

Frequently asked Questions (FAQs) about custody based Service Delivery Model reform

Why is the structure of OS&P teams changing?

A *Towards 2030* Strategic Plan priority is *One Team*. As part of this, OS&P and Industries staff will report to the Officer in Charge of a correctional centre; either a Governor or a Manager of Security. The current OS&P cluster model will be replaced by new operating models for custody and the community.

New Service Integration Management roles will be created in correctional centres and have a broader scope than the current Regional Service Manager, Manager of Offender Services and Programs, and Services and Programs Team Leader roles.

What will the new custody-based Service Integration Management roles do?

The new roles will manage and coordinate interdisciplinary teams that provide professional services (including psychology, programs, support services, classification and other rehabilitation/reintegration functions) to people in custody, in accordance with CSNSW's strategic priorities and performance targets.

The role will also have professional oversight of Case Management teams and will need to work collaboratively with Industries and Education teams to ensure the needs of the person in custody are being met.

The roles will manage staff and service integration at a single correctional centre. The role manages the distribution of the workload to direct reports, and the integration and coordination of stakeholder services to maximum effect.

The new roles will facilitate the best possible outcomes through the implementation of local solutions that are motivated to reduce reoffending by preparing and supporting people in custody for release into a supported community environment.

What are the grades of the new roles?

The grades of the new roles are:

- Senior Service Integration Manager – A&C Grade 11/12
- Service Integration Manager – A&C Grade 9/10
- Service Integration Team Leader – A&C Grade 7/8.

The size and complexity of the correctional centre has informed which level of role will be at a centre.

Large correctional centres will have a Senior Service Integration Manager 11/12 role. Some large centres will also retain a Manager of Offender Services and Programs role.

Medium sized correctional centres or small centres with complex inmate needs, will have a Service Integration Manager 9/10.

Small centres will have a Service Integration Team Leader Grade 7/8.

In some centres, the new Service Integration management roles will replace the Manager of Offender Services and Programs role or the Services and Programs Team Leader role.

The proposed structures for each correctional centre are set out in the organization charts ([insert link](#))

How will services to the community be provided?

Consultation with staff continues regarding the development of the community model. In the interim, the new Service Integration management roles will ensure program delivery continues for people being managed under community-based orders.

How is the change being implemented?

The changes are being implemented in two phases. The first phase involves the new structure for custody-based roles, including introducing the new Service Integration management roles.

As work on developing the community model continues, the new Service Integration management roles will continue to manage service and program delivery to people on community-based orders.

The second phase will involve implementing the community model and will require a separate consultation process.

Reporting lines

Service Integration management roles will report to the Officer in Charge of the correctional centre in which they work, either a Governor or a Manager of Security.

The new role will also manage the Classification and Placement teams, Psychologists, and have professional oversight of Custodial Case Management teams.

Organisation charts (insert link) show the roles which will report to the Service Integration management role.

Who will provide clinical supervision for Psychologists?

Where there is a Senior Psychologist as part of the Service Integration team, that staff member will provide clinical supervision to base grade Psychologists. Where there is not a Senior Psychologist at the centre, clinical supervision will be provided by an allocated Senior Psychologist.

Senior Psychologists will receive clinical supervision from Chief Psychologists from either Correctional Practice, Offender Transformation, or the Diversity and Responsivity Directorates.

The Service Integration management role will be the operational manager of Psychologists at all grades at the correctional centre. This means, for example, that the Service Integration management role will approve hours of work, leave requests, distribute work, provide day-to-day support and conduct MyPDP discussions.

How will impacted staff be considered for new roles?

Staff are considered impacted if their role is identified for deletion. Impacted staff will be able to express an interest in a new role at their substantive grade, within their current geographical location.

Staff will be assessed against the new requirements of the Service Integration management roles to ensure that they have the capabilities to perform the new role at the required level.

If there are more people at level than roles available at a particular centre, a competitive assessment process will be undertaken to determine who is offered a role/roles.

What will the assessment involve?

Impacted staff will express interest in a role at their current or nearby locations, by submitting:

- a cover letter outlining how their capabilities & experience align to the new role
- a resume
- a work sample
- the names of up to two referees who can attest to their capabilities (ideally, one of these referees will be a recent manager or supervisor).

Applications will be assessed by Directors from the Strategy and Policy Branch, and an Assistant Commissioner, Director or Governor from the Security and Custody branch, with the assistance of the HR Business Partner or Strategic Project Delivery team as required.

Applicants may be required for interview to provide further details on how their experience and capabilities align to the new roles.

What happens if my role has not been impacted in the first phase?

If your role is not identified for deletion, as part of the first phase, you are not impacted; you will receive written advice that you remain in your current role.

Can ongoing employees, employed for less than 12 months, be directly appointed/assigned?

