

Change Management Plan for Phase Two of the People & Culture transition into Corporate Services August 2022

1. Introduction

This Change Management Plan outlines Phase Two of the People & Culture transition into Corporate Services and provides a framework to the change process including communication plan, proposed organisational charts as well as overall people impacts during the change.

2. Background and reasons for the organisational change

On 10 June 2022, the Secretary of DPE announced changes to the department's leadership to streamline reporting lines and deliver efficiencies at the executive level. These changes formed Phase One and included:

- Departure of Deputy Secretary People, Culture and Communications at end of September 2022
- Move of Aboriginal People & Culture and Communications teams (previously within People, Culture and Communications) to the Office of the Secretary
- Move of People & Performance and Talent & Culture teams (previously within People, Culture and Communications) to Corporate Services on the 4th July 2022.

Phase Two of the Change Management Plan incorporates the development and consultation stage with the aim of integrating People and Culture into the Corporate Services group. The case for change to review this structure and model is based on reviewing the existing structures of Corporate Services and People & Culture and will look to achieve alignment of services across the business, to realise opportunities, improve efficiencies between teams and remove duplication of effort. Phase two will include:

- Strategic alignment review –align business structure with functions and business priorities
- Review of vacancies and contingents and determine future workforce requirements
- Consultation with employees and unions will be ongoing throughout Phase Two.

3. To manage Organisational and Operational Change

3.1 A draft Change Management Plan has been developed to

- Provide a framework for organisational change for Corporate Services
- Ensure appropriate Work, Health, Safety (WHS) and wellbeing practices, training and standards are communicated to all incoming and outgoing staff ensuring employees understand the requirements and expectations to operate in a psychologically safe workplace
- Provide transparent guidelines for the management of employees impacted during organisational change and;
- Provide Design Principles and criteria to work within.

Design Principles:

- The design will not be limited by the current People and Culture and Corporate Services structures
- The design will look to achieve alignment of services across the business to realise opportunities, improve efficiencies between teams and remove duplication of effort.
- It is not expected that the number of people in award roles will reduced as part of this process
- Alignment of services with known pain points, to improve processes and clarity of accountability e.g., onboarding

- Consideration of responsibilities and equity of workload
- Consideration for existing delegations and adherence to Regulatory and Governance Frameworks
- Balance the disruption of change with the planned horizon. Plan workforce capacity around anticipated workload, consider upcoming events such as the election in March 2023 and PaTH
- Identify value chains across the business and take customer outcomes into account
- Consider support requirements for the overall business when evaluating changes to the existing functional design
- Ensure communication around any change in the business is delivered clearly

Design Criteria:

- Centre the business and ways of working around customer outcomes
- Create a mature Business Services structure that enables them to be semi-autonomous
- Break down silos and foster transparency and trust between teams
- Avoid unnecessary duplication and overlap of services
- Consider career pathways and development opportunities of our people in the design
- Ensure clarity of responsibility and accountability between teams and roles

3.2 Purpose of the change management plan

The purpose of this plan is to provide:

- An outline of why we are engaging in this change and any specific changes occurring within the functional areas.
- An outline of any arrangements that may be necessary to ensure the transparent and equitable management of impacted employees;
- Details of all work health safety (WHS) and wellbeing systems, standards, and expectations for implementation
- Details of employee support and communication strategies; and
- Any other implementation strategies or details that may impact affected staff.

