

Communications branch Transformation

Change Management Plan

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1. Background and reasons for change

1.1 Scope

This Change Management Plan (CMP) applies to all non-executive roles within the Communications branch.

1.2 Context

A realignment of the Corporate Services Division (Phase 1) was completed in early 2024. The second phase of this realignment focuses on the individual branches. The purpose of Phase 2 is to ensure our Communications branch is set-up to enable the department to deliver on government priorities.

Concurrent to this change a Machinery of Government change occurred on 1 July 2024 which established the Department of Creative Industries, Tourism, Hospitality and Sport. In response to these changes, a restructure of the Communications branch is required to better align the way teams work and resources are allocated across the branch to support the new department structure.

The Communications Branch develops and implements tailored communications strategies and creative services to support internal engagement and external marketing and public relations. Key functions include internal engagement, marketing, content production and media.

1.3 Objectives

The proposed new structure is designed to ensure the Communications branch is set-up to enable the department to deliver on government priorities, with a focus on sustainability.

The below organisational design principles reflect the objectives of the change.

Sustainability	The design should not rely on the provision of contingent labour to deliver services.
Customer Portfolio Focused	The design should support our customers across the portfolio to deliver on government priorities.
Resilient	The design should mitigate against high risks to service delivery.
Future proof	The organisation should be designed to deliver services immediately and to enhance capabilities and services in the future.
Strengthening business partnering	The design should be tailored to deliver appropriate, strategic support to the portfolio, focusing on matured business partnerships and a consistency of experience of partnership arrangements across corporate service functions.
Appropriate spans of control	The design should optimise spans of control and resource allocation to create an agile, efficient structure that responds dynamically to changing needs and ensures optimal performance across all corporate services functions.

2. Change management approach

The following principles underpin the change management approach to managing employees throughout the restructure:

- Minimal disruption to the delivery of Communications branch services.
- Where possible, look to maximise opportunities for employees to be directly assigned to available roles or to be redeployed.
- Regular, open consultation with employees and unions.
- Adherence to public sector policy and legislation.

- Implementation of fair, transparent and accountable processes.
- Appropriate information and support mechanisms for employees to assist understanding of the process and to assist in transition.

3. Approval

The Secretary, DCITHS will approve the implementation of this Change Management Plan following consultation with the union, employees and key stakeholders.

4. Employee communication strategy

The DCITHS Executive Leadership team, People and Capability team and Strategic Projects & Transformation team are committed to:

- Assisting employees to understand the rationale for the restructure and the impact of the change;
- Holding meetings with employees;
- Conducting employee briefings and team meetings to discuss issues and answer questions;
- Ensuring all employees can either directly approach or email the dedicated points of contact with questions relating to the restructure; and
- Consulting with the Public Service Association (PSA) – noting that the PSA has been provided with a copy of this Change Management Plan.

The communication strategy for the change includes several components across each phase of the change process, including:

4.1 Pre-consultation phase

- Consulting with the Public Service Association through meetings and correspondence as required.
- The Deputy Secretary Corporate Services will be speaking with senior leaders in the Communications branch to pre-brief on the launch of consultation.

4.2 Consultation phase

- Conducting branch meeting for all Communications branch employees, led by the Deputy Secretary, Corporate Services, outlining the proposed changes.
- Emailing all branch employees with information on the proposed restructure with links to documents and information on the Change Hub.
- Contacting all employees on leave to advise of the proposed changes and share the Consultation Pack and Change Management Plan. Invite feedback during consultation phase.
- Senior Leaders holding meetings with their teams to discuss the proposal and answer questions from team members.
- Responding to questions about proposed structural changes and change processes during the consultation period.
- Updating Change Hub on the DCITHS Intranet at the launch of consultation and throughout the consultation period.

4.3 Post-consultation phase

- Speaking directly with senior leaders in the Communications branch to share consultation outcomes. The pre-brief will cover the final structure, employee impacts, and what leaders need to do to support their teams.
- Briefing all Communications branch employees to confirm finalised structure and share:
 - Feedback received throughout consultation and what has been done to address it
 - Rationale for and impacts of any changes.

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- Timetable for implementing the changes.
- Emailing all Communications branch employees announcing the outcome of consultation and the final structure, linking to information and documents on the Change Hub.
- Holding meetings with their teams to discuss the final structure and answer questions from team members.
- Updating Change Hub on the DCITHS Intranet to include Consultation Outcomes Report (including final org charts), next steps, and key dates for implementation.

5. Support services

DCITHS is committed to providing comprehensive support services to employees. “Impacted employees” are ongoing employees whose roles have been deleted or substantially altered because of the reorganisation and become excess if they are not placed in a role within the new structure.

