

SESLHD POLICY COVER SHEET



Health
South Eastern Sydney
Local Health District

NAME OF DOCUMENT	Management of Organisational Restructures and Other Reforms in SESLHD
TYPE OF DOCUMENT	Procedure
DOCUMENT NUMBER	SESLHDPD/180
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LEVEL OF EVIDENCE	National Safety and Quality Health Service Standard 1 – Governance for Safety and Quality in Health Service Organisations PD2012_021 Managing Excess Staff in the NSW Health Service
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FORMER REFERENCE(S)	PD 245
EXECUTIVE SPONSOR or EXECUTIVE CLINICAL SPONSOR	Joy Hiley Director Workforce Services
AUTHOR	HR Advisory Services Team
POSITION RESPONSIBLE FOR THE DOCUMENT	Joy Hiley Director Workforce Services
KEY TERMS	Restructure, affected person, excess person, union, redeployment, voluntary redundancy, forced redundancy, 3 month retention period, salary maintenance
SUMMARY	This document sets out the procedures for managing organisational restructures and re-design within SESLHD including: <ul style="list-style-type: none"> ○ Managing the restructure process; ○ Managing redeployment of affected and excess staff; and ○ Managing offers of voluntary redundancy ○ Managing forced redundancy

COMPLIANCE WITH THIS DOCUMENT IS MANDATORY

Feedback about this document can be sent to seslhexecutiveservices@sesiahs.health.nsw.gov.au

1. POLICY STATEMENT

This document is a procedural guide to NSW Health *PD2012_021 Managing Excess Staff of the NSW Health Service* when managing organisational restructures and re-design in South Eastern Sydney Local Health District (SESLHD)

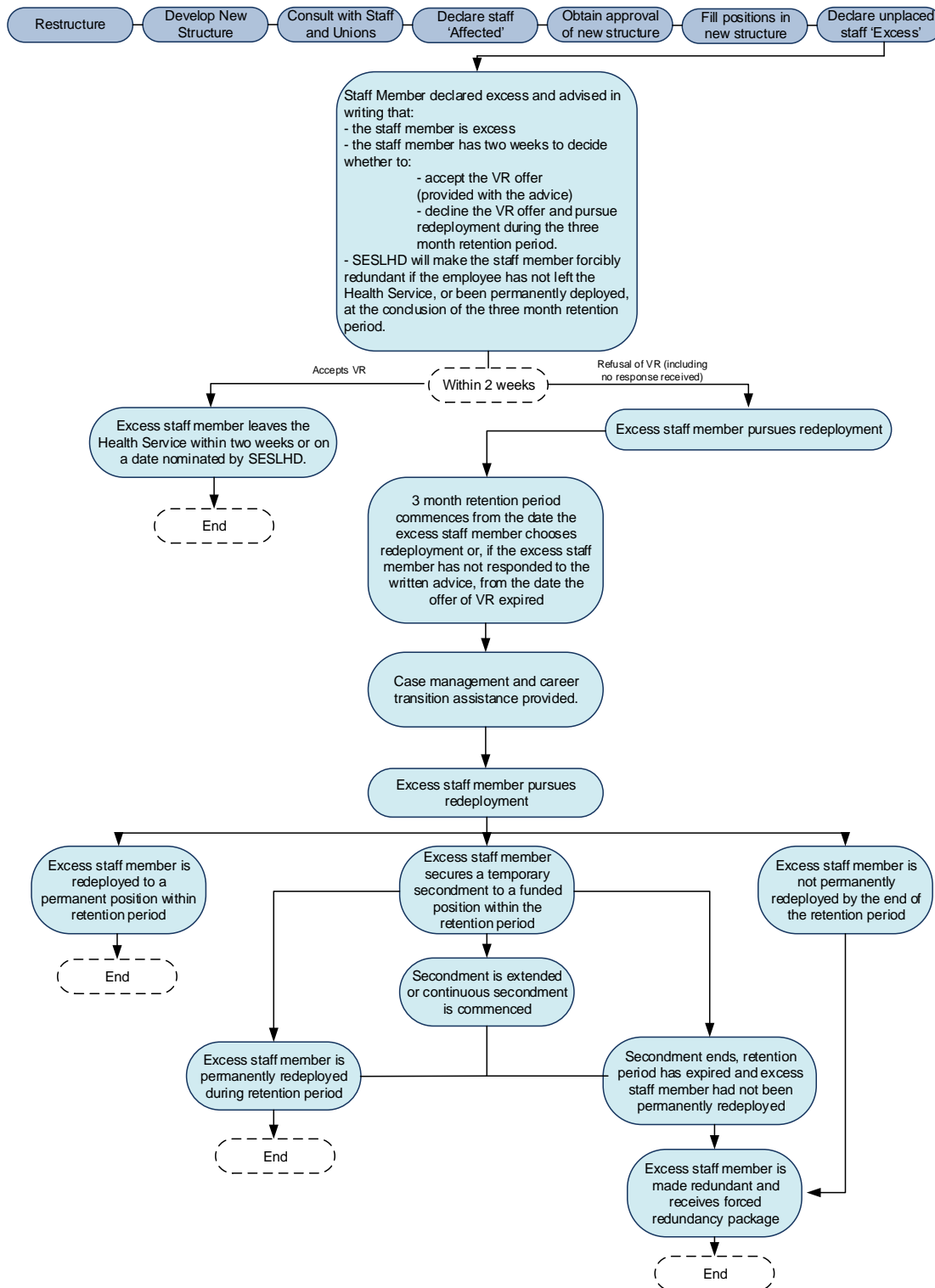
From time to time, SESLHD implements a range of workplace change initiatives, which may include organisational realignment or restructuring of work units. These initiatives all have the potential to affect staff, and must be managed in accordance with *PD2012_021 Managing Excess Staff of the NSW Health Service*.

This document outlines the procedures involved in establishing new or re-designed structures and consulting with staff and unions. When affected staff become excess they choose to either accept a voluntary redundancy, or, to decline a voluntary redundancy in favour of redeployment. This document outlines these options, and provides information on voluntary redundancy provisions as well as an emphasis on case management for those employees who choose redeployment. Where redeployment within three calendar months does not occur, the staff member will be made forcibly redundant.

It is imperative that a consistent approach to organisational restructures and re-design across SESLHD is taken to help ensure a smooth and transparent transition process for staff, management and unions.

Management of Organisational Restructures and other Reforms in SESLHD

SESLHDPD/180



2. BACKGROUND

This document is a procedural guide to *PD2012_021 Managing Excess Staff of the NSW Health Service* when managing change in SESLHD.

