31 July 2025

Draft Change Management Plan

Department of Primary Industries and Regional Development
Biosecurity & Agriculture - Strategy & Regulatory Policy

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1. Background and reasons for the organisational change

We're making changes to ensure the Agriculture and Biosecurity Group can deliver on the Government's priorities and the DPIRD Statement of Intent.

At the beginning of the year we moved from 4 divisions to 5 to:

- reflect we are part of one department
- bring our research service and support functions together
- increase our focus on strategy and best practice regulation
- recognise that climate, natural resource use, drought and land use are cross-cutting issues.

During the course of this year, we have been developing and engaging on the Agriculture and Biosecurity Group Strategic Framework and the draft DPIRD Research, Development and Extension (RD&E) Strategy.

The draft RD&E Strategy responds to the DPIRD Research and Development Review led by Professor Mary O'Kane (O'Kane Review).

The Government has reset our focus on primary industries and regional development within a tighter fiscal environment, which will result in changes to some teams.

We are consolidating, bringing related functions together to improve collaboration, and improving our services by directing resources to where they are needed most.

These changes are designed to deliver against the Government's priorities, our critical work and outcomes under our Strategic Framework.

The Agriculture and Biosecurity Group has specific legislative responsibilities to industry, communities, and other jurisdictions in relation to strategic biosecurity management and compliance, which align with DPIRD's primary purpose of protecting, supporting, and developing primary industries.

This Draft Change Management Plan (Draft CMP) outlines proposed changes for the Strategy and Regulatory Policy (SRP) Division, to enable stronger focus on policy, regulatory obligations, governance and compliance to enable the Division to have:

- the appropriate staff resources, skills and experience with direct alignment to strategic goals, statutory responsibilities and future needs.
- effective structures to service government, industry and community with pressing challenges and ensure collaborative risk management.

This plan delimits **5 roles** across the Division to support:

- improvements to strategic regulatory environment and interagency coordination, including the development and implementation of a statewide biosecurity compliance framework;
- consolidation and standardisation of governance, management and delivery of biosecurity monitoring and enforcement.

2. Ministerial approval

These proposed changes have required consultation at the ministerial level noting the Secretary is the decision maker for the department.

3. Employee communication strategy

The communication plan will include:

- Individual meetings with each of the impacted employees before the change is announced.
- A team meeting with the impacted employees after the change is announced
- Provision of a key business contact and HR Business Partner to provide ongoing channels of communication post announcement.

4. Support services

Specific information about support services that will be provided to affected staff includes:

Superannuation Advice

- https://aware.com.au/member/contact-aware-super (Call 1300 650 873 Monday to Friday 8:00am to 7:00pm)
- https://www.statesuper.nsw.gov.au/help-centre/advice
- https://www.statesuper.nsw.gov.au/help-centre/contact-us

Employee Assistance Program & Counselling Services

- TELUS Health: https://environmentnswgov.sharepoint.com/sites/Regional-Safety/SitePages/benestar-mycoach.aspx
- https://www.telushealth.com

Australian Tax Office

- www.ato.gov.au

Services Australia

- https://www.servicesaustralia.gov.au or your local Office
- MyGovhttps://my.gov.au to check on your MyGov account

People contact

Matt Clark, HR Business Partner

- Matt.clark@dpird.nsw.gov.au
- 0439 255 348

5. Consultation

Discussions will be held with relevant unions regarding the Draft Change Management Plan once the plan is approved.

6. Workforce planning needs and impact on services and functions

Specifically, at a Branch level, the following broad changes are required:

The plan streamlines functions now performed elsewhere in the department. The plan also consolidates compliance, operational policy, and reporting functions under a coordinated structure to remove duplication of effort and improve regulatory outcomes to ensure:

- operational policy alignment and development capability
- financial and project management oversight
- systems and reporting functions
- delivery of regulatory and biosecurity compliance priorities

7. Changes to organisational structure

It is proposed that 5 existing ongoing roles will be delimited:

Role title	Role ID	Classification	Grade	Location	Status	FTE
Finance						
Senior Policy & Procedures Officer	50036963	Clerk	Grade 9/10	Orange	Ongoing	-1
Senior Project Officer	50020706	Clerk	Grade 9/10	Orange	Ongoing	-1
Systems & Reporting Officer	50036964	Clerk	Grade 7/8	Orange	Ongoing	-1
Strategic & Policy						
Assistant Project Officer	51001344	Clerk	Grade 3/4	The Rocks	Ongoing	-1
Biosecurity Strategy & Regulatory Policy						
Project Support Officer	51007199	Clerk	Grade 3/4	Orange	Ongoing	-1
				Total FTE		-5

