



Change Management Plan for the Reorganisation of the Operations Team

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DRAFT - For Consultation

Introduction

This document provides a change management plan for the reorganisation of the Operations Teams within the Parliamentary Counsel's Office (PCO).

The reorganisation follows the recommendations made by Greg Mitchell and is in response to the needs of the organisation including improving customer service outcomes, achieving greater efficiency, attracting and retaining employees with niche skill sets and implementing new technology solutions.

The reorganisation aims to ensure a fit for purpose operating model across the various enabling service teams that aligns with PCO's vision and strategic priorities.

No impact is forecast on any non-executive employment nor the removal of any roles, however there are proposed changes to several role descriptions that would mean adjustments to how work is distributed and undertaken.

The change management plan is based on the NSW Government's Change Management Framework and follows better practices and principles of change management. The plan is designed to support the Operations team and PCO to successfully transition to the new operating model and achieve the desired outcomes and benefits of the reorganisation.

Purpose of this change management plan

This plan has been developed to:

- Provide details of any specific changes occurring
- Document the objectives and targeted results
- Explain the need for the change
- Describe the impacts to employees (if any)
- Outline any arrangements that may be necessary to ensure the transparent and equitable handling of affected employees
- Specify details of employee support or communication strategies, and
- Document the consideration of any associated risk and the management strategies to be put in place.

Approvals

This change specifically involves employees from within the Operations Team.

No voluntary redundancy programs are included in the implementation of the CMP so approval from Treasury NSW or from central agencies is not required.

Approver of the change is Annette O'Callaghan, Parliamentary Counsel.

Reasons for the change

Following the prior review and recommendations from Greg Mitchell, and considering the ongoing need for the PCO to deliver high quality services to Parliament using better practice technologies, there is a need to reorganise the Operations Team to better support the PCO. The following objectives underpinned consideration of the changes:

- Wholesale changes are not required or expected
- Improved customer outcomes and achievement of greater efficiency
- Retain our many niche skillsets and improve succession planning and career pathways
- Implementation of ADaPT, replacement of FrameMaker and other potential technology and process improvements are critical to PCO's work.

Scope and Objectives

Objective/Need	Desired Result
<p>Improvements that could be made to team structures to provide optimal support services to the Parliamentary Counsel's Office</p>	<ul style="list-style-type: none"> • Improve the team's efficiency and effectiveness by streamlining and simplifying its operations • Increase proximity of the LEA team to the drafting teams. • Provide dedicated Executive Assistance to the PC as well as dedicated team leadership for the paralegal team.
<p>Improvements that could be made to the structure to provide greater clarity for each of the teams regarding their roles and responsibilities</p>	<ul style="list-style-type: none"> • Consolidate the volume of acting arrangements • Increase the team's agility and responsiveness to the changing needs and expectations of PCO and its operating environment • Strengthen collaboration and integration between PCO functions
<p>Actions that could improve the working knowledge of PCO systems by those tasked with supporting those systems through structural change,</p>	<ul style="list-style-type: none"> • Improve the quality and efficiency of delivery of strategic services to PCO • Foster a positive and supportive work environment and culture for the team's employees and leaders
<p>Changes within team structures to ensure that, where possible, structures appropriately facilitate succession planning and the career development of PCO employees, and</p>	<ul style="list-style-type: none"> • Provide increased career development in the non-drafting and corporate service teams. • Create roles where possible to facilitate opportunities for career progression.

Objective/Need	Desired Result
<p>The grading of roles within each team, to ensure they are appropriate, equitable, and in line with relevant NSW Public Sector frameworks.</p>	<ul style="list-style-type: none"> • Ensure comparability with grading of similar roles in broader NSW Government • Resolve difference in title and grades • Ensure clear job families where relevant or appropriate: <ul style="list-style-type: none"> ○ Grade 11/12 – Manager ○ Grade 9/10 – Leader

Guiding Principles

- Implementation and communications are designed to minimise disruption to business continuity and business-as-usual while still providing key information in as straightforward and plain language manner as possible.
- Change for change’s sake will be avoided and any impacts will be kept to a minimum where possible.
- Adherence to change management processes and relevant NSW Public Sector policies and procedures to ensure a well-executed and smooth consolidation process.
- Open communication with employees will mean the implementation of the change can be adjusted as needed.
- Proactive consultation with employees about the changes and how they will be implemented.

