

Organisational Change

Attachment

Business Services Centre

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The Business Services Centre (BSC) has been established to transition staff who are in unfunded positions into funded positions when they become available either within the department or in the APS. The BSC will actively seek suitable permanent and temporary positions for staff and will provide support and training to maximise opportunities for reassignment. Establishing the BSC also allows staff to progress key priorities for the department to meet the Government's objectives. The management of staff in the BSC will take into account the individual's skills and the department's requirements.

The BSC's aims are to:

- ensure staff are provided with the first opportunity to move internally to funded positions
- upskill and retrain staff to meet Government's objectives
- ensure the department's priority unfunded tasks and funded 'surge' tasks are completed.

From 1 December 2013, the new BSC will be operational. This page will be regularly updated with information on this new branch.

Structure

The BSC will operate as a branch in the People, Capability and Communication Division (PCCD). The BSC will be led by Assistant Secretary Beryl Janz and will consist of multiple teams. A branch liaison and management team will assist with the ongoing management of the branch and coordinate work and positions for staff in the BSC.

BSC functions

The BSC's objectives are to:

- actively seek suitable permanent and temporary positions for staff
- provide support and training for staff to maximise opportunities for reassignment
- provide staff with the opportunity to expand capabilities by learning new skills and to work on varied priority tasks
- progress key unfunded priorities for the department
- undertake surge work.

Staff in the BSC

Staff in the BSC will undertake unfunded work and surge work identified by divisions and the Executive. Staff will undertake tasks that although unfunded, have been identified as being of priority to the department. This ensures that staff are provided with meaningful projects, allowing them to maintain and develop their skills.

Staff in the BSC will be provided with the first opportunity when funded positions arise. They will be considered for temporary and ongoing vacancies before other internal staff or external advertising.

BSC staff will continue to participate in the department's performance development scheme (PDS). Staff will report to a supervisor in the BSC and a PDS agreement will need to be made between the staff member and their supervisor to agree on work priorities; performance expectations and measures; and a plan to meet those expectations. Should a staff member be placed (temporarily or permanently) in a funded position, they will undertake a new PDS with their supervisor in that division so they can agree on the performance expectations for that task. The PDS will be reviewed as work priorities change and staff and managers will continue to have regular PDS conversations about responsibilities.

Mid and end cycle reviews may need to be conducted with the assistance of previous supervisors, depending on how long a staff member has been in a position.

Learning and development

The BSC will provide staff with a range of opportunities to maintain and enhance existing skills and build new capabilities. This will occur through a learning program and by undertaking on the job development activities and tasks.

Capability development allows staff to further progress their current career or cultivate a new career path. Based on individual development plans, staff will be able to access a number of the opportunities listed:

- integrated on-the-job and off-the-job learning
- prioritised places on L&D core curriculum programs
- learning programs specifically developed around the skill sets required to operate effectively in a BSC environment
- eLearning and online learning resources
- department (tertiary) study schemes and professional development support
- learning programs that partner with professional educational institutions and academic bodies, some of which may lead to a qualification
- development opportunities on specific temporary activities

Support

The department understands that the change currently underway, both within the department and across the APS as a whole, can have impacts on the health and wellbeing of staff. Staff affected by change are encouraged to utilise the departments Employee Assistance Program (EAP) (further information available on the intranet) or attend a change management workshop (further information and booking through SAP ESS). Staff need also be aware that the EAP is available, both to themselves and their immediate families, at all times.

Staff support networks are also a valuable tool. The department has a commitment to equity and diversity and encourages staff participation from diversity groups.

Location

In the transition period and at the start-up of BSC operations, interim accommodation is planned. In time, BSC will be co-located and staff will relocate to sit within their team in the BSC to promote a culture of support with a strong focus on development. There may be exceptions to this approach where co-location within the work division is needed. This will depend on the work that is being undertaken and whether or not there is significant input from work areas outside the BSC. BSC's accommodation arrangements will remain temporary while broader departmental re-structuring options are considered.

Further information

[BSC Staff Transfer form \(Word 24 KB\)](#)

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All Staff Messages

Workshops - Change management support

Date: 04 Oct 2013

Respond to: [Leadership Development](#)

Purpose

All Canberra-based staff are invited to attend a two hour change management workshop. Two workshops are available – one for all staff and one specifically for managers at all levels.

Sessions will also be scheduled for state and territory offices upon request.

All Staff Workshops

This workshop introduces you to some of the important theory around what happens when people experience change/transitions. You will learn how to influence during times of change and develop practical strategies for engaging and contributing in a healthy and positive way.

Manager Workshops

This workshop is based on similar material to the all staff version, and includes activities exploring your responsibilities in times of change. The workshop also provides the opportunity for you to develop practical strategies for supporting your people.

These workshops complement the **Resilience Seminar and Workshop Series** currently being run across the department by PPC worldwide, the department's [Employee Assistance Program](#) (EAP) provider.

EAP services include support with personal or work-related issues and if you manage or supervise staff, there is a specific service (the Managers' Hotline) dedicated to helping you pro-actively assist your people. You can call the Managers' Hotline at any time on 1300 361 008. Their service is free and absolutely confidential.

What you need to do

To attend these workshops you must book through the **Learning Portal** via **SAP ESS** at [Learning Portal > Complete Catalogue > Change Support](#). It is essential that you book in order for us to manage participation and the number of sessions required. If the scheduled dates are not suitable for you, or the sessions are fully subscribed, please use the 'Pre-Bookings' function. This will alert the Learning & Development Team that there is a high demand and extra sessions can be scheduled.

Sessions will be held in the Sirius Building Level 1 South Training Rooms. Session time are listed in Learning Portal on SAP ESS

Background

The Secretary made reference to the availability of change management sessions in her Exec Connect message about the [new departmental structure](#) on 2 October 2013.

The workshops, one for managers and one for staff, will commence on October 10 and continue for eight weeks in the first instance.

Contact

Please e-mail the [Leadership Development](#) inbox with any queries.

Authorised for electronic transmission

Kylie Perrin
Assistant Secretary (A/g)
People, Capability and Communication Division

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Employee Assistance Program

Employee Assistance Program (EAP)

Introduction

What kind of issues can the EAP help you to address?

How do I access the EAP?

Description of services available

Other Information/services

Feedback

Introduction

The department, through PPC Worldwide (PPC) provides a range of services under its Employee Assistance Program (EAP). These services include personal and professional support for staff, managers and their families. EAP services are free and completely confidential.