The definitions under Section 1.2 of PD2012_021 also apply to this document:

Affected staff: are staff members whose positions have been deleted, altered or relocated as a result of organisational change and who will become excess if they are not placed in a position within the new structure.

Employer: Chief Executives of organisations in the public health system are authorised to exercise the functions of employer under these procedures in relation to staff in the Division of the NSW Health Service corresponding to the organisation, subject to any conditions or limitations set out in these procedures.

Equivalent salary: In relation to redeployment, equivalent salary is defined as within 5% of the staff member's existing salary. The maximum salary in the award classification salary range of the matched position must be within 5% of the maximum salary of the award classification salary range of the excess staff member's former substantive position.

Excess Staff: means members of staff of the NSW Health Service who are advised in writing that they no longer have a substantive position in the Division of the NSW Health Service in which they are employed and where no suitable vacant permanent or temporary positions are available. Once an excess staff member is appointed to a permanent position, that staff member is no longer considered excess.

Existing salary: is the rate of pay that applied to the excess staff member's deleted position. It includes allowances in the nature of salary and any award, incremental or Health Secretary determined increase to which the staff member would have been entitled. It does not include shift penalties. Allowances in the nature of salary are those allowances that are paid by the employer for a specific skill, duty or qualification which were permanently required as part of the deleted position. Disability, expense based and on call allowances are not included in a staff member's existing salary.

Home organisation: means the organisation within the public health system from which a staff member is declared excess.

NSW Health Service: consists of those persons who are employed under Chapter 9, Part 1 of the *Health Services Act 1997* by the Government of New South Wales in the service of the Crown. For the purposes of these procedures, members of the Health Executive Service are excluded.

Public health system: includes local health districts, statutory health corporations, affiliated health organisations in respect of their recognised establishments or services, the Ambulance Service of NSW, HealthShare, Health Infrastructure and any administrative unit or Division under the control of the Director-General or NSW Ministry of Health in respect of which staff of the NSW Health Service are employed.

Recruiting organisation: means an organisation in the public health system that may recruit an excess staff member who has opted for redeployment.

Redeployment: means permanent placement in a suitable vacant permanent position in the NSW Health Service.

Suitable position: is a position where the excess staff member can meet the selection criteria for the position, or is likely to perform adequately in the position in a reasonable period of time, given access to appropriate training and support, and the position is of equivalent salary to the excess staff member's former substantive position (or lower, if the staff member consents); and the position is located within reasonable commuting distance, or at any other location agreed to by the excess staff member.

Voluntary redundancy program (VRP): A program, approved by the Director- General, in which expressions of interest in voluntary redundancies are sought from group of staff members.

3. RESPONSIBILITIES

3.1 Excess Staff will:

- Seek appropriate financial advice prior to accepting a voluntary redundancy
- Meet with their Case Manager on a regular basis
- Participate fully in the redeployment process and maintain a proactive job search
- Undertake reasonable retraining, if required, at home cost centre expense. Training costs may include course fees, registration fees, books and materials
- Make themselves available to be considered for retraining and redeployment
- Accept reasonable redeployment opportunities

3.2 Human Resources Advisory Services will:

- Provide support to managers in the development of the Restructure Plan and consultation with unions
- Request Voluntary Redundancy estimates for excess staff members from HealthShare
- Register the status of excess and affected staff within the NSW Health Recruitment and Onboarding System (ROB)
- Ensure they are familiar with the staff member's capabilities and experience, and their preferences for employment
- Develop an individual Redeployment Plan to assist the staff member to identify skills gaps, and training requirements
- Act as Case Manager and meet with excess staff on a regular basis
- Facilitate the job matching and redeployment process for affected and excess staff
- Provide support and assistance to the staff member if they express an interest in transferring to another LHD, or another NSW public sector agency
- Monitor the progress of priority assessments using the Priority Assessment form (Attachment 6F)
- Monitor the progress of trial placements, and excess staff members on temporary contracts
- Identify suitable vacant positions at grade prior to processing them for advertising
- Provide reports to the Ministry of Health as required regarding excess employees, voluntary redundancies offered, and case management of excess employees

3.3 Managers will (in consultation with Workforce Services):

- Develop a Restructure Plan proposal and seek in-principle approval from a tier 2 Director
- Consult with staff and unions on restructure proposals
- Declare staff 'affected' and advise staff in writing
- Advise the Chief Executive via brief (Attachment 4F) of excess staff members and seek approval to offer voluntary redundancies
- Release excess staff for redeployment opportunities as soon as practicable;
- Accept excess staff into funded vacancies
- Allocate 'meaningful' work funded from within the cost centre, to excess staff until they accept a voluntary redundancy or are permanently redeployed, or are made forcibly redundant

3.4 General Managers/Service Directors will:

- Review and approve restructure proposal plans within their facility or service

3.5 Chief Executive will:

- Review and approve major restructure proposal plans for SESLHD Directorates
- Declare staff members excess and approve the offer of voluntary redundancies

4. PROCEDURE – MANAGING THE RESTRUCTURE PROCESS

4.1 Developing a New Structure and In-Principle Approval

- 4.1.1 Managers seeking to restructure a unit or area must develop a Restructure Consultation Document (Template available on Manager's Template site). This should include:
- Background and reason for the restructure;
 - Objectives of the restructure;
 - Likely impact on services and functions;
 - Likely impact on funding;
 - Current and proposed organisation chart;
 - Current and proposed FTE establishment;
 - Current and proposed position descriptions (as graded by the relevant Grading Committee);
 - Classifications and locations of staff affected (particularly the positions to be deleted);
 - Proposed method of filling positions in the new structure;
 - Timetable for implementation, including consultation and staff information sessions;
 - Availability of counselling and vocational assessment services;
 - Estimated number of staff likely to be redeployed and the number of voluntary redundancies likely to be offered subject to appropriate approval
- 4.1.2 Discuss any restructuring with Human Resources Advisory Services to ensure any and all industrial requirements are met and positions are graded appropriately in line with grading requirements.
- 4.1.3 The Manager must submit the proposed restructure to the relevant General Manager/Service Director and seek in-principle approval.