8. Proposed means for filling roles

Placement Policy for Filling Roles in the New Structure

Step	Details
Step 1 (Direct appointment within CMP)	Impacted ongoing employees will be considered for all newly created at grade roles within the Change Management Plan (CMP). • Where appropriate, employees may be directly assigned to suitable roles at their current classification and grade. • An internal Expression of Interest (EOI) process will be conducted for roles with no direct match. • If the number of eligible employees exceeds the number of available roles, a merit-based selection process will be undertaken.
Step 2 (DPIRD Mobility)	Remaining unfilled roles from Step 1 will be made available to ongoing employees impacted by another finalised DPIRD CMP. An EOI process and, if necessary, a merit-based selection process will be undertaken.
Step 3 (Sector-wide Mobility)	Any unfilled vacancies from Step 1 and 2 will be posted for sector-wide job matching through the Workforce Mobility Placement Program. The WMP team will match suitable employees from all departments and agencies in NSW public sector.
Step 4 (External)	Remaining roles will be advertised externally and filled through a merit-based selection process.

Additional Notes:

- For Steps 1 & 2, the selection process includes:
  - A written EOI
  - An interview with at least two panel members (gender-balanced, with at least one member external to the area)
- For Step 4, standard external recruitment processes apply.

9. Workforce Mobility Placement (WMP) Program

Affected employees not placed in the new structure, or matched to another role elsewhere in the agency, will be referred to the Workforce Mobility Placement (WMP) Program and managed in accordance with the NSW Government *Workforce Mobility Placement Policy*.

10. Proposed voluntary redundancy program

If the affected employees are not matched to a role at the end of the 8-week placement process period under the WMP Program, or no further matches have been made before the 8-week period

expires, the agency will initiate the process for requesting concurrent approvals to commence redundancy/redeployment programs.

Voluntary Redundancies will be offered to excess employees as per Managing Excess Employees Policy (June 2011). Voluntary redundancy payments will include:

- four weeks' notice or payment in lieu, plus
- for employees aged 45 years and over with five or more years of completed service, an additional one weeks' notice or payment in lieu, plus
- a severance payment at the rate of three weeks per year of continuous service with a maximum of 39 weeks, with pro-rata payments for incomplete years of service to be on a quarterly basis
- the benefit allowable as a contributor to a retirement fund, plus
- pro rata annual leave loading for leave accumulated at the date of termination, plus
- the following incentive payments based on years of service as outlined below:

Length of service	Additional payment
Less than one year	Two weeks' pay
One year and less than two years	Four weeks' pay
Two years and less than three years	Six weeks' pay
Three or more years	Eight weeks' pay

10.Impact of the restructure on EEO groups

The impact of the restructure on EEO groups has been considered and any additional support services (such as job skills training, flexible working arrangements, workplace adjustments etc) to assist with redeployment or the transition to the new structure will be considered on a case-by-case basis.

11.Impact of the restructure on staff with special needs

The impact of the restructure on staff with special needs has been considered and any additional support services (such as job skills training, flexible working arrangements, workplace adjustments etc) to assist with redeployment or the transition to the new structure will be considered on a case-by-case basis.

12.Impact on rural communities

There is no impact on rural or regional LGA's where the population is less than 5,000.

13.Management of excess employees

The People division will provide a designated case manager to support the impacted employees. Employees will be declared excess if they have been unsuccessful in the mobility process.

14.Management of temporary employees

There are no temporary employees impacted as part of this change plan.

15. Proposed timetable for implementation

Action	Week beginning
Consultation with employees and relevant union/s	28 July 2025
Employees informed	28 July 2025
Internal matching with affected employees	28 July 2025
Internal matching within agency	25 August 2025
New roles sent for sector-wide mobility matching under the WMP Program	25 August 2025
New roles advertised externally	8 September 2025
Interviews conducted	8 September 2025
External recruitment finalised	15 September 2025
Employees declared excess and VR offers	October 2025
New structure implemented	31 October 2025