Refer to Appendix I for roles and responsibilities.

Details of the proposed changes

It is acknowledged there are various ways in which the operations team and broader PCO could be structured. The below changes represent a combination of the recommendations from Greg Mitchell, how the executive want the PCO to operate and feedback from the first round of employee consultation.

Summary of the changes

- Create a Manager, Legislation Editing and Parliament role (grade 11/12)
- Create a Leader, Editing and Parliament role (grade 9/10)
- Change the reporting line of Legislation Editing and Parliament team to be under the newly created Leader and Manager roles.
- Repoint the Legislation Editing and Parliament team to one of the Deputy Parliamentary Counsel roles.
- Create a Leader, Legislation Access (grade 9/10) role
- Create a Leader, People and Culture (grade 9/10) role

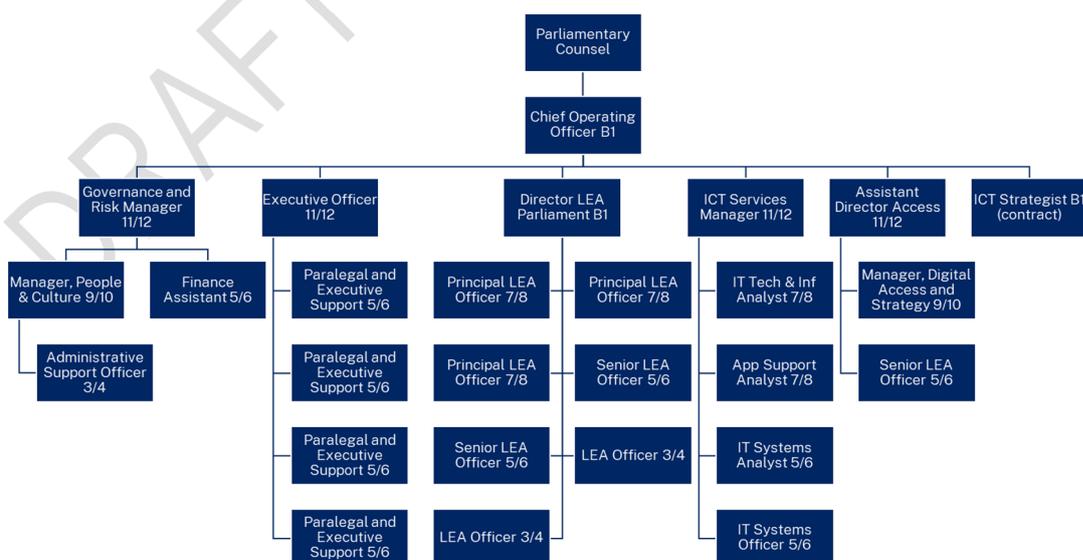
- Change the reporting line of the Paralegal team to a newly created Team Lead, Paralegals and Support
- Create a temporary Executive Officer (grade 9/10) role
- Remove the substantively vacant Risk and Governance, (grade 11/12) role
- Remove the substantively vacant Executive Officer, (grade 11/12) role
- Remove the Director, LEA role and create the role of Director, Systems and Projects
- Change the title and function of the Chief Operating officer role to Director, Corporate Services and CFO

In total;