Note: Family members include spouse, established de-facto partner including a same sex partner, and children to the age of 18 years in the guardianship of these eligible adults.

What kind of issues can the EAP help you to address?

The EAP can provide counselling and support with personal or work-related issues including, but not limited to:

- Maximising your potential/performance
- Work life balance
- Workplace conflict and communication
- Retirement
- Career path
- Work stress
- Depression, anxiety, stress
- Relationship and marital problems
- Concerns about children or family members
- Trauma, grief and bereavement
- Elder care issues
- Addictions

PPC is committed to providing staff with the support they need, and will ensure tight timeframes between booking an appointment and attending the session.

How do I access the EAP?

Access can be through one of the following:

- Self-referral – call PPC on 1300 361 008 to make an appointment
- Suggested referral – a manager/team leader or HR Manager may suggest accessing EAP if they become aware of difficulties a staff member may have. The decision to attend is always voluntary
- PPC Online for Health and Ageing website. User name: DoHASupport Password: DoHAeap (Please note both are case sensitive)
- Manager's Hotline – appointments can be made by telephoning PPC on 1300 361 008
- Email@assist – staff can engage with a qualified counsellor via e-mail through PPC Online.
- Complimentary E-library, where staff can access information on a range of topics such as emotional well-being and management practices

Description of services available

1. Face-to-face counselling

PPC provides free, totally independent, confidential and face-to-face counselling as a short-term, professional service to staff and their family members. All counsellors are fully trained and qualified, and provide strategies to help deal with work and life issues.

If you attend EAP in work time, you should advise your manager/team leader of the time away from work in advance, but you do not need to divulge the reason for attendance. To attend an appointment with PPC you do not need to use leave or flextime – it is considered normal work time.

Details of PPC office locations around Australia wide are available on their [website](#).

2. PPC Online website

Staff members and eligible family members can access the PPC Online website – a free service to assist in creating a better work/life balance. The user-friendly website provides information for making informed decisions about a range of topics such as family, emotional health, work and daily life, and management practices.

The site has self assessment tools, which includes a range of self-help questionnaires. The website also has 24-hour online connections to professional counsellors through a private e-mail system. All responses occur within one working day, and cannot be accessed by the department's IT system – complete confidentiality is always maintained.

3. Manager's Hotline

The Manager Hotline provides managers and supervisors access to a telephone based 'helpline' for brief support and advice on people-related issues. This telephone-based service is designed to support managers in proactively addressing issues at an early stage, and to access their HR and other internal resources.

Calls to the Manager Hotline are responded to immediately. Alternatively, an appointment for a telephone consultation at a convenient time can be arranged.

PPC consultants are experienced in a range of staff management issues and can assist managers to:

- Encourage an employee to access the [Employee Assistance Program](#)
- Manage vulnerable and distressed employees
- Respond to a situation where an employee is at risk of self-harm or suicide
- Manage the impact of these situations on work teams in the workplace
- Manage performance issues for employees with significant personal problems
- Manage challenging interpersonal and team dynamics

The department's People Management Section in People Branch also assists managers and team leaders with staffing difficulties and can be contacted on telephone (02) 6289 8888 or via email to people.management.solutions@health.gov.au.

4. Email@assist

Staff can engage with a qualified counsellor via e-mail through PPC Online. Replies are guaranteed within a 24-hour period (on working days). This is an anonymous service. All information gathered is protected and all replies are confidential.

Other Information/ services

Through the EAP service, the department provides a [Peer Support Program for Aboriginal and Torres Strait Islander staff](#).

Feedback

If you have any comments or feedback regarding the EAP service please contact People Branch. We are the Contract Manager for the service.

If you contact us with a complaint we will speak with the Provider immediately.

Seminars and events

Seminar: All Staff sessions – Business Service Centre Overview - 21 and 22 November 2013

Date: 21 and 22 November

Respond to: [Organisational Change Taskforce](#)

Venue: Scarborough House Theatre

Purpose

All Canberra-based staff are invited to attend a one hour overview session on the Business Service Centre (BSC).

These sessions will be presented by Adam Davey, First Assistant Secretary, People, Capability and Communication Division (PCCD).

What you need to do

To attend these information sessions you must book through the Learning Portal via SAP ESS at [Learning Portal > Complete Catalogue > Change Support > Business Service Centre Overview](#).

It is essential that you book so the Organisational Change Taskforce can manage the number of attendees and schedule additional sessions if required. If there is a date you would like to attend but the dates provided are fully subscribed, please use the 'Pre-Bookings' function. This will alert the Organisational Change Taskforce that there is a high demand and extra sessions can be scheduled.

Sessions will be held in the Scarborough House Theatre at the following times:

- Thursday 21 November, 11.30 am – 12.30 pm
- Thursday 21 November, 2.30 – 3.30 pm
- Friday 22 November, 2.30 – 3.30 pm

Note: These sessions will not be recorded as STO staff are not impacted.

Background

The department is undertaking a broad organisational change program following the [Secretary's announcement](#) of the new departmental structure. An Organisational Change Taskforce in PCCD has been established to coordinate and implement aspects of the current organisational change program.

During the change process, the department will continue to work with staff and representatives in an open and transparent manner, ensuring support is available for staff and managers. [Organisational Change FAQs](#) (including the Business Service Centre) are now available.

Contact

Please e-mail the [Organisational Change Taskforce inbox](#) with any queries.

Authorised for electronic transmission

Adam Davey

Organisational Change

Organisational Change is aimed at supporting the department to create a flexible, efficient and agile structure that can deliver on government priorities within our current financial position. Considerations include allowing for future contraction and expansion, with a balanced workload across the department, to support integration.

The Department is undertaking a broad organisational change program following the [Secretary's announcement](#) of the new [departmental structure](#) which will come into effect on 1 December 2013. The new structure will help to position the department to meet future challenges and priorities within its budget.

[FAQs](#) are available to assist with any questions; alternatively you can email the [Organisational Change Taskforce](#), which has been established to implement organisational change priorities and initiatives.

The [HR Change Management Guideline](#) provides information to managers and staff on the principles and processes relating to the human resource elements of managing change within the department.

The Department recognises major change may create uncertainty for some staff. For continued support the Department provides [Change Management Resources](#) and [Change Management Workshops](#).