4.2 Consultation with Staff and Union/s

- 4.2.1 Management must consult with staff and the relevant union/s before a new structure is put in place.
- 4.2.2 Consultation with staff and unions should occur as soon as in-principle agreement has been obtained from the relevant General Manager/Service Director.
- 4.2.3 The level of consultation depends on the scale of the restructure. Human Resources Advisory Services can provide advice as appropriate.
- 4.2.4 When the restructure will not significantly impact on a whole unit or group of staff, the union/s should be advised in writing of the restructure proposal and invited to comment on the proposal. (provide template)
- 4.2.5 Where the restructure will significantly¹ impact on a whole unit or group of staff the union/s should be invited to attend a specific consultation meeting with management and be advised in writing of the proposed restructure. The initial invitation to meet is provided at Attachment 4A, and should include the following:
 - The Restructure Consultation Document;
 - Proposed date and time for the meeting (within 2 weeks of the date of the letter);
 - Timetable for implementation (including consultation and staff information sessions);
 - Timeframe for union/s and their members to comment on the proposed restructure (e.g. 4 weeks).
- 4.2.6 The purpose of the meeting is for local management to explain the proposed restructure to the union/s and seek feedback.
- 4.2.7 Consultation with the Unions and staff should be managed in partnership with Human Resources Advisory Services.

4.3 Consultation with Staff / Affected Staff Formally Advised

- 4.3.1 Local management should consult with staff at the same time as consultation occurs with the union/s. This can be done via a letter to staff and a staff consultation meeting. A template letter to affected staff is available at Attachment 4D, and should include the following:
 - The time and date for any staff consultation meeting;
 - An outline of the Restructuring Plan proposal;

¹ The Public Hospital Nurses and Midwives (State) Award defines significant impact as: termination of employment; major changes in the composition, operation or size of the employer's workforce or in the skills required; changes in employment and/or promotional opportunities or job tenure for a class or group of employees; the alteration of hours of work for a class or group of employees; or the need for training or transfer of a class or group of employees to other work or location, and the restructuring of jobs.

The Health Employees Conditions of Employment (State) Award requires 'genuine consultation' where a workforce review will significantly impact staff.

- The likely impact on their position (e.g., position not affected, position may be deleted);
- Entitlements under the policy if they do become excess, such as the option for voluntary redundancy, or redeployment priority consideration; and
- Employee Assistance Program (EAP) contact details.

4.3.2 The purpose of the staff meeting is for local management to explain the proposed restructure to staff and seek feedback. The union/s can also be invited to attend the meeting and be allowed time after the meeting to meet with members.

4.4 Assessment of Staff and Union Comments

4.4.1 Management must review and consider any feedback provided by staff and the union/s.

4.4.2 Where feedback is considered but not accepted, Managers must inform the unions and staff.

4.4.3 Any modifications to the proposal should be made by local management and in-principle agreement obtained from the relevant General Manager/Service Director.

4.5 Approval of Restructure

4.5.1 Depending on the scale of the restructure, the final restructure proposal must be approved by the General Manager / Service Director and, where appropriate, the Chief Executive. Restructures will only be approved if there has been consultation with staff and the union/s.

4.5.2 Once the new structure has been approved, local management must advise the union/s and staff of the final structure. A template letter is available at Attachment 4E, and should include:

- Response to staff and union/s comments;
- The new structure;
- Placement strategies (refer to 4.6 below); and
- Implementation timeframes.

4.6 Filling Positions in the New Structure

4.6.1 Before any staff members are declared excess, positions within the new structure must be filled.

4.6.2 Affected staff may be directly appointed to a position in the new structure at their existing classification and grade.

4.6.3 Where there are a number of affected staff with the skills and experience required for a position in the new structure at their existing grade and classification, Expressions of Interest for the position should be called for.

4.6.4 Expressions of Interest from affected staff will be assessed using merit-based criteria by a selection panel. Interviews should be offered to all affected staff

who meet the selection criteria. Staff members who are unsuccessful in their expression of interest interview must be advised of the outcome in writing.

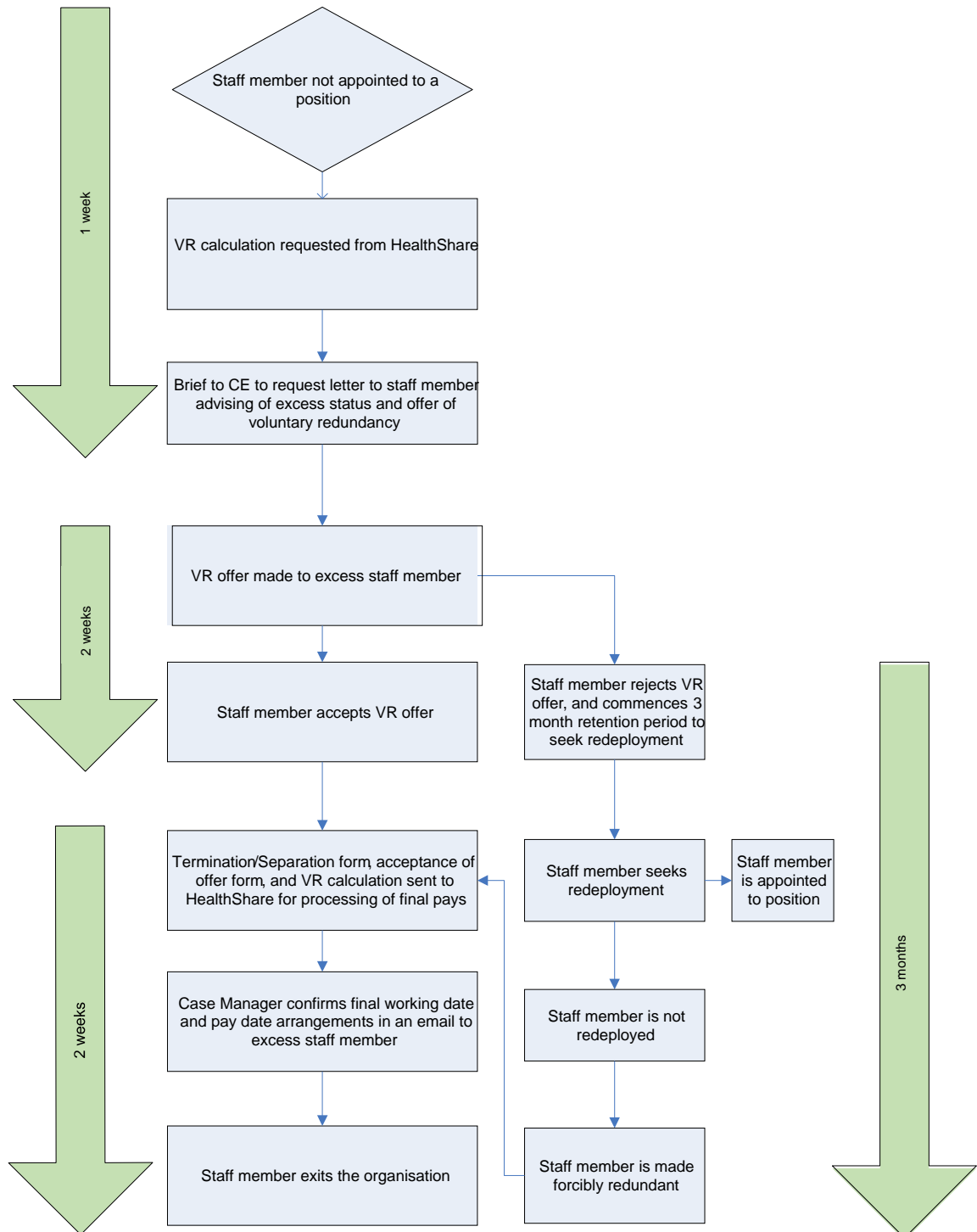
4.6.5 Advice should be sought from Human Resources Advisory Services regarding methods to use to recruit to remaining unfilled positions. At this stage, Human Resources Advisory Services may refer existing excess staff (e.g. from previous restructures) for a priority interview.