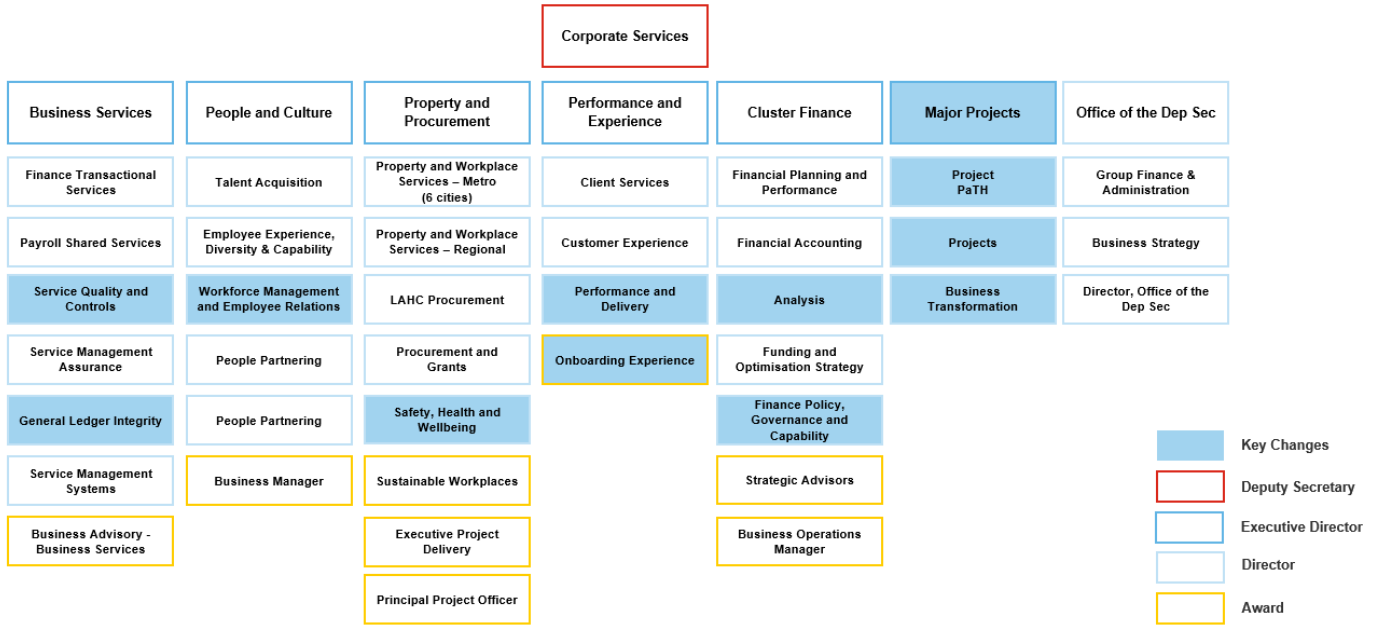
3.3 High level change management approach

Phase Two of the change management approach to implement the Secretaries announcement on the 10th June 2022 will include a number of key changes as outlined below and in table 3.4:

- Rename of Portfolio Management and Performance, to Performance and Experience to reflect the work to be delivered from this division
- Merging EPMD and Corporate Performance into one directorate to form Performance and Delivery
- Creating a new Onboarding Experience team within the Performance and Experience division to own the end to end onboarding experience for staff across CS
- Create a Major Projects division to be lead by a new ED Major projects
- A new Director to lead the Projects and Business Transformation directorates under Major Projects division
- Create a new Projects directorate in the Major Projects Division
- Realign the Projects Directorate into the Major Projects Division
- 2 new Directors to lead General Ledger Integrity and Service Quality & Controls under Business Services division respectively
- The People Services directorate will no longer exist with staff from people services repointed into other parts of Corporate Services
- A new Director to lead the new Workforce Management and Employee Relations directorate within the People and Culture division

- Merging Safety and Health & Wellbeing into one directorate to form Health, Safety and Wellbeing (excepting workforce investigations staff), and move to Property & Procurement
- Rename Inclusion and Talent Development to Employee Experience, Diversity & Capability
- Grants Management capability to be created in Procurement and Grants directorate within the Property and Procurement division
- Further detailed changes and individual role movements are outlined in Attachment A

Figure 3.4 Proposed - Corporate Services Functional Structure



4 Employee communication and consultation strategy

The purpose of the employee communication and consultation strategy is to clearly articulate the approach to informing affected employees about the proposed organisational change, and how any changes to staffing will be managed under the Change Management Plan.

Consultation, input and feedback will be invited from staff with respect to opportunities and the proposed team structures and changes.

The communication strategy to affected employees is multi-faceted and includes:

- Consultation sessions with individuals and teams
- Team briefing sessions to affected employees, both for input, feedback and consultation
- Provision of supporting materials including the Communication Plan, the proposed structural changes, and details of our Employee Assistance Program for supporting the team.

4.1 Communication Plan

Communication of the status of the Phase 2 work has been undertaken throughout Phase 2 through newsletter content as well as specific email bulletins related to the development of the revised plan. Detailed discussions have been undertaken with the Corporate Services Directors (including P&C) to identify appropriate changes.

Communication of proposed changes will be undertaken with staff via initial pre brief meetings for all staff teams with impacts from the proposed changes. A town hall for all staff will be conducted via MS Teams

announcing the commencement of the consultation period and providing an outline of the proposed changes and the rationale for the changes.