To ensure we continue to operate within existing resources, the [Managing Staff Numbers](#) principles and actions have been implemented. Key principles are deploying our internal ongoing staff in the first instance particularly those requiring reassignment, continuing to focus on the departments EL:APS ratio, and ensuring we have the right people with the right skills in the available roles.

A component of any restructure is the focus on our staff profile and ensuring positions are classified correctly and work is undertaken at the right level against the [work level standards](#) and ensure a consistent methodology is applied. A [job sizing review](#) should be considered, particularly when there is a change in work priorities, corporate structure or roles and responsibilities. The [job descriptions](#) for each job family by classification may be used, to assist in this regard.

The [Employee Assistance Program](#) is also available to all staff members and immediate family members for confidential counselling and support by phoning 1300 361 008.

Further information:

[Supporting guidance for identifying unfunded positions \(Word 34 KB\)](#)
[Business Services Centre](#)

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Organisational Change

Organisational Change FAQs

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[Support for staff](#)

Managing organisational change

What do we mean by organisational change?

The underlying objective of organisational change is to organise and assign tasks and responsibilities of work groups and individuals to maximise the achievement of organisational goals within available resources. This includes providing staff with satisfying and meaningful jobs, having regard to the health and well-being of staff.

How is organisational change being managed in the department?

The department is undertaking a broad organisational change program following the [Secretary's announcement](#) of the new [departmental structure](#). An Organisational Change Taskforce in People, Capability and Communication Division (PCCD) has been established to coordinate and implement aspects of the current organisational change program, including implementing the new structure and establishment of the Business Services Centre (BSC). During this change process, the department will continue to work with staff and representatives in an open and transparent manner, ensuring support is available for staff and managers.

Are staff being consulted in regards to organisation change?

Yes, in accordance with the department's [Enterprise Agreement](#) (EA), staff will continue to be provided with relevant information and be given an opportunity to influence the decision making process where major changes affect staff.

How will staff be informed of changes?

Staff will be advised by managers about changes directly affecting them, as well as more generally via communications from the department's Executive. This information will be delivered through a variety of channels including All Staff Messages, face-to-face meetings and discussions, as well as the Organisation Change intranet site which will be updated regularly.

What are staff members' responsibilities in the change program?

Throughout all phases of the change program, all staff are required to uphold the APS Values, Employment Principles and Code of Conduct.

The department's [HR Change Management Guideline](#) provides guidance on the principles and process for managing change and outlines staff and managers' responsibilities. As outlined in the guideline, staff are responsible for:

- upholding the change management principles
- following the change management processes
- cooperating with person/s managing the change
- discussing any concerns about the change with their manager or senior members of staff
- updating their PDS agreement as required.

What are managers' responsibilities in the change program?

In addition to the above responsibilities, managers are also responsible for consulting with staff and taking necessary responsibility for implementing change. Managers need to engage openly and continue having conversations with staff throughout the change program. The Organisational Change Taskforce can provide advice and guidance to managers to assist with discussions with staff.

Where can staff find more information about organisational change in the department?

Staff should speak to their manager in the first instance. Questions about how the change program is being managed in the department can be emailed to the Organisational Change Taskforce [inbox](#). The Organisational Change intranet page will be updated regularly with frequently asked questions.

New structure

What is the new structure?

The Secretary announced the new departmental structure following feedback being considered by the Executive Leadership Team. The new structure will help to position the department to meet future challenges and priorities and assist the department to operate within its budget. The certainty of the new structure means that Divisions involved in structural changes will be able to work effectively together to identify priority work and staffing implications of the changes. Ongoing refinement of division, branch and section names and some further functional alignment will occur as part of the business planning process which is being undertaken. Divisions will be involving and consulting staff on this process.

Why is the department implementing a new structure?

The new structure has been carefully considered and takes into account the need to position the department to best address the changing environment and priorities for the future. The new structure will help the department to become a more capable and flexible organisation and position us best to improve health and sport outcomes for all Australians.

What principles were considered in developing the new structure?

Organisational design principles that were considered when developing the new structure were:

- delivers on government priorities
- transparent to external stakeholders
- client service needs and expectations are met
- flexible, efficient and agile structure, which is workable over time, allowing for future contraction and expansion
- balanced workload across the department
- supports integration across the health portfolio.

What are the main changes to the current structure?

Changes to the department's structure were developed based on strong input from our SES team and feedback from staff, with a particular emphasis on collaboration and avoiding working in silos. Changes are as follows:

Staff in the State and Territory Offices (STOs) will form part of the Regional Services Grants branch in the Grant Services Division (GSD). Accordingly EL2 staff from the GSD will be the most senior positions in all STOs, with the exception of Tasmania in which an EL1 will lead the office, reporting to an EL2 in the Victorian STO.

A Business Services Centre (BSC) will be established as the new work unit to bring together staff from across the department who are in unfunded positions, to enable specific priority work to be undertaken for divisions that would otherwise be unable to be

completed. Once implemented, the BSC will replace the Reassignment Stream. For more information on the BSC, refer to the [BSC FAQs](#).

The department is in the process of reviewing BMU functions to identify more efficient operating models that can be shared whilst still meeting the needs of different divisions.

Deputy Secretaries and other SES will be responsible for shared outcomes, and various Communities of Practices (CoPs) will be implemented across the department to share knowledge and build capability across divisions.

What are shared outcomes?

Deputy Secretaries and other SES will be responsible for specific cross-cutting topics as part of the shared outcomes approach. This approach will encourage, support and improve accountability for our departmental outcomes as well as ensuring work on specific themes is undertaken collaboratively across divisions. More information on these concepts will be provided shortly.

What are Communities of Practice (CoP)?

CoP are groups of staff who interact regularly to explore common issues, and share knowledge about a specific area of interest or subject matter. CoPs provide an opportunity to create a learning community, to share and develop knowledge and expertise and to provide best practice solutions to particular problems.

What CoPs will the department implement?

The implementation of CoPs was strongly supported across the department during the consultation period as a way to better support cross-divisional building of skills, collaboration and a more flexible approach to the way we work. Staff were keen to understand how this will work and more information, including opportunities to get involved, will be provided shortly.

What changes are being made to the department's SES?

The [SES management structure](#) has been announced and will formally come into effect with the department structure on 1 December 2013.

What are the main changes to BMUs?