4.6.6 Positions not filled through this process may then be advertised on ROB, in line with NSW Health recruitment policies.

4.7 Declaring Staff Excess

If a staff member's substantive position has been deleted from the establishment, and the staff member has not been appointed to a position in the new structure and there are no other suitable vacant permanent or temporary positions into which the staff member may be placed, they must be formally declared 'excess' and offered a voluntary redundancy (See Section 5).

5. Managing Offers of Voluntary Redundancy



5. PROCEDURE – MANAGING OFFERS OF VOLUNTARY REDUNDANCY

5.1 Voluntary Redundancy

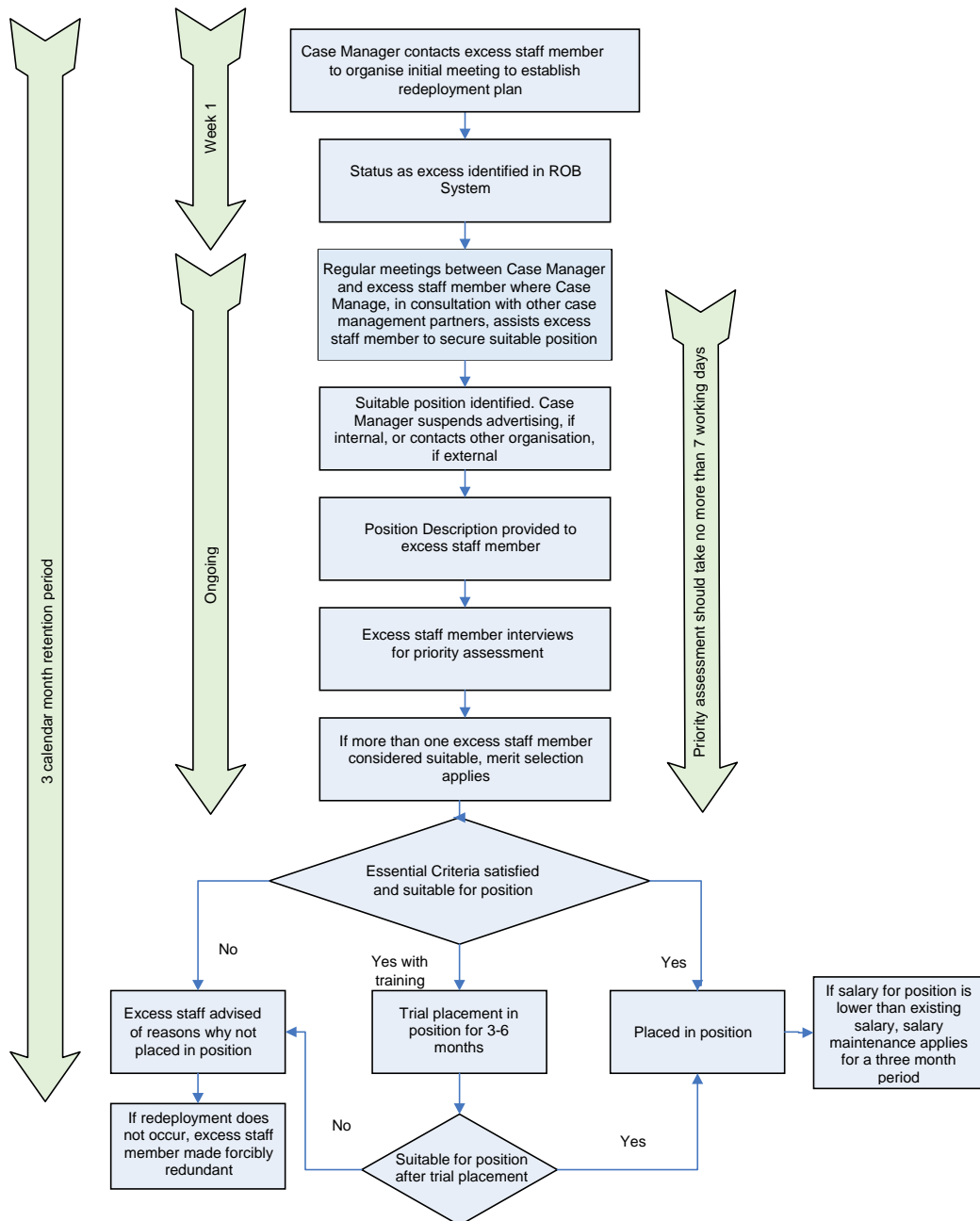
- 5.1.1 Managers should, in consultation with Human Resources Advisory Services, complete a brief (attachment 4 F) to the Chief Executive to approve and sign the letter declaring the staff member excess and offering a voluntary redundancy.
- 5.1.2 Excess staff must be advised in writing by the Chief Executive that they are excess. A template letter is available at Attachment 4G, and should include:
- Advice that they are excess in accordance with PD2012_021 Managing Excess Staff in the NSW Health Service
 - The two options available; acceptance of an offer of voluntary redundancy, or, rejection of the offer of voluntary redundancy and expression of the desire to seek redeployment
 - The services and information sources available, including:
 - counselling services and case management services;
 - career transition retraining opportunities;
 - Case Manager and Employee Assistance Program contact details.
 - Their entitlement to priority consideration for redeployment at existing salary
 - The applicability of salary maintenance; and
 - A copy of NSW Health PD2012_021 Managing Excess Staff of the NSW Health Service.
- 5.1.3 Staff that are excluded from eligibility for a voluntary redundancy package are:
- Casual and temporary employees who are engaged for limited terms of employment;
 - Staff who are presently on parental leave (eligible after returning to work from parental leave).