All details including the draft change management plan will be published on the CS Information Hub website for all staff to be able to access.

Table 4.2 Phase Two Meeting and Communication approach

Step	Date	Lead
All staff Town Hall email and invite	Friday 12 August	Shaun Smith
Impacted staff and all Director pre brief	Monday 15 August 10.30am – 11am	Executive Directors, Directors and Impacted staff
All staff Town Hall Consultation period begins	Monday 15 August 11am – 11.45am	Shaun Smith
Activate the feedback form Publish Org charts, CMP and Town Hall presentation on the CS Hub	Monday 15 August	Shaun Smith
Consultation Period ends	Monday 29 August	
Town Hall final structure	Monday 5 September TBC	Shaun Smith

4.2 Consultation

The draft change management plan will be shared with existing Corporate Services (including P&C) staff and the unions. Staff and unions will be able to provide feedback on the draft plan via an anonymous feedback form on the [CS Information hub](#) or by email.

Staff can also contact the relevant People Partners:

Mileva Strachov

Director, People & Performance

Mileva.strachov@dpie.nsw.gov.au

Angela Bryant

Manager, People Partners

Angela.bryant@dpie.nsw.gov.au

4.3 Union Consultation

DPE is committed to consulting with employees and their union representatives in relation to any proposed major changes in the workplace that are likely to have an effect on employees.

A representative from the Industrial Relations team, will lead the consultation with the Public Service Association (PSA).

The PSA has been briefed throughout the design process and will be provided with written advice on the changes to the Corporate Services team and receive a copy of the draft change management plan.

5 Support services

Additional support services can be provided to affected staff as required throughout this change. The Executive Directors 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 or use the website (www.accesseap.com.au) to access confidential counselling support on site or by phone. Availability of face to face counselling sessions on site will be subject to demand.
- Individual advice and support enquiries can be made to Executive Directors and Human Resources.

6 Workforce planning needs and impact on services and functions

The proposed new structure in Corporate Services provides increased alignment of services and functions, increased synergies between teams and enables the teams and business to meet its strategic priorities.

Please find details in attachment B. Corporate Services Organisational Charts.

7 WHS Implications and Proposed Action

WHS implications have been reviewed in regards to these changes impacting the safety and health of our team in both the way they work and how / where they work, it has been identified that there are no inherent WHS implications or risks with these proposed changes. If any WHS implications are identified during the consultation phase these will be considered.

8 Managing the Change

8.1 The change management plan is made on the following assumptions

Employees will be transferred in their existing roles based on no significant change to the scope, functional responsibility, or activities within the role with no change to employment condition for current incumbent.

8.2 Creation of New Positions on the Organisation Structure

Where new positions are to be created or current roles will be changed on the Organisation Structure, role descriptions will be developed following an analysis of the business needs. Mercer evaluation will be carried out on the role descriptions to ensure that they are graded according to the requirements of the role.

9 Proposed means for filling executive positions

Existing senior executive will remain in their roles if there has been minimal change and the role continues or be subsequently re assigned to a new role where suitable. In the absence of a suitable senior executive to fill a new role in the structure the role will open for an expression of interest for all staff across Corporate Services. Any role not filled through the above process will be externally advertised in accordance with requirements of the Government Sector Employment Act. Any senior executive who is excess at the end of the process will be managed under the provisions of the Government Sector Employment Act relating to the management of senior executives.

10 Impact of the restructure on diversity groups and employees with individual needs

There is no known impact on diversity groups or employees with individual needs arising out of the changes proposed in the plan. Any issues or concerns of this nature raised during the consultation

process will be considered accordingly and all necessary steps will be taken to ensure that the employees needs are taken into consideration during and post consultation.

11 Impact on rural communities

There is no impact on rural communities. People based regionally will be able to continue working in roles across the new structures in these regional locations.

12 Management of temporary employees and contingent workforce

There are no changes to the management of temporary or contingent workforce as a result of this change management plan. Management of employees and contingent workforce will continue in accordance with current practices.

13 Proposed timetable for implementation

Action	Start	End
Phase Two design	4 July 2022	12 August 2022
Consultation with employees and relevant union(s)	15 August 2022	29 August 2022
Change Management Plan finalised	29 August 2022	5 September
Staff informed of realignment via staff meetings	5 September 2022 TBC	5 September TBC
Implementation	5 September 2022 TBC	TBC depending on final structure