A consultative process review of BMU functions is being undertaken to identify different requirements of divisions and will involve BMU staff and division and branch heads to ensure we identify an effective and flexible operating model.

What does it mean if a section/branch is not on the new structure?

Work areas (sections and branches) are consolidating and/or renaming to help position the department to meet future challenges and priorities, and assist the department to operate within its budget. SES will be speaking to their divisions and branches about the changes. Staff should speak with their manager in the first instance if their current section/branch is not visible on the new structure.

Will any positions be lost through the new structure?

The changes are being managed strategically to ensure that, as far as is possible, staffing reduction will be managed by natural attrition. That means that people may have changed positions – whether in the division they currently work or a new division. As identified by the Secretary earlier in the year, there are less SES roles in the new departmental structure.

How will divisions determine divisional structures?

The business planning process will identify divisional priorities by considering the Corporate plan; budget allocations; and will inform unfunded and funded work. As part of this process, divisions will develop their staffing profile and structure by determining classifications required to deliver objectives and outcomes; and identifying skills, knowledge and competencies needed.

Will staff be consulted?

Consultation about the proposed structure will be undertaken to ensure staff are given a reasonable opportunity to express their views and to contribute to the decision making process.

Will positions change due to the new structure?

Some positions will remain unchanged while others will have duties amended. Where positions remain unchanged or duties remain primarily the same, staff will follow the function to the new structure in the same position. Where positions change substantially; new positions are created; there are less positions than staff; or there is no clear form follows function, a fair matching process will be undertaken to match positions with skills and experience of staff. Staff will be consulted in relation to any decisions made about individual positions.

How will the fair matching process work?

Divisions will determine which staff will follow their current function to the new structure (form follows function) or whether a fair matching process needs to be conducted to determine suitability. A fair matching process would be undertaken where the creation of a new position comprises components of previous positions, the number of staff exceed the number of positions, or there is no clear form follows function. A fair matching process would necessitate the submission of résumés from staff (this could be limited to a section/branch/division) to assess against the work-related qualities of the position. Staff may also be asked to submit their preferences or express an interest in positions. This process aligns with the APSC guidance on the 'fair' principle.

What happens to staff on temporary transfer?

Managers should contact staff on temporary transfer to discuss the impacts of the new structure. Staff on temporary transfer may discuss their situation with their manager, in the first instance, to determine how their substantive position may be affected by the new structure.

Will staff on long term leave be required to return to work early?

Current agreed arrangements are expected to remain unchanged. Extension or amendment of those arrangements will be assessed as they expire as per current arrangements.

What does it mean for non-ongoing employees?

Non-ongoing employees are on contracts for specified periods and, often, for specified projects. Divisions are responsible for managing their staff members and, as is the usual practice, managers will speak to their non-ongoing employees about their positions. As per the Australian Public Service Commission (APSC) directive, there will be no new non-ongoing engagements or extensions unless the circumstances are compelling.

Will section structures be different?

Yes, some section structures and sizes will be different following the implementation of the new structure. The initial 2013-14 business planning process highlighted that, with no extra reductions, our 2013-14 budget allocation does not support our current staffing numbers or profile. To assist with determining appropriate section sizes and meeting our budget allocation, divisions have been provided with guidance and organisational design principles. We also need to ensure that work continues to improve our EL:APS ratio.

How does this restructure affect the EL:APS ratio?

EL:APS ratio targets are going to be affected and flexibility will be required as some divisions will have difficulty meeting their planned EL:APS ratio this financial year as the full impacts of the Machinery of Government (MOG) moves and the establishment of the GSD are not yet fully known. Divisions will need to consider the current and longer term EL:APS ratio when determining divisional structures.

Why is the EL:APS ratio important when considering the new structure?

The EL:APS ratio gives an indication of our staffing profile. The department's ratio has indicated that the number of EL staff is not proportioned with the number of APS staff. This has resulted in a need to ensure work is being done at the appropriate classification and aligned with the work level standards and capability map.

Will the new structure mean more work or more hours?

The department is focusing on workload reductions through streamlining processes and on implementing change effectively. There is no expectation that changes as part of the new structure will require staff to work additional hours. The EA outlines how staff members are to be remunerated in peak workloads.

Will reporting lines change?

Yes, some reporting lines will change due to the new structure. Staff will be engaged to determine branch and section structure. This will inform reporting lines.

Will staff have to update their PDS?

In line with the new structure and positions, staff should update their PDS and individual development plans. The aim is to give staff a clear plan to assist through the change and continue their personal development into the new environment. Staff and managers will be expected to continue to have regular PDS conversations about responsibilities, particularly in the event of a change in duties.

Will staff need to relocate?

It will be necessary to relocate some staff to align with the new arrangements. It is expected that most physical moves will occur in the new year and staff affected will be informed of location changes.

Will the changes affect future period of approved leave?

The department will not unreasonably cancel approved leave or recall staff to duty as per clause 54.7 of the EA.

When is business planning occurring?

A second round of business planning is occurring from 21 October till 15 November 2013 to focus on the department's priorities as detailed in the Corporate Plan, new structure and importantly the health challenges and priorities of the future.

What is the timeframe for implementation of the new structure?

The new structure will formally come into effect on 1 December 2013, with planning for the changes and existing reporting lines being maintained until that time. Some changes are required immediately, for example to enable the GSD to be operational from 21 October 2013.

What are the next steps?

The high level structure will inform the business planning process which will run from end October until mid-November. The business planning process will determine priorities and positions for divisions. SES will continue to work with managers to review current work practices and consider branch and section structures to ensure positions are at the appropriate classification level across the department. Staff will be engaged in the business planning process.

Business Services Centre (BSC)

What is the Business Services Centre (BSC)?

The BSC is a work unit that has been established to transition staff identified as being in unfunded positions into funded positions when they become available either within the department or in the APS. BSC staff are given priority when filling positions and are assigned appropriate project work. The management of staff in the BSC will take into account the individual's skills and the department's requirements.

How will the BSC operate?

The BSC will operate as a branch, with responsibility for progressing key unfunded priorities for the department. The BSC will actively seek suitable permanent and temporary positions for staff and will provide support and training to maximise opportunities for reassignment. The BSC will provide staff with the opportunity to expand capabilities by learning new skills and to work on varied priority tasks.

What is the aim of the BSC?

The BSC's aims are to ensure staff are provided with the first opportunity to move internally to funded positions and to upskill and retrain staff to meet Government's objectives. The BSC will also ensure the department's priority unfunded tasks and funded 'surge' tasks are completed.