5.2 Process for offering Voluntary Redundancy – managed in consultation with Human Resources Advisory Services

- 5.2.1 Staff will be contacted by the Case Manager in consultation with the department manager. They will be advised that they will receive a letter declaring them excess to the organisation and giving them two weeks to choose between accepting an offer of voluntary redundancy and exiting SESLHD within two weeks, or, declining the voluntary redundancy and pursuing redeployment during a three month retention period.
- 5.2.2 Letters of offer of voluntary redundancy will include an estimate of the payment the staff member will receive if they accept the offer. Estimates are calculated and provided by HealthShare and must be obtained before an offer is made. Section 5.2 of NSW Health *PD2012_021 Managing Excess Staff of the NSW Health Service* sets out the applicable voluntary redundancy package.

- 5.2.3 A staff member who has been offered a voluntary redundancy should accept or decline the offer in writing using the Acceptance Form (Attachment 4H). The staff member's acceptance or non-acceptance of a voluntary redundancy offer will be acknowledged in writing by Human Resources Advisory Services.
- 5.2.4 Where an excess staff member has been offered a voluntary redundancy and has declined the offer, they will be case managed to seek alternative employment.
- 5.2.5 SESLHD may consider 'position swaps' between an excess staff member who has declined a voluntary redundancy offer and another staff member who is not affected and who is interested in a voluntary redundancy. Where this occurs, the excess staff member must have the appropriate skills, knowledge and experience to fulfil the role and a matching interview conducted. The appropriate delegated officer must approve the placement of the excess staff member to the 'swap' position, and any voluntary offer being made to the other staff member. The costs of the voluntary redundancy payment will be borne by the restructuring business unit, not the business unit of the 'position swap' employee.
- 5.2.6 If the staff member accepts the offer of voluntary redundancy, they must:
- Sign the Acceptance Form;
 - Sign a termination/separation form;
 - Complete a final timesheet.
- 5.2.7 HealthShare require all of the above documents (and a copy of the voluntary redundancy calculation) to process the voluntary redundancy package payment.
- 5.2.8 The Voluntary Redundancy Acceptance Form contains an undertaking that if the staff member is re-employed (including temporary, part-time, casual, consultancy or in a contracting capacity) in a NSW public sector services position during the period covered by their severance pay, they are required to refund SESLHD the proportion of the severance payment that overlaps with the period of re-employment. The repayment covers the severance component and the additional voluntary redundancy acceptance payment, but excludes payment in lieu of notice.

6. Managing Redeployment of Excess Staff



6. PROCEDURE – MANAGING REDEPLOYMENT OF EXCESS STAFF

6.1 Redeployment

6.1.1 Redeployment is SESLHD's primary objective for excess staff who reject a voluntary redundancy offer, and is a collaborative process between the Case Manager, other case manager partners, the departmental Manager/Supervisor, and the excess staff member. It is SESLHD's aim to redeploy excess staff within the three month retention period.

6.1.2 In the first instance, all redeployment opportunities involving placement into positions at equivalent salary must be explored. When there are no suitable positions at equivalent salary, excess staff may with agreement be redeployed into any available funded position that they are capable of performing.

6.1.3 In terms of classification and grade, redeployment should be considered in the following order:

- Appointment to a position at the same classification and grade;
- Appointment to a position of equivalent salary (*i.e. within 5% of the staff member's existing salary - the maximum salary in the award classification salary range of the matched position must be within 5% of the maximum salary of the award classification salary range of the excess staff member's former substantive position*) at a different classification and/or grade;
- Appointment to a position of lower salary (and receive salary maintenance for a three month period and priority consideration in line with NSW Health PD2012_021 *Managing Excess Staff of the NSW Health Service*).

Note: an excess staff member cannot be directly appointed to a position with a higher salary (greater than 5% higher than existing salary), as this is effectively a promotion.

6.1.4 In terms of location, and taking into consideration the preferences of the excess staff member, redeployment should be considered in the following order:

- Appointment to a position in the same location and in the same division of the facility or service;
- Appointment to a position in the same location as the facility or service;
- Appointment to a position in line with the preferences of the displaced staff member.

6.2 Priority Consideration for Vacant Positions

6.2.1 'Affected' and 'Excess' staff members have priority consideration for vacant positions over other internal and external applicants. 'Excess' staff members have priority over 'affected' staff. 'Affected' staff members have priority within their current Health Service over other affected staff from other Health Services.

6.2.2 While priority assessment is not available beyond the NSW Health Service, the Case Manager should take reasonable steps to offer support and assistance to excess staff members who express an interest in transferring to another NSW public sector agency

- 6.2.3 Excess staff members who are redeployed to a position at a lower grade or salary are entitled to priority consideration until they acquire a permanent position at their former salary or grade.
- 6.2.4 Before advertising any position within SESLHD, the Workforce Services Directorate will check the ROB system to see if any excess staff may be suitable for the position.
- 6.2.5 If a possible match is identified, the position description for the vacant position should be provided to the excess staff member/s and an interview arranged with the excess staff member/s. Where more than one excess staff member is a possible match to a vacant position, a merit selection process will occur.
- 6.2.6 After the interview, if it is found that an excess staff member meets all of the essential criteria and is assessed as suitable for the position, they will be appointed to the position and are then no longer excess. However, if the appointment is to a position of less than equivalent salary then the staff member will still have Priority status and be entitled to salary maintenance for a three month period.
- 6.2.7 After the interview, if it is found that an excess staff member may be suitable for the position with appropriate training, they can be placed in the position for a trial period of up to 6 months. During the trial placement, the Manager/Supervisor should provide regular supervision, training and feedback on progress. Should the trial placement be successful, the excess staff member will be permanently appointed to the position. If the trial placement is unsuccessful, the staff member should be advised in writing and provided with a Priority Assessment Report providing reasons why the placement is not successful, and the redeployment process will continue.
- 6.2.8 After the interview, if it is found that the excess staff member does not meet all of the essential criteria and is deemed not suitable for the vacant position, they should be provided with a Priority Assessment Report and advised in writing of the reasons, with reference to the selection criteria and position description. The redeployment process will then continue.
- 6.2.9 An affected or excess staff member will be advised in writing that they have been placed in a suitable position no longer have priority for positions and that their excess status will cease.