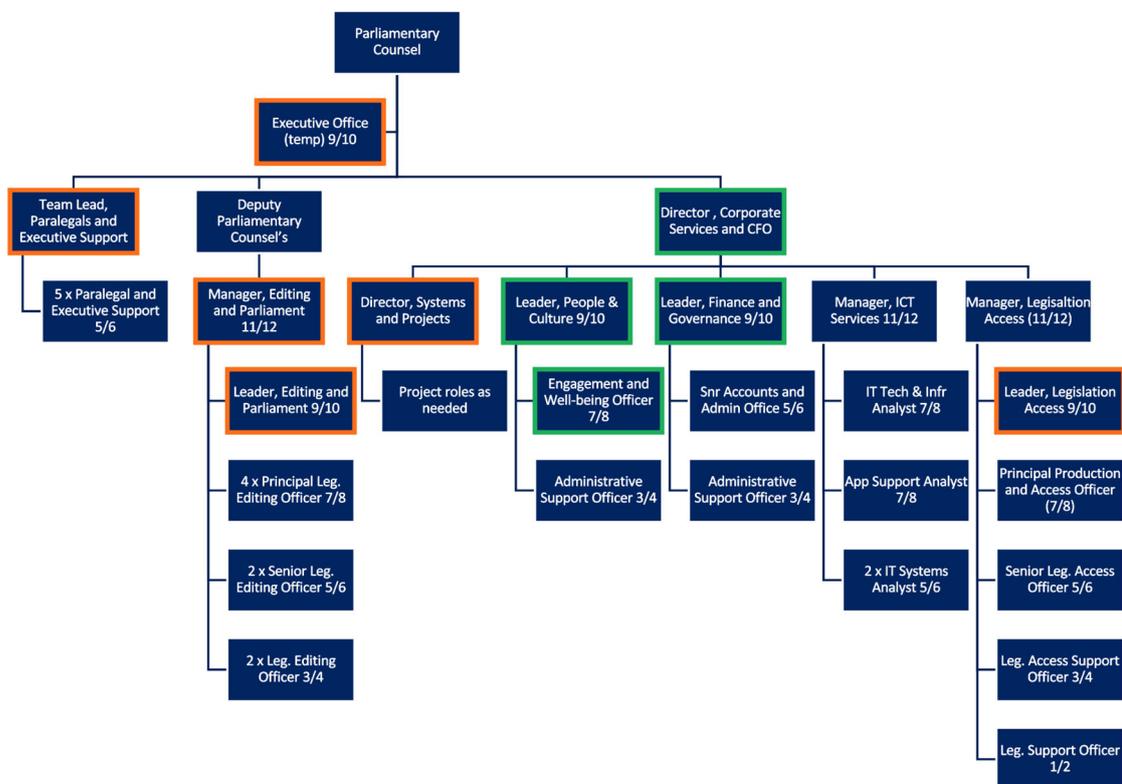
- 2 x 11/12 roles that are substantively vacant will be removed
- 1 x 11/12 and 1 x 9/10 roles will be created in the Legislation Editing Team
- 1 x 9/10 role will be created in the Legislation Access Team
- 1 x 9/10 role will be created in the Corporate Services team
- 1 x 7/8 role will be created to lead the paralegal and support team
- 1 x 9/10 temporary role will be created for an Executive Officer
- 2 x SEB1 roles will be adjusted
- 3 roles will have a changed reporting line
- 6 x employee's currently on higher duties will return to their substantive roles or will continue to act while the role's are externally recruited for.

No employee's employment is at risk.

Current Organisational Structures



Proposed Organisational Structures



Proposed role changes and employee impact

While this change management process does involve making changes to employee roles and functions, there are no changes that will result in employees being displaced or deemed excess. Some employees who are currently working in roles on a higher duties allowance may return to their substantive roles depending on the outcomes of recruitment processes that will be commenced once the change is finalised.

Role		Function
Manager, Legislation Editing and Parliament (11/12)	New role	<ul style="list-style-type: none"> Lead and manage the Editing team Allocate editorial work across editing team and ensure quality and timely delivery of outputs Assessing needs and developing and playing a lead role in system and process change as required Created to lead Editing team and provide a career and succession planning

Role		Function
Leader, Editing and Parliament (9/10)	New role	<ul style="list-style-type: none"> • Manage workflow and processes • Actively manage team and coach individuals • Contribute to system development and process improvement • Created to lead Editing team and provide a career and succession planning
Leader, Legislation Access (9/10)	New role	<ul style="list-style-type: none"> • Manage workflow and processes • Actively manage team and coach individuals • Contribute to system development and process improvement • Created to lead Access team and provide a career and succession planning
Team Leader, Paralegals and executive support (7/8)	New role	<ul style="list-style-type: none"> • Manage paralegal team • Allocation of workload to ensure quality and timely delivery of outputs
Leader, People and Culture (9/10)	Updated functions	<ul style="list-style-type: none"> • Provide expert human resource advice to people managers on all HR activities • Manage PCO staff establishment • Manage learning and development program to build capability across PCO • Manage investigations into staff grievances, ensuring compliant and procedurally fair processes and outcomes.
Leader, Finance and Governance (9/10)	Updated functions	<ul style="list-style-type: none"> • Manage financial processes within PCO • Develop and monitor PCO budget • Coordinate periodic internal and external financial reporting • Contribute to governance and risk management within PCO