There is no minimum time requirement for ongoing employees. All ongoing employees are supported in this process to ensure they are assigned to an ongoing role

Can temporary employees be considered for ongoing employment as part of this process?

The priority is to place ongoing employees in ongoing roles, at their substantive grade. If there are still vacant roles at the end of the staff placement process, the roles will be filled in line with the recruitment process set out in the *Government Sector Employment Act 2013* (GSE). That is, vacant roles may be filled from talent pools, reassignment at grade, or external advertising.

Can people on higher duties arrangements (temporary assignment) be offered the higher role as ongoing?

As stated above, the priority is to place impacted ongoing staff in roles at their substantive grade. If there are still vacancies at the end of the staff placement process, the roles will be filled in line with the recruitment processes set out in the GSE, including using talent pools, reassignment at grade, and external advertising.

Will people assigned to the new Service Integration Management roles be provided with training and support?

Directors will provide advice and support to staff assigned to the new Service Integration management roles. Thorough handovers will be undertaken to provide new Service Integration Managers / Team Leaders with the information required to adequately take over management of the team. Development sessions and training will be provided once all Service Integration Managers / Team Leaders are appointed.

What is the consultation process?

Workshops have been held with staff, which has informed the proposed structure for custody-based roles.

Assistant Commissioner Strategy & Policy and Directors met with the Public Service Association (PSA) and delegates on 27 April 2023 regarding the proposed management structure and staff

placement process. Further meetings will be held with the PSA as required, and they have been invited to provide comments on the proposed model by **19 May 2023**.

Staff at each custodial site will have an opportunity to meet with the Strategy and Policy Executive for information and feedback sessions during the three-week consultation period. During these sessions, staff can continue to provide views, feedback, and seek clarification on how the model is proposed to work.

Further consultation will occur with the PSA and delegates once the proposed community-based model is developed.

Comments or questions should be forwarded to CSNSWReform@justice.nsw.gov.au

What is the proposed timeline for the change?

Date	Action
27 April 2023	<ul style="list-style-type: none">Announcement and commencement of consultation period
27 April 2023 – 19 May 2023	<ul style="list-style-type: none">Directors meet with staff on a centre by centre basisFeedback provided via PSA or through CSNSWReform@justice.nsw.gov.auHR support providedStaff start updating resumes and preparing EOIs
Week of 22 May	<ul style="list-style-type: none">Feedback consideredApproved structure releasedEOIs open
Week of 29 May	<ul style="list-style-type: none">EOIs close
Week of 5 June	<ul style="list-style-type: none">Assessment panel considers EOIs
Week of 12 June	<ul style="list-style-type: none">Staff advised of EOI outcomes
TBC	<ul style="list-style-type: none">Training commences for new Service Integration Managers / Team Leaders
3 July 2023	<ul style="list-style-type: none">New structure operational

What happens to people not assigned to an ongoing role as part of the first phase?

Directors and HR Business Partners will work with staff who are not placed in an ongoing role, to identify an alternate suitable role. This may include being placed in a temporary role if there is work that needs to be performed whilst ongoing roles are coming up.

Consultation will occur prior to the event of an employee being declared excess under the [Managing Excess Employees Policy](#), having consideration to business requirements for transitioning to the new structure, and consideration as to if the employee wishes to remain to apply or be considered for a suitable vacancy.

What does this process mean for current part time employees?

CSNSW is committed to maintaining a flexible workplace. Wherever possible, existing part time arrangements will stay in place if you are assigned to a new role, in consultation with your new manager and director.

When will the community model be released for consultation?

Once the community model is finalised, consultation will occur with the PSA and an implementation strategy will be developed.

What support is available?

We know that a period of change can be challenging for everyone. We are committed to supporting our employees and will provide as much stability as possible throughout the reform and transition processes.

Directors are available for consultation and information about the reform and its impact on staff members.

The HR Business Partner team can assist impacted staff with applying for new roles, including tips on resume writing and interview skills.

Information is available in the intranet at ([insert page address](#)). Questions and concerns can also be sent to the Reform team on CSNSWReform@justice.nsw.gov.au.

Employee Assistance Program (EAP)

Converge International is a team of psychologists and counsellors who are highly trained and committed to provide all CSNSW workers, and their immediate family, with confidential counselling, coaching and support 24 hours a day, seven days a week.

Converge offer a number of ways to make an appointment:

- 24/7 phone support through 1300 OUR EAP (1300 687 327)
- Live Online Chat
- EAP Connect app
- [Online booking](#)
- Face to face appointments (available between 8:00am and 8:00pm business days, though after hours and weekends can be arranged)
- Afterhours Emergency Counselling (available between 8:00pm and 7:00am weekdays AND on weekends).