Appendix C - Structural Change Management

Example Human Resources Plan No. 1

# This HR Plan has been developed to assist agencies when preparing any change management plan. It is not intended to be prescriptive and should be adapted, as appropriate, to reflect the needs and circumstances of the agency.

# Introduction

The recent announcement by [agency, position or person’s name] will result in a number of changes occurring over the coming months that will impact on staff to varying degrees.

The change will be critical to [implementing the government’s policy and improving service delivery and governance].

The [Director General] and the [agency] is committed to assisting staff through the change management process.

# Purpose

The purpose of this Human Resource Plan (the plan) is to provide information to staff who may be affected by the change program about the way in which the changes will be managed and the support available to them during this period.

The plan has a strong focus upon issues related to the impact on staff of the proposed changes and upon processes for the placement of staff in the new structure.

# Responsibility

## Employer's responsibility

The [agency name] has a fundamental commitment to assist employees as much as possible during the change management process. It undertakes to keep employees informed of all relevant developments and to provide employees with access to appropriate personal and career support assistance.

## Employee's responsibility

It is important that each employee recognises it is in their own interest to participate in the change processes and raise any matters of concern. Employees have the responsibility to actively pursue appropriate opportunities and should carefully consider all the options open to them in making decisions about any position change.

# Legislation, policy and guidelines

Underpinning the processes articulated in this plan are a number of legislative and other instruments and guides that apply when change is occurring within public sector organisations.

# Communication strategy

A detailed Communication Strategy has been developed and includes the following components:

* [regular newsletters to all staff
* direct access to the (director general/ Human Resource Director)
* staff information sessions (where there is a significant whole-of-agency issue to be raised. Managers, however, will be the primary source of information in this regard).
* Frequently Asked Questions (FAQs) in future newsletters.]

All staff will be notified of developments as soon as practicable and also in writing.

## Union consultation

There will be regular briefings and meetings with the relevant union and joint consultative committee.

## Grievance process

The agency’s grievance process is available to staff should a matter arise from the change management process.

# Process for filling positions in the new structure

## Creation of the new structures

The reform is likely to result in changes to existing staffing structures, changes to existing roles and responsibilities and the creation of new positions.

## Like-to-like transfers

Like-to-like transfer will be the preferred mechanism for placement of staff in the new structures. The [agency name] will endeavour to fill as many positions as possible in the new structure through like-to-like transfers.

## Assessment of like-to-like transfers

In assessing whether a staff member can be transferred to a position on the basis of a like-to-like transfer, the following factors will be considered:

* transfers need to occur in accordance with the Employment Standard, industrial awards and agreements or other legislation including the *Public Sector Management (Redeployment and Redundancy) Regulations 2014*
* the responsibilities and duties of the new position compared to the employee's substantive position. Like-to-like transfers may apply where likeness exists in the major functions and responsibilities of a person’s current job and a job under the new structure
* the classification of the new position is comparable to the classification of the employee’s substantive position. Transfers are based on the employee’s substantive classification, irrespective of hitherto receiving higher duties, special duties or temporary special allowances
* the total hours of duty are comparable with the employee’s contract of employment. Where a differential in hours exists, the matter will be negotiated with affected parties
* like-to-like transfers are only possible where the number of jobs available matches or exceeds the number of staff to be placed. Where more employees than positions exist at level, an appropriate merit-based selection process will be necessary. All selection decisions must be capable of review.

## Other transfers

All employees remaining unplaced after like-to-like transfers have been effected may be eligible for transfer to vacant jobs as opportunities present. These opportunities will only be at the employee’s substantive level.

## Acting opportunities

The placement of staff in the new structures will generally be on a permanent basis.

If it is necessary to make interim (acting) appointments due to operational imperatives, the following principles will apply:

* Expressions of interest will be sought from affected employees initially.
* Expressions of interest will be open for a minimum of [x number of] days.
* The responsible managers must ensure that a fair assessment of all applicants for the acting opportunity is conducted and that the decision is capable of review.
* All applicants will be provided with the opportunity to receive feedback on their application.

## Interim arrangements

The manager may determine interim arrangements to apply with respect to positions unfilled through the like-to-like and transfer processes in accordance with [agency] policy.

## Merit-based selection

Positions in the new structure that are not filled by transfer (like-to-like or other) or subject to interim arrangements determined by the manager, will be advertised as soon as reasonably practicable, subject to redeployment clearance.

# Options

The implementation of change for various areas may occur at different stages. As soon as reasonably practicable, staff directly affected will be offered the opportunity of an individual interview with their Director to discuss their options. During the interview, a number of matters will be discussed in confidence, including:

* ensuring that the staff member has access to information and appropriate counselling services
* discussing options that may be available concerning placement, relocation, redeployment or retraining
* developing a plan of action for the individual.

# Staff support

All affected staff will have access to the following support schemes and are encouraged to use them if they require assistance during any restructuring process.

Human Resource staff will be available to answer any queries regarding human resource issues. This option should initially be considered for first discussions concerning career moves.

All unions are fully aware of the circumstances surrounding these discussions and are available for advice as to entitlements or options.

## Personal counselling

Staff who may be concerned or suffering problems related to the restructuring process are invited to contact their Employee Assistance Provider. Human Resource staff will distribute contact details on confidential counselling services available to employees. These services are free of charge to staff and their immediate family.

Employees considering voluntary severance are encouraged to seek financial counselling.