Role		Function
Senior Executive Assistant (9/10) - Temporary	New temporary role	<ul style="list-style-type: none"> • Provide dedicated Executive support to the PC • Ensure efficient and effective operation of the PCO divisions in collaboration with the PC • Executive, secretarial and administrative support services
Director, Corporate Services and CFO (Band 1)	Updated functions	<ul style="list-style-type: none"> • Changed from Chief Operating Officer role • Remains Senior Executive Band 1 • Focus on delivery of a high quality corporate and enabling services function for the whole of PCO • Centred around non-drafting functions
Director, Systems and Projects (Band 1)	Updated functions / New role	<ul style="list-style-type: none"> • Develops the strategic digital road map to support PCO's future business model • Leads and manages critical digital projects • Review and implement improvement initiatives for core legislative processes • Will contribute to ADaPT implementation project team

Rationale for the specific changes

Creation of manager roles in the editing and access team and changes to the Director, LEA role

The manager roles in the editing and access teams provide a more progressive career path and provide an improved succession plan for the critical knowledge of services provided by that team.

The adjustments to the reporting line (to a Deputy Parliamentary Counsel) of Editing team will ensure proximity to the drafting team and assist these teams to work closely in the development of bills and the management of the legislation website.

At the same time, there is a need to have senior resources focussing on critical legislative systems and projects within PCO. This change has necessitated the creation of a new, ongoing Director role to focus on key priorities including improvements in core legislative processes, and analysis, planning and implementing new legislative systems and tools. Initially, this role will support the ADaPT project team to implement ADaPT.

Changes to the Chief Operations Officer role

With the changes to the LEA team adjustment of the COO role is required. The COO role will be updated to Director, Corporate Services and CFO and will focus on providing an

integrated customer service-oriented function to the PCO and ensuring that corporate services match the cadence of the drafting and editing processes.

Splitting the Executive Officer function and the Paralegal team

To provide more targeted executive assistance to the Parliamentary Counsel and aid in the broad delivery of commitments to parliament, drafting and leadership of the PCO can continue while maintaining a supportive focus for the paralegal team, the paralegal team will report to a team leader role separate to the new Executive Officer function.

Change to other reporting lines and roles

The adjustment of some other reporting lines and other changes to roles in the operations team is to optimise the overall structure, manage spans of control (number of direct reports) and right size the work with the roles purpose, grade and workloads.

These changes will seek to consolidate the high volume of acting arrangements which can impact role clarity and purpose while also spreading team members too thin as they often hold on to parts of their substantive role while also on higher duties.

Role titles will also be adjusted to more closely reflect the function performed by the role and consistently align with the grade of the role and we will adjust the team leader and manager titles for consistency.

Risk review and management strategies

Risk	Description	Management Strategy
<p>Feelings of uncertainty</p>	<p>With the imminent changes employees might have concerns around their job security at the non-executive level and impact to their roles in the new operating environment</p>	<ul style="list-style-type: none"> • Acknowledgement about areas where there are ambiguities. • Ongoing engagement with leaders on areas of concerns and risks around employee wellbeing. • Sharing tools and information on employee wellbeing toolkits and programs. • Provide clarity of work, role, location etc. up front and reinforce regularly as part of the reorganisation. • Rely on co-worker support structures, or employer programs such as EAP • PC to be available for discussions about employees feelings or concerns of uncertainty.

