Appendix D - Structural Change Management

Example Human Resources Plan No. 2

### 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.

# Purpose of this plan

The purpose of this plan is to guide the [agency name] implementation of a new structure. This includes identifying the activities and changes likely to occur as part of the implementation process.

This plan provides general information to assist employees at all levels understand how [agency name] intends to implement the new structure. This includes the placement of employees into the new structure and the process of managing any employees whose positions have not been identified within the new structure.

# Implementing a new structure

The introduction of a new structure may result in changes to existing divisional structures. This may involve:

* changes to the roles and responsibilities of existing positions
* identification of positions that are no longer relevant to the operational requirements of the new organisation
* creation of some new positions
* changes to an employee’s location or reporting arrangements.

The new structure will be developed and implemented through a number of activities. These include:

* advising employees of the intention to implement a new structure and the possibility of not retaining all of its current positions (FTE)
* consideration of the Strategic Plan and budget. Reviews of divisional structures will identify the number of and classification of positions (FTE) required to fulfil priorities
* directors consulting employees to consolidate their divisional structure
* employees being provided with a copy of the proposed structure and notification occurring in accordance with the relevant award and industrial agreement
* divisional structures being confirmed.

The process of implementation will begin after confirmed by the [Director General].

# Anticipated timeframes

|  |  |
| --- | --- |
| **Month** | * [Director General] introduces the Strategic Plan, having discussed the intention to implement a new structure in consideration of the budget allocation
* information provided to staff about the restructure process
* consult employees.
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| **Month** | * directors discuss possible structure implications with their divisional employees
* proposed divisional structures developed
* employees provided with a copy of the proposed structure
* directors present the final (permanent) structure to divisional employees.
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# Guiding principles – implementation

In implementing a permanent structure [agency name] will be guided by the following principles:

* completing the process as soon as possible
* informing employees during the process
* consulting employees and relevant stakeholders during the process
* assisting employees during the process.

# Role of employees

Employees should take an active role in the process by:

* participating in consultation sessions
* seeking clarification on any matters of concern
* preparing themselves for change
* considering all the options available when making career decisions.

Employees are encouraged to inform themselves by accessing relevant guides.

# Role of the directors

The directors are responsible for ensuring employees in their divisions are kept informed during the review of division structures. This may be via team meetings, divisional meetings, specific briefing sessions or emails.

Directors are responsible for ensuring employees in their divisions are advised of the structure once a proposed structure has been finalised.

Employees are to be provided with a copy of the finalised structure.

Employees whose positions are not identified in the new structure will have the opportunity to discuss any issues or concerns with their manager and/or director.

[Agency name] will give prompt consideration to matters raised by employees.

# Process for filling positions

The approach to be taken will involve the following processes.

In the first instance, where possible, the filling of positions will be affected through the movement by “like to like” transfer of existing employees. This includes:

* Where a position remains unchanged and is currently filled by an employee, that employee will continue to hold the position.
* Where there is an equal number of positions available, employees will be considered for a transfer into a similar position within their division in the first instance, and then within the wider agency.
* Where there are more employees than vacant positions, the agency may choose an appropriate process to fill the positions.

Like-to-like transfers involve the filling of positions at the same level, by employees, where the jobs are similar.

In assessing whether an employee can be moved into a position on the basis of a like-to-like transfer, the following is taken into consideration:

* 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 position compared with the employee’s substantive position
* the classification of the position being equivalent to the classification of the existing employee’s substantive position

In accordance with Commissioner’s Instruction No 1: Employment Standard, all decisions will be transparent and capable of review.

## Filling vacancies

Unless notified of changes, current acting and/or secondment arrangements will continue until positions are filled substantively.

In some circumstances, this may include an employee being held against a role that has a lower classification than their substantive classification and being ‘salary maintained’ at their substantive level.

## Acting opportunities

Once revised divisional structures are known, the placement of employees in positions will generally be on a permanent basis. However, if it is necessary for an employee to act in a position, this will occur in accordance with Commissioner’s Instruction No 2: Filling a Public Sector Vacancy.

## Merit-based selection

Where there are vacant positions remaining that are not filled by transfers of employees, these will be advertised and filled in accordance with Commissioner’s Instruction No 1-Employment Standard and Commissioner’s Instruction No 2- Filling a Public Sector Vacancy.

# Redeployment and redundancy options

An employee whose position is abolished or who is surplus to the requirements of the agency is identified as a “registrable employee”.

Registrable employees who are unsuccessful in securing a position in the new structure will be provided with case management assistance and other support services by the agency to help them secure alternative employment. Registrable employees will have priority access to suitable internal placements and be provided with meaningful work.

Directors will continue to have management responsibilities until career transition outcomes are effected.

# Assignment of redeployment case manager

Registrable employees will be assigned a case manager who will support their efforts throughout the redeployment process.

In accordance with the *Public Sector Management (Redeployment and Redundancy) Regulations 2014*, registrable employees are provided with details of the circumstances leading to the person becoming a registrable employee.

Following notification that an employee is or will become a registrable employee, the case manager will make contact with the registrable employee.

At that time, a number of matters may be discussed including: potential placement options; retraining and voluntary severance options; and the availability of appropriate career and other personal support services.

# Voluntary severance

When considered an appropriate option, the CEO may offer voluntary severance to a registrable employee.

## Redeployment

Registrable employees who are unable to be transferred to another position within the agency may be registered for redeployment.

Registration provides employees with the opportunity to be redeployed to another public sector position within a six month redeployment period. During that time they will have priority access to alternative public sector positions, they are capable of performing and which:

* match their experience, qualifications and competencies
* have a rate of pay as close as is reasonably practicable to their former job and is not less than 80 per cent nor greater than 110 per cent of their existing rate.

Redeployment case managers have access to all public sector vacancies through RAMS. Any positions that appear to provide a realistic placement will be placed on hold and discussed with the redeployee. Where a suitable match exists, a referral will be made to the employing authority to assess the employee’s suitability for placement.

If a registered employee accepts a position that has a lower rate of pay to the pay rate they received in their previous substantive position, they are entitled to continue to receive their former rate of pay for six months.

While awaiting redeployment, relevant managers will continue to be responsible for the payment of salaries and providing work. The employee remains an employee of that division and is not to be treated any differently from other employees occupying substantive roles.

# Following redeployment, employees will have their leave entitlements transferred to the new public sector employer.

# Support services

Employees are encouraged to discuss issues of concern with their director, including queries regarding implementation of the permanent structure or the processes involved in establishing and filling vacancies.

In addition, employees will have access to the following support services.

## Personal counselling services

The employee assistance program is a confidential service available free of charge to employees.

# Grievance procedures

The relevant policy and procedures will be used to manage any grievances which may be lodged as a result of the implementation of the permanent structure.

Reference should also be made to the applicable award/agreement procedures.

# Legislation, policy and guidelines

Key legislation, Commissioner’s Instructions and guidelines apply when change occurs. They include:

* *Public Sector Management Act 1994* (Part 6) and the associated *Public Sector Management (Redeployment and Redundancy) Regulations 2014*
* Commissioner’s Instruction No 11 - Redeployment Standard
* Commissioners Instruction No 12 –Redeployment and Redundancy
* Redeployment and Redundancy Guidelines
* Public Sector Standards in Human Resource Management
* Western Australian Public Sector Code of Ethics and Public Sector Commission’s Code of Conduct
* *Industrial Relations Act 1979*
* Applicable award/agreement.