If requested People & Capability Business Partners and/or advisors will meet with employees during the consultation period and provide ongoing support and respond to questions or concerns.

Employees are encouraged to also speak with their leader and/or People and Capability to discuss any questions or concerns about the Change Management Plan.

A range of support and information will be provided for employees:

5.1 Employee Assistance Program (EAP)

The Employee Assistance Program (EAP) facilitated by Converge International is a confidential and professional counselling service and is available to all employees. Employees can access the EAP by phoning 1300 687 327 for confidential appointments and enquiries. Further information about EAP counselling services can be found at: www.convergeinternational.com.au.

5.2 Career transition support

The EAP program includes a Career Assist component which includes career development and planning, resume and job seeking assistance, interview skills and vocational counselling. Further information about the Career Assist Program can be found at www.convergeinternational.com.au.

5.3 Manager Assist and People Manager Support

All people managers have access to Manager Assist delivered by Converge International which provides coaching advice to assist with people management issues including change advice. All employees are eligible for 6 free sessions per year as part of the EAP program.

A Leaders’ Toolkit focusing on supporting change has also been developed which includes short online courses in job seeking skills development to uplift people manager capabilities to support their teams.

5.4 Skills for career transition and navigating change

One-hour sessions will be available to equip participants with the skills required to transition in their career and offer practical information for writing a best practice resume and interview skills.

Additional sessions will be offered to build employee capability for navigating change and ambiguity. These sessions are intended as general support and advice during periods of significant change.

5.5 Superannuation and general financial advice

Employees are encouraged to seek independent financial advice relating to the accessing of superannuation and the treatment of tax for redundancy payments. The Department will work flexibly with employees who may be required to attend appointments during business hours.

6. Workforce planning needs

The functions of the Communications branch will remain largely the same through this Transformation, however the volume of outputs to various customers will change. Future resourcing will reflect these changes to support fit-for-purpose service delivery. Changes to services and functions for the branch are described below.

Function	Change
Internal Communications and Engagement	Redefined to focus on supporting staff engagement
Media and PR	Redefined to focus on media, and realigned for consolidated service delivery and strategic focus
Social Media	Redefined function to support hybrid decentralised model and divisional engagement teams
Content	Redefined function (videography and photography now called multimedia)
Digital & Government Comms	Redefined function
Marketing	No functional change, future service delivery to be supported by robust ways of working and decision-making
Graphic Design	No functional change
Speechwriting	Redefined and renamed to 'Copywriting' to support comms content
Events	No functional change, future service delivery to be supported by robust ways of working and decision-making

Approach to designing for functional needs

The design process involved robust analysis to identify opportunities for the branch, and the branch structure responds to changes in functions and also addresses existing resourcing gaps or pressures. The design process included:

- Reviewing current functions and responsibilities to understand service levels and priorities.
- Identifying which functions the branch is required to perform and designing a structure and operating model to support fit-for-purpose service delivery.
- Ensuring a robust Associate Director cohort with clear functional accountabilities, especially where specialist skills were required.
- Prioritising resources for functions that supported delivery of the department and governments strategic objectives and priorities.

7. Changes to the organisational design

Organisational charts showing the current and proposed Communications branch structure are provided in **Appendix A**.

The table below shows current ongoing Communications branch roles that are covered under the Clerical and Administrative Award (or equivalents), compared to roles at the same level in the proposed future structure.

This Change Management Plan applies to the implementation of the proposed non-executive structure. In summary, the impact is:

Grades	Current Ongoing Roles	Proposed Ongoing Roles	Difference
Clerk Grade 11/12	9	8	-1
Clerk Grade 9/10	20	15	-5
Clerk Grade 7/8	5	3	-2
Clerk Grade 5/6	2	1	-1
Clerk Grade 3/4	0	0	0
Total FTE	36	27	-9

8. Proposed means for filling non-executive roles

Roles will be filled in accordance with the prevailing rules and protocols in place under:

- The *Government Sector Employment Act 2013 (GSE)*
- The *Government Sector Employment (General) Rules 2014* and relevant transitional arrangements
- DPC Directive D2011-014 Agency Change Management Guidelines
- Workforce Mobility Placement Policy 2024
- DPC Directive D2011-007 Managing Excess Employees and MEE Advices 1, 2 and 3.

Under the GSE Act, employees do not own a 'role'. Instead, employees are initially employed in a classification of work and level (e.g. clerk grade 7/8) and thereafter may be assigned to roles based on organisational needs and their capabilities.

The placement methods that can be used to fill the positions in the new structure are detailed below:

Stage 1	Ongoing employees are directly appointed (where possible).
Stage 2	Ongoing employees are invited to submit an Expression of Interest for roles
Stage 3	Remaining vacant positions are sent to Workforce Mobility Placement Team
Stage 4	Remaining positions are filled through standard recruitment practices.