Risk	Description	Management Strategy
<p>Change fatigue of leaders, employees and the broader PCO</p>	<p>Dependency on people leaders to proactively manage the employee change impacts and navigate their teams through these uncertain times.</p>	<ul style="list-style-type: none"> • Following best practise change management and ensuring it is managed as quickly and efficiently as possible • Equipping leaders with resources and tools to help them lead people through change such as Managing teams through change toolkit, EAP Manager services. • Provision of additional HR support to people leaders and teams by the additional seconded HR resource.
<p>Workload, burn-out while new teams are forming</p>	<p>This could be during consolidation of teams or while the changes are being implemented and BAU work continues.</p>	<ul style="list-style-type: none"> • Acknowledge and plan for the impacts to productivity change commonly brings. • Leaders to do pro-active resource planning and prioritisation of work (stop, start, pause). • Conduct team building sessions with the newly formed teams so that they are clear on their purpose, role, team values to maximise productivity and role clarity.
<p>Employees disenfranchisement effecting productivity and service quality</p>	<p>Employees will need to adjust to changes in leadership, potentially a new managers, new team members if they are in a reconfigured team.</p>	<ul style="list-style-type: none"> • Ensure foundational management activities are continued or quickly established, eg. 1:1's, new team meeting schedules, talent plan discussions, reaffirmation of flexible working arrangements/office days, etc. • Conduct team building sessions with the newly formed teams so that they are clear on their purpose, role, team values to maximise productivity and role clarity. • Leaders to establish clear ways of working as quickly as possible upon standing up of the new operational teams.
<p>Process loss while new operational procedures and new ways of working are established</p>	<p>Employees who are moving teams will take operational knowledge with them.</p>	<ul style="list-style-type: none"> • Managers to ensure appropriate handovers and time for sharing of work between teams and through a transition period

Consultation

PCO is committed to consulting with employees in relation to any changes in the workplace that are likely to affect employees.

Employees have been provided multiple opportunities to review the changes following meetings held on 20 November 2024, including the presentation of the proposed structures.

Feedback was considered and final changes decided to be presented back in future sessions consistent with the communication and consultation plan. Team members and employees with changes to their roles or their reporting lines will be advised ahead of the any team meetings.

PCO is open to consultation with employee representative groups/unions where employees wish.

Proposed means for filling roles

There are no employees with impacts to their ongoing employment nor any employees displaced by any change. There are no non-executive roles that will need to undergo matching or filling through subsequent assignment.

Any substantively vacant roles will undergo merit selection processes.

Management of excess employees through sector wide mobility and voluntary redundancy

The reorganisation of the Operations team does not include any changes that will result in employees being at risk of being deemed excess, as a result, sector wide mobility and voluntary redundancy are not features of the implementation of the change or this CMP.

Management of specific employee groups

Impact on employee diversity or employees with specific needs

While there are no changes that will result in employees needing to enter sector wide mobility or being potentially deemed excess, team and organisational structures are being altered. The changes will not see any adjustment to the overall diversity of the PCO, however, consideration for the accommodation of employees with specific needs or workplace adjustments will be implemented as part of the functional hand overs between team leaders as employees are transitioned between teams.

The current team leader or supervisor will:

- Schedule handover meetings where discussion will be held regarding current talent plans, learning and development plans, mandatory training status, COI declarations, excess leave and management strategies, etc.

- Ensure the new or receiving manager is aware of any workplace adjustments in place.

The receiving manager will:

- Once the change has been implemented, schedule meetings with new team members to ensure a smooth transition of people management from old to new teams.
- Implement, or continue to support, any relevant workplace adjustments

Impact on employees working in rural or remote communities

The implementation of the change will not require any employees to change their existing or current work location or address where they reside.

Impact on temporary employees or acting arrangements

The implementation of the change may result in the early cessation of higher duty allowances, however any employees where this may occur will have ample notice.

No non-executive employees are identified for removal, rather the merit selection process may mean any employees who are not successful will return to their substantive ongoing roles at the conclusion of the recruitment process.

Proposed timeframes and key milestones

Activity	Indicative Date
All staff presentation on options	20 Nov 2024
Confirm additional option that incorporates team feedback	Draft by 23 Jan
Individual meetings with any impacted employees (based on Impact analysis)	Week of 10 Feb (Before the all team update)
Team meeting to sharing additional option that incorporates team feedback (inc. org charts and RD's for consultation)	Week of 10 Feb
Whole of Corporate Services update	Week of 10 Feb (after the team update)
Final Round of consultation on change	Week of 10 Feb (two weeks)
Review of final feedback	On or near 24 Feb

Activity	Indicative Date
Final Decision	Week of 24 February
Final Individual meetings with any impacted employees	Week of 24 February Before the all team update
Sharing of final updated ops model, org charts and RD's following consultation	Week of 24 February
Whole of PCO update	Week of 24 February (after the team update)
Team updates/changes in systems etc.	Last 2 weeks of Feb
New structure go live	10 March 2025
<p>Team Leaders each hold team meetings to establish new teams/welcome new direct reports etc.</p> <p>All of CPO meetings</p> <p>Teams establish ways of working / Service Charter, new operating cadence, meeting schedule, team building etc.</p>	10 March – 30 March