6.3 Case Management

Each affected and excess staff member will be allocated a Human Resources Advisor/ Case Manager when they are declared 'affected' or 'excess'. The Case Manager will be a Human Resources Advisor who will assist the staff member to find suitable alternative employment. Attachment 6B is a letter template for Case Managers to introduce themselves to the excess staff member. Where required, the Case Manager will co-ordinate the following assistance for affected and excess staff members:

- Source any retraining that facilitates redeployment;
- Access to professional vocational counselling about career transition;

- Assistance in upgrading and
 - Assistance with job placement, including resume and interview skills.
- 6.3.1 As soon as possible, the Case Manager should register the staff member excess via the ROB system.
- 6.3.2 The Case Manager will make contact with the excess staff member via telephone and in writing. At this time they will request that the staff member provide information regarding their skills, experience and areas of employment that they are interested in. A Staff Redeployment Plan is at Attachment 6C.
- 6.3.3 At this time, the initial meeting between the Case Manager and excess employee will be organised. The excess staff member should maintain regular communication with the Case Manager and keep their Manager informed of the status of the process
- 6.3.4 At the first meeting the Case Manager must:
- Discuss the role of the Case Manager and outline the excess staff member's obligations throughout the redeployment process;
 - Discuss with the excess staff member any skill gaps and their preferences for SESLHD training programs that may assist with redeployment;
 - Review the staff member's resume and most recent job application to identify if they need assistance with job search skills. For example, if the excess person needs assistance, they should be offered attendance at relevant Learning and Development courses.
 - Discuss with the staff member their preferences for redeployment in terms of areas/locations/departments they are interested in working.
 - Develop a redeployment plan with the excess staff member
 - Create a 'case' file for each affected and excess employee to maintain all required documentation
- 6.3.5 For each and every meeting, the Case Manager must:
- Discuss the attempts the excess staff member has made to find a position;
 - Download appropriate positions from the ROB system and discuss them with the excess staff member;
 - Assist the excess staff member to identify and apply for suitable positions. When a suitable position is identified, the Case Manager is to notify the recruiting department/organisation by completing and sending the Matching Referral Form. Attachment 6E is a template Redeployment Position Matching Referral Form.
 - Document positions that the excess person has applied for and the outcome of the applications;
 - Discuss unsuccessful applications with the staff member to identify areas that require development e.g. referring to course on interviewing techniques etc; and
 - Discuss with the excess staff member other opportunities within the NSW Public Sector, such as positions on the 'I Work for NSW' website (**Note:** excess staff do not have priority assessment for positions outside of NSW Health).

- Record in the case file any discussions held with the excess staff member
- 6.3.6 The Case Manager will liaise with Convenors of selection panels and arrange a priority assessment by completing and sending the Redeployment Position Matching Referral Form (Attachment 6E). Once the Selection panel has assessed the excess staff member's capabilities against the selection criteria, as demonstrated through the staff member's resume, interview, and reference checks, the panel's assessment and recommendations are documented in the Priority Assessment Report. (Attachment 6F). This forms the content for the post-interview discussion between the Case Manager and the excess staff member.
- 6.3.7 If a position is identified external to SESLHD but in a NSW Public Health System organisation (e.g. another Local Health District, the Ambulance Service etc), the Case Manager will contact the Contact Officer to begin the process of priority assessment for the position.
- 6.3.8 If the excess staff member is not applying for positions or not actively engaging in the search for redeployment, the Case Manager should document this and report it to the Manager Human Resources Advisory Services.
- 6.3.9 If the excess staff member is offered redeployment and they decline, the Case Manager must report this to the Director Workforce Services, who is responsible for determining an appropriate course of action for resolution. If the issue escalates to the Ministry of Health before being resolved, the following applies:
- Under s116C of the *Health Services Act 1997*, the Health Secretary of the Ministry of Health may direct the transfer of an excess staff member to another position within NSW Health;
 - An excess staff member may appeal a transfer to the Directed Transfer Review Committee (refer to Attachment 4 of NSW Health PD2012_021);
 - If the excess staff member has no valid reason for refusing the transfer, subject to the outcome of an appeal, the Director General may dismiss the staff member.

6.4 Salary Maintenance

- 6.4.1 If an excess staff member is placed with their agreement in a position at a lower grade or salary, they are entitled to three calendar months' salary maintenance at their former salary.
- 6.4.2 Salary maintenance provision only applies to the actual salary (the hourly rate) and does not include shift penalties or allowances or motor vehicles
- 6.4.3 If a full time staff member elects to be matched to a part time position, the employee gives up their right to full time entitlements
- 6.4.4 Staff who were formally displaced and were receiving salary maintenance under the provisions of Policy Directive PD2007_085 Managing Displaced Staff of the NSW Health Service as at 30 April 2012 will continue to be entitled to the salary maintenance provisions of that Policy Directive, which were:
- If existing salary is less than Clerk Grade 10 under the Crown Employees (Public Sector - Salaries 2008) Award – salary maintenance is indefinite;
 - If existing salary is equal to or greater than Clerk Grade 10 under the Crown Employees (Public Sector - Salaries 2008) Award – salary maintenance applies for 3 years, and then the salary for the employee reverts to the maximum rate of Clerk Grade 10 (Public Sector salaries) indefinitely (unless they subsequently apply and are successful for another position).

If a staff member receives salary maintenance under the provisions of Policy Directive PD2007_085 Managing Displaced Staff of the NSW Health Service, and they subsequently apply and are successful for another position, the salary maintenance will cease.

Refer to Attachment 3 of PD2012_021 Managing Excess Staff of NSW Health Service for further information regarding transitional arrangements for salary maintenance staff under PD2007_085

- 6.4.5 When a staff member is permanently appointed to a position of less than equivalent salary, the cost of maintaining their salary is the responsibility of the cost centre from where the staff member was declared excess. Additional budget will not be provided to the cost centre. The cost centre manager must report on the impact as part of their regular reporting processes.
- 6.4.6 When a staff member is permanently appointed to a position of less than equivalent salary, the Manager must complete an Assignment Change Form noting that the staff member's salary will be maintained at the current rate for a period of three months. The form must specify the date when the staff member's salary ceases to be maintained (i.e. after 3 calendar months). The form must also specify the level the staff member's salary will reduce to, being the salary of the position the staff member has been permanently appointed to.
- 6.4.7 Four weeks before the staff member's pay is to be reduced to the lower rate, the Case Manager will advise the line manager and send the staff member a to advise that:

- Their salary maintenance period is about to expire
- Their salary will be amended to reflect the salary of their current position
- The new salary rate that will apply
- The date that their salary will be reduced