How will the BSC be structured?

The BSC will be a branch in the People, Capability and Communication Division (PCCD) led by an Assistant Secretary and will consist of multiple teams. It is expected that EL1s and APS 6s will have supervisory responsibilities within teams. A management structure will be developed to assist with the ongoing functions of the branch and coordinate work and positions for staff in the BSC.

Who will be part of the BSC?

Staff identified in unfunded positions that cannot be assigned duties in their existing division will transfer to the BSC. Divisions will make all reasonable efforts to find alternative positions for staff prior to considering the BSC. Only staff genuinely affected by work that is unfunded should be nominated for the BSC.

How are unfunded positions identified?

Divisions are responsible for identifying unfunded positions through the business planning process; however changes in priorities may result in unfunded positions being identified outside of business planning process. As part of business planning, divisions will consider their budget allocation; identify skills, knowledge and competencies needed; and develop staffing profiles to assist with determining which positions are unfunded.

What is the process for transferring staff for the BSC?

Branch Heads and Directors will consult staff about moving to the BSC. Following this consultation, a transfer form will be completed. The staff member will then be emailed an eRecruit link where they can provide their skills and experience; select the job family and type of work they would like to be considered for; and include their résumé. This information will be used to identify suitable tasks for the staff member to undertake while in the BSC and also to assess suitability for vacancies in the department.

Are staff in the BSC now?

No, the BSC will become operational on 1 December 2013. Staff will begin transferring to the BSC from this date.

Is the BSC for underperforming staff?

No, the BSC is designed for staff whose position is no longer funded. Unfunded positions are not an indication of performance issues but rather due to budget constraints or realigned departmental priorities.

What work will staff in the BSC do?

Staff in the BSC will undertake unfunded priority work identified by divisions. Surge work may also be undertaken by staff assigned to the BSC. This could include assessment work following a large grant process or evaluation work following finalisation of a project, for example. Divisions will be responsible for continually assessing work activity for the BSC to undertake.

What is unfunded work and how is it identified?

Unfunded work is work that does not have a budget allocation. As part of business planning, divisions will be identifying unfunded work. Unfunded work highlighted in the division's business plan will form bids for the initial potential work program for the BSC. This will primarily be high priority work that must be finalised. The Executive Committee will initially consider which unfunded work will be completed as a priority.

What unfunded work will be undertaken by the BSC?

Divisions will be able to bid for unfunded work to be undertaken by the BSC. Bids will be prioritised and then agreed by the Executive Committee to determine which unfunded work is to be progressed. The type of unfunded work that will be undertaken by the BSC will be varied but will be based on the priorities of the department. Divisions will clearly identify the scope of work, milestones and deliverables when identifying unfunded work.

How will work be assigned to staff in the BSC?

Work will be assigned based on the staff member's classification, skills, availability, and capacity. Staff will be assigned work that complements their skill sets. Work may also be assigned to provide an opportunity to broaden a staff member's skill set and experience through on the job training. At times, staff may undertake duties at work levels lower than their actual classification to meet operational requirements. Staff in the BSC will have the opportunity to discuss the work allocated to them with their manager and agree to expectations and performance measures.

How long will a piece of work assigned to the BSC take to complete?

The duration of tasks allocated to the BSC will vary and will depend on the individual task and what the requirements of the task are. Tasks could take several months to complete or several weeks. Timeframes for completing tasks will be agreed between staff and managers.

Will BSC staff have priority for departmental vacancies?

Yes, staff in the BSC will be considered for temporary and ongoing vacancies before other internal staff or external advertising. This will include vacancies which the staff member can be appropriately trained to undertake within a reasonable period of time.

How will staff be considered for vacancies?

Vacancies will be reviewed prior to advertising and an assessment will be undertaken to determine if staff in the BSC are suitable to perform the duties of the vacancy. This assessment is based on the skills and experience detailed in the staff member's résumé and nomination form and the job requirements of the vacancy. If a staff member is assessed as suitable they will be assigned that vacancy. If the vacancy is temporary, they will continue to be considered for ongoing positions.

Are staff in the BSC required to accept ongoing funded positions?

Staff in the BSC deemed as suitable for an ongoing funded position will be consulted about the duties prior to being assigned to the position. It is expected that staff will transition to funded roles.

What is the release date for staff movements?

If a staff member in the BSC is offered a funded position, it is expected that the timeframe for transfer will be immediate. There may be exceptions to this approach to allow for work to be handed over.

Should staff in the BSC also apply for vacancies?

Yes, there is a shared responsibility for staff in the BSC to actively seek their own internal and external employment options, including APS wide options.

Are staff in the BSC deemed excess?

No, in line with the department's EA, staff that are deemed excess must be notified in writing that they are excess and the relevant provisions of the EA apply. The aim of the BSC is to transition staff to funded positions.

Will staff in the BSC be co-located?

In the transition period and at the start-up of BSC operations, interim accommodation is planned. In time, BSC will be co-located and staff will relocate to sit within their team in the BSC to promote a culture of support with a strong focus on development. There may be exceptions to this approach where co-location within the work division is needed. This will depend on the work that is being undertaken and whether or not there is significant input from work areas outside the BSC.

Will staff in the BSC have to move desks?

BSC's accommodation arrangements will remain temporary while broader departmental re-structuring options are considered. During this period, staff in the BSC assigned duties that align with their previous division, will not move immediately.

Will staff physically move to undertake work owned by divisions?

Staff working on priority work will undertake this work either from within the BSC or will temporarily co-locate to the division who owns the work. Arrangements will be negotiated and will depend on the duration of the work activity and availability of desks and equipment. Staff in the BSC will co-locate to a business area (including reporting lines) to undertake any funded work activity. Where staff temporarily co-locate with a division, they will return to the BSC at the completion of the work.

How will the BSC affect recruitment?

Divisions will not be able to advertise vacancies while potentially suitable staff in the BSC are available for reassignment. In line with APSC requirements, there is to be no new non-ongoing contracts or extensions of current non-ongoing employees unless compelling circumstances exist, with a focus on departmental and APS-wide redeployment. For essential vacancies, where no suitable APS employee is available, the department will need to seek the APSC's agreement to advertise.

How long will the BSC be operational?