Stage 1 – Direct Assignment

Where possible, ongoing substantive employees will be subsequently assigned at grade. Specifically, where a role is comparable and there are fewer or the same number of ongoing employees as roles, ongoing employees will be directly assigned to a role in the new structure.

Employees will be advised if they have been directly assigned to a role in the new structure via formal notification.

Stage 2 – Expression of Interest (EOI)

An expression of interest (EOI) process may be undertaken where a significant change has occurred or where there are more people than roles.

The EOI process, if needed, will include an assessment of the capabilities, experience, and knowledge of the employee against the pre-established standards for the role to determine the person best suited to the requirements of the role and the needs of the organisation.

Candidates must demonstrate that they:

- Meet the essential requirements of the role as detailed in the role description; and

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- Meet the focus capabilities to the appropriate level as detailed in the role description as applied to the nature and context of the work to be performed.

At grade employees who do not express an interest in a role through the EOI process may still be assigned to any remaining role in the new structure. The Department reserves the right to assign an employee in any role that remains unfilled at grade.

The internal merit-based assessment process is detailed below.

Step 1: Submit an application

- An Expression of Interest (EOI) form will be shared with all impacted employees via the Change Hub.
- EOIs will be open for two weeks.
- Eligible employees are invited to submit an application for up to two roles, at grade. Applications should include a resume.

Step 2: Assessment of application

- A panel will review each EOI and assess the employee's suitability for their preferred roles.
- In determining suitability for a role, the panel may seek clarification on the person's capabilities, experience and knowledge for the role.
- Interviews may be undertaken to gain a better understanding of the applicant's capabilities and their suitability for the role(s).

Step 3: Outcome

- All employees will be notified of the outcome of their EOI.
- Employees who are assigned to a role will be advised of the outcome and provided with a letter confirming details of their new assignment, including the effective date.
- Employees who are not assigned to a role during this process will be notified. Feedback will be provided to employee's if requested.

Stage 3 - Workforce Mobility Placement Policy

The NSW Government is committed to retaining valued and skilled employees and facilitating workforce mobility. The NSW Government Workforce Mobility Placement Policy was introduced to create a streamlined, whole of Government approach to retaining talent, optimising usage of employee capabilities, facilitating mobility, and reducing recruitment and redundancy expenditure.

Prior to a vacant role being filled, all agencies must report the vacant role to the Workforce Mobility Placement team to undertake a matching process and identify whether the role is a match for any at-grade impacted employee across NSW Government.

If there are no matches at the completion of the matching process period (five days), the standard recruitment process can commence.

Where a match is identified, the employing agency must undertake a capability review for the matched employee. Dependent on the outcome, either the employee will progress, or standard recruitment process can commence.

Stage 4 - Standard Recruitment Process

Roles not filled through the direct assignment process or workforce mobility will be referred to People & Capability for recruitment under *Government Sector Employment Rules 2014*.

9. Management of impacted employees

Ongoing employees who are not assigned to roles and have exhausted their employment opportunities in the Change Management Plan will have access to the Workforce Mobility Placement Program, which includes priority consideration for roles across the Public Sector. Each impacted employee is placed into

the program for 8 weeks and their People and Capability Business Partner will work with them through this program.

Any employees not placed in a role by the end of the mobility period will be declared excess and managed in accordance with the *Managing Excess Employees Policy 2011*. Employees will be notified in writing when they are to be declared excess.

10. Impact of the restructure on Equal Employment Opportunity (EEO) and employees with accessibility considerations

For employees with a disclosed disability, consideration for appointment will be consistent with the terms of the *Disability Services Act 1993* and the *Anti-Discrimination Act 1977* or other legislation. Modifications to the assessment process, where necessary, will be made consistent with the requirements of the *Government Sector Employment Act 2013*.

Employees who require any reasonable adjustments are encouraged to contact People and Capability.

11. Impact on rural communities

There is no impact on rural or regional communities.

12. Management of temporary employees

Current temporary engagements will continue whilst the transition to the new structure is implemented in accordance with the *Government Sector Employment Act 2013*. Temporary employees will be eligible to apply for any remaining vacancies when they are advertised externally. Temporary employees may also be assigned at Step 4 in accordance with Rule 12 of the *Government Sector Employment Rules 2014*.

Each temporary employee's situation will be managed on an individual case basis and a People and Capability Business Partner will consult with each temporary employee.

13. Contact details

Transformation Team

For all transformation and change related enquiries, please email

ODS_corporateservices@dciths.nsw.gov.au

People and Capability team

To speak with your P&C representative, please contact peopleandcapability@dciths.nsw.gov.au

14. Appendices

Appendix A: Employee Consultation Pack