7. DOCUMENTATION

Managing the Restructure Process

- Attachment 4.A – Letter: Union Consultation First Invitation to Meet
- Attachment 4.B – Letter: Union Consultation Second Invitation to Meet
- Attachment 4.C – Letter: Union Consultation Final Invitation to Meet
- Attachment 4.D – Letter: Affected Staff
- Attachment 4.E – Letter: Union Advice on Final Structure
- Attachment 4.F – Brief to CE requesting approval to declare staff excess
- Attachment 4.G – Letter: Excess Staff
- Attachment 4.H – Excess Staff Member Voluntary Redundancy or Redeployment Acceptance Form
- Attachment 4.J - Frequently Asked Questions

Managing Offers of Voluntary Redundancy (Refer Section 5)

- Attachment 5.GB – Frequently Asked Questions

Managing Redeployment of Excess Staff (Refer Section 6)

- Attachment 6.D – Information Sheet: Information for Excess Staff
- Attachment 6.K – Information Sheet: Frequently Asked Questions

8. AUDIT

Not required

9. REFERENCES

Policy Directive PD2012_021 Managing Excess Staff of the NSW Health Service

10. REVISION AND APPROVAL HISTORY

Date	Revision No.	Author and Approval
August 09	0	Workforce Services Approved by Chief Executive in Area Executive Team meeting 27.7.09.
June 2012	1	L. Johnson, Workforce Services.
March 2013	1	Approved by S. Litchfield, Director Workforce Services.
April 2013	1	Approved by DET

May 2014	1.5	EAP Contact Details updated.
July 2016	1.6	Minor amendments due to restructures and to update templates
July 2018	2	Minor amendments made to position titles.
July 2018	2	Updates endorsed by Executive Sponsor

Managing the Restructure Process (Refer Section 4)

- Attachment 4.A Letter: Union Consultation (for further letters seek advice from Human Resources Advisors)
- Attachment 4.D Letter: Affected Staff
- Attachment 4.E Letter: Union Advice on Final Structure
- Attachment 4.F Brief to CE requesting approval to declare staff excess
- Attachment 4.G Letter: Excess Staff
- Attachment 4.H Excess Staff Member Voluntary Redundancy or Redeployment Acceptance Form
- Attachment 4.I Frequently Asked Questions
- Attachment 4.J Organisational Restructure or other Major Change Consultation Document

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Attachment 4.A – Letter: Union Consultation

<Insert name and address>

Attention:

<Insert Union Official's name>

Dear <Insert name>

I am writing to advise you of proposed changes to the structure of the <insert name of the unit/network/ service>, which has the potential to affect your members.

This restructure proposal is due to <Insert reason for restructure proposal of the unit/service/network e.g. The South Eastern Sydney Local Health District (SESLHD) has been undertaking a review to ensure that our staffing levels and profiles are consistent with available budget.> I have attached an outline of the restructure proposal.

In line with the consultative provisions of the <insert name of relevant Award> Award, I am writing to invite you to meet with <insert name> to discuss the proposed changes to the staffing profile of <insert name of unit/network/service.>

You are invited to attend a union specific consultative committee meeting to discuss the proposed changes. The proposed meeting details are:

Date: (within one week of the date of the letter)
Time:
Place:

Please contact <Insert name, position and contact details> to confirm your attendance at this meeting.

You may also respond to the proposed changes by addressing any comments in writing to <Insert name, position and contact details> within <insert timeframe> from the date of this letter.

Yours sincerely

General Manager/Service Director

Date:

Attachment 4.D – Letter: Affected Staff

PRIVATE & CONFIDENTIAL

<Title> <First Name> <Last Name>
<Position>
<Health Service>

Dear <Title> <Last Name>

I am writing to you regarding the restructuring that is occurring in <DEPARTMENT NAME>. Your position of <EMPLOYMENT TYPE/POSITION TITLE> is affected by the restructure.

In accordance with PD2012_021 *Managing Excess Staff of the NSW Health Service*, I am advising you that you are an affected staff member. A copy of the Policy Directive is available at http://www.health.nsw.gov.au/policies/pd/2012/PD2012_021.html.

In order to assist staff and encourage early identification of opportunities for placement and avoidance of declaring employees excess, as an affected staff member you are eligible for priority consideration for vacancies across the NSW Health Service. If you are seeking positions in other Health Services you are expected to actively participate in identifying those opportunities.

As part of the restructuring process, South Eastern Sydney Local Health District will be working to place you into a suitable vacant position within the organisation. Where there are not yet suitable vacant permanent positions, you may be temporarily transferred to a suitable position.

As an affected staff member, should you accept a position at a lower classification/salary you will be eligible for three months' salary maintenance. At the end of that period you will be paid a salary commensurate with the permanent position you have accepted.

Affected staff members are declared excess when they no longer have a substantive position and it is determined that there are no other suitable vacant permanent or temporary positions in the health service into which the staff member may be placed.

You will be kept informed of developments as work on the restructure progresses.

You are reminded of the availability of confidential counselling through the **Employee Assistance Program** available on: **1300 687 327**. This number is answered 24 hours a day, seven days a week, to facilitate enquiries, booking requests and to provide assistance.

Should you have any questions please don't hesitate to contact me on <PHONE NUMBER> or <email>.

Yours sincerely

[NAME]
Director [insert Directorate]

Attachment 4.E – Letter: Union Advice on Final Structure

<Insert name and address>

Attention:

<Insert Union Official's name>

Dear <Insert name>

I refer to recent discussions about proposed changes to the structure of the <insert name of the unit/service/network>.

I note your comments and concerns regarding the proposed changes. In response to your concerns, <Insert response to union and staff concerns>.

I have taken your comments into account when determining the final structure.

Please find attached an outline of the final structure:

attach an outline of the final structure: e.g. ,

- o Organisation chart;
- o FTE establishment;
- o Position descriptions (as graded by the relevant Grading Committee e.g.: SESLHD Grading Committee);
- o Classifications and locations of staff;
- o Estimated number of staff likely to be redeployed and the number of voluntary redundancies likely to be offered.>

The process of placing affected staff into positions within the new structure will now begin. It is anticipated that it will take <Insert timeframe> to implement the new structure.

I would like to take this opportunity to thank you for your consultation and input throughout this process.

If you wish to discuss this matter further, please contact <Insert contact name> on <insert contact phone number>.