It is expected that the BSC will remain operational to enable the department to manage its staffing numbers. Whilst in the BSC, staff should actively seek employment opportunities in addition to being considered for departmental vacancies.

Will staff on the Reassignment Stream transfer to the BSC?

Yes, staff that are currently on the Reassignment Stream will move into the BSC from 1 December 2013. Until that time, the Reassignment Stream principles and process will remain operational.

Can staff nominate themselves for the BSC to broaden skills?

No, the BSC is specifically for staff whose position has been affected by organisational change and who hold an unfunded position.

Will reporting lines change for staff in the BSC?

Yes, moving to a position in the BSC will mean a new supervisor.

Do staff have to close their PDS if moving to the BSC?

Yes, staff are expected to close their PDS agreement through an anytime review prior to moving to the BSC.

How will the PDS work for staff in the BSC?

Staff will report to a supervisor in the BSC and a PDS agreement will need to be made between the staff member and their

supervisor to agree on work priorities; performance expectations and measures; and a plan to meet those expectations. The PDS will be reviewed as work priorities change and staff and managers will continue to have regular PDS conversations about responsibilities.

How does being in the BSC affect salary increments?

Salary increments are determined by the end-of-cycle PDS rating in July. In July when allocating the final performance rating, the staff member's performance in other positions over the PDS cycle must be considered. In accordance with the EA, a rating of 'reliable and meaningful contribution' or higher will enable a progression to the next salary increment if applicable.

Will approved leave remain approved?

Yes, any approved leave will be maintained and staff should inform their new manager of this. Working arrangements such as office hours may need to be renegotiated to ensure operational requirements are met. Flexible work agreements such as part-time will be considered.

Will Studybank remain approved?

The agreed Studybank support will continue and the BSC will be responsible for any reimbursements that need to be made. At the beginning of each semester Studybank entitlements will be considered according to current work environment.

How will home based work (HBW) or outposting arrangements be managed?

HBW and outposting arrangement will be managed on a case-by-case basis. The Remuneration Committee approval for HBW or an outposting work arrangement is for a specific period, position and person. If any of these specifics changes a new approval would be required.

Can staff being case-managed for a Work Health Safety issue be reassigned to the BSC?

This will need to be managed on a case by case basis. The first consideration should be whether the position the staff member is attached to is unfunded. This will be determined through the identification of divisional priorities during business planning. If the position the staff member is attached to is unfunded and the person is back at work full time and being monitored, then there should not be an issue with the staff member being reassigned to the BSC.

Should a graduated return to work be in place or the staff member is on long term leave, this will need to be considered differently. In these cases, please email the [Work Environment Support Team](#) for advice.

When will the BSC commence operations?

The BSC will commence on 1 December 2013. Once implemented, the BSC will replace the Reassignment Stream.

Who is responsible for establishing the BSC?

An Organisational Change Taskforce in Capability Branch is establishing and implementing the BSC. Questions on the BSC can be emailed to the Organisational Change Taskforce [inbox](#).

Corporate Plan

What is the Corporate Plan?

Our Corporate Plan sets out our high level strategic direction – our vision, priorities and expectations about how we will go about achieving these. It is vital that everyone has a clear line of sight from our individual roles to the Corporate Plan.

How has the draft Corporate Plan been developed?

An SES working group has developed the [draft Corporate Plan for 2014-17](#) based on our goals, aspiration and challenges. Following staff feedback being considered the Corporate Plan will be finalised and distributed.

How does the Corporate Plan relate to PDS agreements?

Divisional and branch business plans will be developed alongside the Corporate Plan, considering the Portfolio Budget Statements

and the department's People Strategy.

These plans align with, and support delivery of, the Corporate Plan and achievement of the department's vision, goals and priorities. PDS agreements underpin these plans, setting out individuals' performance and development expectations for the year. Staff are encouraged to refer to the Corporate Plan when developing or reviewing their PDS agreement.

Managing our staffing levels

What are the principles and actions for managing staff numbers?

To ensure we continue to operate within existing resources, Managing Staff Numbers principles and actions have been approved by the Executive. Key actions include looking at our internal ongoing staff when filling vacancies in the first instance, continuing to focus on the departments EL:APS ratio, and ensuring we have the right people with the right skills in the available positions. Further to internal candidate sourcing, APS wide staff are to be considered for all vacancies before external recruitment activity. Divisions are responsible for managing their staff members and, as is the usual practice, managers will speak to their staff about their positions.

What resources are available to assist with recruitment decisions?

A checklist has been designed to assist divisions when considering if a recruitment activity progresses, such as filling a vacancy, extending a non-ongoing staff member or proposing higher duties.

How many positions does the department need to reduce by?

The 2013-14 business planning process showed that, to meet our staffing allocation budget, we had to reduce staffing levels by approximately 400 FTE this year. Of this target, we expected approximately 12-14 of these positions would be SES officers, approximately 200 would be EL staff and around 190 would be non-ongoing staff. The full impacts of the Machinery of Government (MoG) moves and implementation of the new structure on our staffing numbers are not yet fully known. The second round of business planning from 21 October till 15 November 2013 will further inform the department's staffing reductions and staff will be kept informed.

Do the staffing reductions apply to staff in TGA and/or NICNAS or are they exempt from the whole process?

Staff at TGA and NICNAS are not specifically included in the department's process; however cost recovery agencies have been encouraged to continue their focus on efficient delivery for industry.

Will staff need to be reassigned within the department?

Yes. Across the department, any jobs that need to be filled must be done so by our current staff. This will be managed, at first, within divisions as part of business planning and managing work and teams. The department is also establishing the BSC to ensure staff are given priority when filling positions. Staff in the BSC will be considered for any vacancies within the department for which they have suitable qualifications, skills and experience. This includes positions that the staff member can be appropriately trained to undertake within a reasonable period of time. For more information please see the BSC FAQs.

Will staff be expected to cover the same work with fewer resources?

No. We have to work together so this doesn't happen. This means focusing on implementing change effectively, managing workloads, working differently and prioritising work.

What will happen to non-ongoing employees?

Non-ongoing employees are on contracts for specified periods and for specified projects. Divisions are responsible for managing their staff members and as is the usual practice, managers will speak to their non-ongoing employees about their positions. As flagged in the Secretary's message, extensions of non-ongoing staff arrangements must be approved at Deputy Secretary level.

How does the department justify performance pay while reducing staff numbers and finding savings?

