, NSW Trustee & Guardian will work with the employee to ensure appropriate and reasonable adjustments are made to the matching / placement process where necessary.

NSW Trustee & Guardian is committed to the provision of career opportunities for Aboriginal and Torres Strait Islander employees and the delivery of a high standard of service to indigenous communities. Instead, the proposed operating model and proposed structure presents an opportunity to increase the ratio of Aboriginal and Torres Strait employees.

In accordance with current Government policy, NSW Trustee & Guardian is committed to increasing employment opportunities across regional NSW. NSW Trustee & Guardian has set a target of 85 per cent of new roles to be located outside of the Sydney metropolitan area, and employees will have an opportunity to relocate if there is a role available and they wish to do so.

Roles in the new structure are being designed to be located flexibly across the State where possible. As part of the proposed operating model there will be greater opportunity for people within regional communities to apply for available roles.

12 Proposed implementation timetable

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The table below provides the indicative timeframes for the implementation and completion of the change management process.

Action	Timeframe
Final Executive Leadership Team & CEO endorsement of plan	28 March 2022
Consultation with employees and relevant union (PSA)	4 April 2022 to 20 April 2022
Final approved Change Management Plan and operating model/structure	Week commencing 2 May 2022
Direct Appointments (Step 1)	Week commencing 9 May 2022
Internal Expressions of Interest at Grade (Step 2)	Week commencing 9 May 2022
External Advertisement of remaining roles (Step 3)	Date to be determined
Implementation of new operating model and new structure	Date to be determined

13 Attachments

- A. Current Customer Experience organisation chart
- B. Proposed Customer Experience organisation chart
- C. Draft role descriptions

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Document Information

Title: Customer Experience Change Management Plan

Owner: Director, Customer Experience

Approver: A/Chief Executive Officer

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Document History

Version	Date	Reason for amendment	Role/s
1.0	March 22	Draft	Senior Manager Change Projects Director Customer Experience Director Strategy, People & Governance
2.0	March 22	Approved	Acting Chief Executive Officer