Appendix I

Key stakeholders and their roles and responsibilities

The key stakeholders of the change are:

- The Parliamentary Counsel who is the sponsor and the decision-maker of the change
- The Chief Operations Officer who is the leader of teams undergoing the change
- The Director, People and Culture who is the owner the change process
- The Directors and Managers of the affected teams across the Operations Team teams, who are the champions and the implementers of the change
- The employees, who are the participants and the beneficiaries of the change
- The other teams and functions of PCO, who are the customers and the partners of the change

The roles and responsibilities of the key stakeholders are summarised in the table below:

Stakeholder	Role	Responsibility
Parliamentary Counsel	Sponsor/ Approver	<ul style="list-style-type: none"> • Provide strategic direction and endorsement for the change
Chief Operations Officer	Leader of the Team undergoing the change	<ul style="list-style-type: none"> • Provide the business context • Model leadership through the change for the team • Communicate the reasons and purpose of the change, including the future state and benefits
Director, People and Culture	Change lead	<ul style="list-style-type: none"> • Provide operational guidance and oversight for the change, including delivery of the actions in the change management plan • Manage the delivery of the change • Engage SME's where needed to support the operationalisation of the change
The Directors and Managers the Operations Team	Champions	<ul style="list-style-type: none"> • Provide model leadership and support for the change • Provide support and assistance to team members • Manage employee wellbeing • Answer or proactively seek answers to employee questions or escalate identified issues or concerns
Employees	Participants	<ul style="list-style-type: none"> • Provide feedback and input for the change • Engage positively in the change • Be inclusive and respectful in their engagements with each other and those implementing the change
The other teams and functions of PCO	Customers and Influencers	<ul style="list-style-type: none"> • Be aware of and support the change • Provide requirements and expectations for the change • Provide advice and assistance for the change

Communication and engagement strategy

Consultation and feedback will be invited from affected employees with respect to the proposed changes. Affected employees will have a minimum of two weeks to consider the proposed changes and provide feedback that will be managed by the HR Team and the Parliamentary Counsel.

Principles:

- **Open and honest communication:** The communication will provide clear and accurate information about the background and reasons for the change, the proposed changes and impacts, the expected benefits and outcomes, the implementation process and timeline, and the support and assistance available.
- **Two-way dialogue and feedback:** The communication will invite and encourage feedback and input from the affected employees and stakeholders, and will provide opportunities for questions, concerns and suggestions to be raised and addressed.
- **Inclusive and respectful engagement:** The communication will recognise and respect the diversity and needs of the affected employees and stakeholders, and will ensure that they are consulted and involved in the change process as appropriate.
- **Consistent and coordinated messages:** The communication will ensure that the messages are consistent and coordinated across the different channels and audiences, and that they are aligned with the change objectives and outcomes.
- **Regular and ongoing updates:** The communication will provide regular and ongoing updates on the progress and status of the change process, and will inform the affected employees and stakeholders of any changes or issues that may arise.

The communications strategy includes:

- **Individual sessions:** The affected employees will be invited to attend individual sessions with their managers and/or HR representatives, where they will be informed of the proposed impact on their roles and options, and will be able to provide feedback and ask questions.
- **Team meetings:** The affected employees will be invited to attend team meetings where they will be provided with an overview of the proposed changes and impacts, the consultation process, the support services available, and the next steps or outcomes.
- **Provision of supporting materials:** The employees will be provided with supporting materials, such as the slide pack from the group briefing sessions, the change management plan, the employee assistance program details, and the contact details of the change lead.

Support Services

The first layer of support for affected employees will come from their managers or directors, who can answer questions, spend time discussing and explaining the changes and their impacts, and ensure care for their wellbeing. Managers and directors are expected to maintain regular communication with their staff, provide clear and

consistent information, and address any concerns or issues as they arise. They should also encourage and facilitate access to other support services as needed.

Additional support services can be provided to affected employees as required throughout this change. The Director, People and Culture can coordinate these initiatives and initiatives may include:

- Professional counselling services and manager support provided by the PCO's Employee Assistance Provider (EAP): **Converge: 1300 687 327** or via the **Converge International website**.
- Individual advice and support enquiries can be made to line managers, executive and/or the Director, People and Culture.