Staff remuneration is reviewed as part of the enterprise bargaining process – the new round of which will begin in the coming months.

The department has not rolled performance pay into base salaries for EL2s or SES where many other APS agencies have. This component of remuneration is a payment that is not guaranteed but earned on performance. The department's average total remuneration for EL and SES staff in 2011-12 was the same as the APS average.

How will the focus on reducing EL1 and EL2 numbers work where there are teams of professional specialists?

Positions are to be aligned with the department's work level standards to ensure work is being performed at the correct classification. We recognise that the EL:APS ratio will be higher in some teams due to the specialist nature of some individual positions.

Will there be Voluntary Redundancies (VRs)?

The Executive have agreed to run a limited VR program to assist the department meet its budget. Staff interested in a VR should express their interest by emailing the [VR inbox](#) following a discussion with their manager. All EOIs must be received by cob Friday 15 November 2013. Staff who have previously expressed an interest should also confirm their interest is still current. More information on VRs can be found on the VR page of the [intranet](#).

Is the department going to increase the number of part time and job sharing positions?

Staff are encouraged to consider options for a better work/life balance such as part time work arrangement or job sharing a position. Arrangements are to be agreed with a staff member's manager.

What is job sharing?

Job sharing is the design of a position where two (or more) people fulfill the duties and responsibilities of one full time position. The job share arrangement can be based on hours or days split between the occupants.

Job sharing can bring a number of advantages for both the department and the staff member. For example, two sets of experience and perspectives in one position; productivity increases as staff have more balance and increased morale, continuous job coverage during various leave and greater retention of crucial skills and capabilities. It is important that the arrangement matches the needs of the department, the requirements of the position being filled and the characteristics of the staff members involved.

Some common forms of job sharing include:

- shared responsibility - no division of duties/responsibilities
- divided responsibility - same work is split clearly into different groups
- unrelated responsibility - work is split based on different skills sets required.

Before entering into a job-sharing arrangement ensure an analysis is undertaken of the position to be shared and consider outcomes such as the tasks and results required. Consider the skills and capabilities of the job-sharers and clearly define the operation of arrangement.

When entering a job share arrangement ensure there are clear lines of communication and reporting, clear parameters and a built in review period. The details should also be included in a written agreement between managers and the staff members concerned.

Job sizing and reclassification

What is job sizing?

Job sizing is the assessment of job requirements against the capabilities expected at each classification level. This informs what classification a specific job should be classified as.

Why is job sizing important?

It is important that positions are aligned with the department's [work level standards](#) and [capability map](#) to ensure work is being performed at the correct classification.

Part of the organisation change program involves ensuring the department's positions are classified correctly and a consistent methodology is applied.

Why is job sizing being implemented?

An assessment of the department indicated that not all staffing levels are aligned with the work level standards and capability map. This suggests that work is being undertaken at the incorrect classification and should be realigned accordingly.

In order to ensure staff are undertaking work at the correct classification, with consistency across the department, the role evaluation tool has been established. This tool evaluates the work typically undertaken in a job and it not an indication of the ability of the staff member whom holds the position. The relevant job descriptions for each job family should also be considered when job sizing a position.

Will job sizing a position mean staff are expected to do more?

Job sizing positions ensures that work is being performed at the correct classification. As a result of job sizing, the duties of a position may change so that the position aligns with the work level standards. It does not mean that staff are expected to work beyond their classification.

Will job sizing mean doing the same work at a lower classification?

This will depend on how the position is classified after job sizing. If a position has been incorrectly classified at a higher level, it is expected that the work will continue at the appropriate classification. That may mean the work continues as before, but at a lower (appropriate) classification. The staff member would then need to consider options such as voluntarily reducing their classification.

What happens if a position is reclassified?

Where an existing position is reclassified to a lower classification to align the department's work level standards, a staff member may volunteer to reduce their classification and continue in the position, or the department may seek to reassign other duties to the staff member at their substantive classification in accordance with EA Clause 69.1. Where an existing position is subject to reclassification the process for undertaking consultation with the affected staff member should be in accordance with legislative requirement of the Public Service Act; subordinate legislation; and the department's EA.

What does a voluntary reduction of classification mean?

A voluntary reduction in classification means the staff member would choose to move from their existing substantive classification to a lower classification (e.g. APS6 to APS5). A voluntary reduction in classification is not related to HDA, it relates to the staff member's substantive position. This may provide the opportunity for staff to consider options for flexible working arrangements, such as part-time work, job-sharing or a voluntary reduction in classification.

If a staff member (e.g. substantive EL1) volunteers for a reduced classification (e.g. APS 6), will they be eligible to apply for future EL1 positions on an 'at-level' basis or will they have to apply for a promotion?

Should a staff member volunteer for a permanent reduction in classification, be assigned a lower classification and then at a later date wish to move to a higher classification, they will need to apply for the higher classification through a merit process in the same or another agency.

If a staff member volunteers for a reduced classification, what pay point will they be placed on?

Where a staff member seeks a voluntary permanent reduction in classification the Secretary determines the remuneration to apply to the staff member. It would be expected that this be in accordance with the pay range for that level as per the EA.

How does a voluntary reduction in classification affect superannuation?

The potential effect of a voluntary reduction in classification on superannuation is dependent on the rules of the particular superannuation scheme the staff member is part of.

The following information sheets are available at the scheme internet sites for employees who are members of the Commonwealth defined benefits schemes (i.e. the Commonwealth Superannuation Scheme or Public Sector Superannuation Scheme);

CSS – Salary reductions and your super

"Generally, a reduction in your actual salary will not affect your superannuation unless you elect for it to do so."

PSS – Salary reductions and your PSS super

“Your superannuation salary cannot reduce from a previously qualified amount.”

The employer contributions for members of the Public Sector Superannuation accumulation plan (PSSap) and other accumulation superannuation funds are based on Ordinary Time Earnings (OTE), as specified in Section 23 of the department's EA. A salary decrease due to a classification reduction would potentially reduce an employee's OTE and as a result the amount of their employer superannuation contributions.

Note: The advice provided in the FAQ is general and it is important for staff who are contemplating a reduction in classification to contact their superannuation scheme administrator or to seek independent professional financial advice regarding the potential financial implications of a reduction in classification, which takes account of their particular financial circumstances and needs.

Is a reduction in classification gazetted and is it applicable across the entire APS (i.e. not limited to departmental positions only)?

In accordance with the Commissioner's Directions (2.29), where there is an agreement to voluntarily reduce classification and the vacancy was not previously notified in the Gazette, the voluntary reduction does not need to be notified in the Gazette. If the staff member then seeks to move to another APS agency, in the absence of a merit process, the movement would be at the assigned classification level.

Higher Duties Allowance (HDA)

Will HDA be ceased or re-evaluated?

Extending or continuing higher duties depends on the operational requirements of the relevant area. Extensions to HDA arrangements must be discussed and agreed at the Deputy Secretary level. If there is a longer-term need for the backfilling of a position, suitable staff from the BSC will be utilised. Work areas need to consider appropriate work level standards and the capability map as part of this process. If managers are in doubt as to whether a position is at the correct classification they should refer to the department's role evaluation tool and work level standards.

How will ceasing HDA not mean staff will do higher duties for less pay?

HDA arrangements will continue to be assessed in terms of operational requirements. This does not mean that all HDA arrangements will cease, but that we need to ensure work is being done at the correct classification and meets operational requirements. In line with the EA, staff performing higher duties will be remunerated at the level of the duties performed.

Will positions be back-filled for higher duties?

Higher duties arrangements will continue to be assessed in terms of the operational requirements of an area to fill a vacant position on a temporary basis, and will continue to be subject to the associated conditions and provisions of the EA and relevant departmental policies. In line with current arrangements, if there is an identified need for a position to be backfilled as a result of the current occupant being on higher duties in another position then this can occur (noting Deputy Secretary approval is required).

Support for staff

What support is available to staff?

The department will provide support to staff throughout the change program, including directly from managers, through the change management workshops; resilience seminars; and by providing Change Management Resources. Our Employee Assistance Program (EAP) is also available to all staff and immediate family members for confidential counselling and support by phoning 1300 361 008.

Who do staff go to for support?

Managers should be the first point of contact if staff have any questions about their position. Our SES and EL staff as managers have a very important role to play to ensure their teams understand and are committed to the change.

Organisational Change

Are there other support avenues for staff?

While it is expected that managers are the first point of contact for information and support structures, staff may also like to discuss options for support with the following corporate support areas:

- [Learning and Development](#)
- [Work Environment Support Team](#)
- [Performance Management Solutions](#)
- [Organisational Change Taskforce](#)

What additional support is available for managers?

The department is running [change management workshops](#) which focus on how managers can support staff (see the learning portal in SAP ESS for more information and to book a place). There is also a specific service (the Managers' Hotline) dedicated to helping managers pro-actively assist their people. Managers can call the hotline at any time on 1300 361 008. Their service is free and absolutely confidential.

What learning and development support is available to staff?

Staff and managers should consider training needs and up-skilling opportunities throughout the change program. The department's core curriculum calendar for 2013-2014 is available on the [intranet](#) and courses can be booked through the learning portal in SAP ESS.

What support is in place for staff in the BSC?

A training program is being developed for staff in the BSC and managers of staff in the BSC should consider retraining/up-skilling opportunities for staff to assist them in transitioning to a new position. The liaison and management team in the BSC will also provide ongoing support to staff in the BSC by assisting with up-skilling opportunities.

What are staff members review rights if they don't agree with a decision that changes work circumstances?

The avenues of appeal or complaint are those already available under the Fair Treatment and Review of Actions provisions within the [EA \(Clause 83\)](#) and associated [Fair Treatment and Review of Actions Policy](#). This provides both informal and formal mechanisms to resolve an issue in the workplace.

Page last modified: 05 November, 2013

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Change Support for Department of Health Staff 2010-11 to 2013-14 Funded through existing Learning and Development Budget

Attachment

D.

Support	Description
2010-11 FY	
Change Readiness	Seminars - 4 different topics for staff and managers
Managing People	2 day training program - incorporating change support
Employee Assistance Program (EAP) Resilience Information Sessions - All staff	Theatre sessions focussed on understanding resilience and strategies to help self and others
EAP on-going support as required	Face-to-face and telephone counselling, Online support and Manager's Hotline
2011-12 FY	
Change Readiness	Seminars - 4 different topics for staff and managers
Managing People	2 day training program - incorporating change support
EAP on-going support as required	Face-to-face and telephone counselling, Online support and Manager's Hotline
2012-13 FY	
Managing People	2 day training program - incorporating change support
EAP on-going support as required	Face-to-face and telephone counselling, Online support and Manager's Hotline
2013-14 YTD - 20/11/2013	
EAP Resilience Information Sessions - All staff	Theatre sessions focussed on understanding resilience and strategies to help self and others
EAP Resilience Information Sessions - Managers/Leaders	Theatre sessions focussed on understanding resilience and leading on strategies to help self and others
EAP Resilience Workshops	Team-based workshops (3hrs) to apply resilience lessons to work situation
EAP On-Site Support (from 11 November onwards)	Counsellor service on-site to support staff
EAP on-going support as required	Face-to-face and telephone counselling, Online support and Manager's Hotline
Change Support Workshops - All staff	Practical workshops focussing on change theory and its application in the workplace
Change Support Workshops - Managers	Practical workshops focussing on change theory and the responsibilities/expectations of managers
Grant Services Division (GSD) Support workshops - SES	Workshop for the executive team to focus on leading people in the formation of a new division
GSD Support workshops - EL2	Workshops for the senior middle management team to focus on leading people in the formation of a new division
GSD Support workshops - EL1/APS6	Workshops for middle managers to focus on team building and supporting people in the formation of a new division
GSD Induction	Facilitated workshop for all staff to support
Business Services Centre (BSC) information sessions scheduled 21 and 22 November	Theatre sessions for any staff interested in finding out about the BSC
Managing People - 2 day training program	2 day training program - incorporating change support

SENATE ESTIMATES

ANSWERS TO ESTIMATES QUESTIONS ON NOTICE

Supplementary Budget Estimates 2013-14, 20 November 2013

Number: E13-229
Topic: Change Management
Outcome: 0 - Whole of Portfolio

Cleared by:

Name: Adam Davey
Position: First Assistant Secretary
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AD 23/12

Contact Officer:

Name: Kylie Perrin
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Minister

The attached proposed answer is submitted for information.



First Assistant Secretary
People, Capability & Communication
Division


09/01/14
Date



Director
Parliamentary

16.1.14
Date

Noted



Adviser / Minister

21.1.14
Date