Yours sincerely

General Manager / Service Director

Date:

Attachment 4.F – Brief to CE requesting approval to declare a staff member excess

INTERNAL BRIEFING
Self-Initiated Briefing
Workforce Services Directorate

Purpose:

To provide advice to the Chief Executive concerning managing *[insert name of employee]*, from *[insert name of directorate]* as an excess employee in accordance with the requirements of PD2012_021 Managing Excess Staff of the NSW Health Service

Background and Key Issues:

- *[insert information about the previous structure and the employees position in this structure]*
- *[insert information about the restructure, the consultation process, and reasons why this position was removed from the new structure]*
- *[insert name]* no longer has a substantive position in the *[insert Directorate]* in which they are employed
- There are no suitable permanent positions available for *[insert name]* in the new structure in *[insert directorate]*
- Appropriate consultation has occurred with the employee directly, and with *[insert name of union/association]*
- It is appropriate that *[insert name]* is managed as an excess employee in accordance with the requirements of PD2012_021 Managing Excess Staff of the NSW Health Service

Risk

This brief does not identify unmitigated risks.

Recommendation:

1. That the above information be noted.
2. That the attached letter be signed if approved.

Author: **Phone:** **Date:**

Title:

Consultation: (List officers consulted)

Approval:

1. Manager Human Resources Advisory Services
2. General Manager /Service Director
3. Director Workforce Services

Submit electronically to SESLHDMail@sesiahs.health.nsw.gov.au

4. Manager Executive Services
5. Chief Executive

Executive Services, for noting, dispatch and file

6. Return to Author

(NB. Please do not send letter - return letter to HR Advisor for delivery by hand)

Attachment 4.G – Letter: Excess Staff

PRIVATE & CONFIDENTIAL

Dear [Staff member's name]

I am writing to advise you that you no longer have a substantive position and are an excess staff member from the date of this letter. Attached is a copy of **PD2012_021 Managing Excess Staff of the NSW Health Service** which outlines the way in which excess staff member of the NSW Health Service are managed.

Please note this Policy may be varied, withdrawn or replaced at any time without notice. This Policy is not intended to legally bind the New South Wales Government, the Crown in right of New South Wales, its officers, employees or agents or have contractual effect or form part of any legally enforceable employment contract of any public sector employee.

As per the policy, you must choose whether to:

1. accept an offer of voluntary redundancy, **or**
2. pursue redeployment in the NSW Health Service.

Note: if you do not respond within 14 days **[or such extended period up to 21 days as agreed by the employer]** from the date of this letter, this will be taken as the choice to decline voluntary redundancy and pursue redeployment.

Further information on these options is outlined below.

Option 1: Voluntary redundancy

You are invited to accept an offer of voluntary redundancy. To accept or decline this offer, you must respond within fourteen days from the date of this letter **[or such extended period up to 21 days as agreed by the employer]** (i.e. by **[date]**) by completing the appropriate section of the attached *Excess Staff Member Voluntary Redundancy or Redeployment Acceptance* form.

If you accept this voluntary redundancy offer, your last day of service will be the date that is 14 days from the acceptance date **[or any other date nominated by the organisation]**. Please note that if you decline this offer of voluntary redundancy, you will not receive any further offers in relation to the same redundancy.

The voluntary redundancy package comprises:

- four weeks' notice or payment in lieu, plus
- for staff members 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:

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

A schedule estimating the value of your voluntary redundancy package is attached.

The conditions of acceptance are as follows:

- This voluntary redundancy must be accepted by [**date that is 14 days from receipt of this letter or such extended period up to 21 days as agreed by the employer**].
- If you accept this voluntary redundancy you must agree to leave the NSW Health Service by the date that is 14 days from the acceptance date [**or any other date nominated by the employer**] (i.e. your last day of service must be on or before [**the date that is 14 days from the acceptance date or any other date nominated by the employer**]).
- Staff members who accept a voluntary redundancy cannot be re-employed or re-engaged in any capacity in any NSW public sector agency within the period covered by their severance payment and incentive payment, without first repaying the relevant proportion of their severance payment and incentive payment. This requirement applies to employment or engagement in any capacity as staff members, contractors, consultants or staff members or principals of companies engaged in contracting to a public sector agency.

Option 2: Redeployment

You may elect to decline the voluntary redundancy offer and pursue redeployment across the NSW Health Service during a three calendar month retention period. To select this option, you must respond by completing the appropriate section of the attached *Excess Staff Member Voluntary Redundancy or Redeployment Acceptance Form* within 14 days from the date of this letter (i.e. by [**date that is 14 days from the date of this letter or such extended period up to 21 days as agreed by the employer**]). If you do not return the attached acceptance form, this will be taken as the choice to decline voluntary redundancy and pursue redeployment.

If you choose redeployment, you will be provided with:

- a three month retention period, commencing from the date you choose redeployment or the date the voluntary redundancy offer expires (i.e. on [**date that is 14 days or such extended period up to 21 days as agreed by the employer from the date of this letter**])
- priority consideration for redeployment to suitable positions within the NSW Health Service during the three month retention period
- Assistance in pursuing redeployment, including career transition services.

For us to be able to support you in being redeployed, you must:

- submit an up to date resume to your case manager by [**date**] to allow you to be matched to suitable positions across the NSW Health Service;
- proactively participate in the redeployment process, including submitting applications within identified timeframes and attending and participating in priority assessment interviews.

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If you have not been appointed to a permanent position at the conclusion of your three month retention period, you will be made forcibly redundant (subject to the provision below regarding temporary secondments) and receive the forced redundancy payment as per [section 7](#) of the procedures in *PD2012_021 Managing Excess Staff of the NSW Health Service*.

Temporary secondments

During the retention period you may choose to accept a temporary secondment or assignment within the NSW public sector under sections 86, 86A or 88 of the *Public Sector Employment and Management Act 2002*.

If this occurs and your retention period ends during the secondment or assignment, you will continue to be employed for the remaining period of the secondment or assignment. When the secondment or assignment ends, if you have not been redeployed or have not secured an extension of the secondment or assignment, you will then be made forcibly redundant.

Salary maintenance

If you choose to be matched to positions at lower salary grades, and are placed in such a position, you will be entitled to three calendar months' salary maintenance at your former salary.

Next Steps

Please complete the enclosed *Excess Staff Member Voluntary Redundancy or Redeployment Acceptance* form indicating whether you wish to accept the offer of voluntary redundancy or decline the offer of voluntary redundancy and pursue redeployment.

Please return the form to [**Case Manager's name**] by [**date that is 14 days from the date of this letter or such extended period up to 21 days as agreed by the organisation**].

Employee Assistance Program

You may utilise the Local Health District's Employee Assistance Program at any time. This is a confidential counselling service that is provided to all employees of SESLHD. The contact details are as follows:

Converge International - Ph: 1300 687 327

This is a 24 hours per day, seven days per week service facilitating enquiries and booking requests.

Please contact [**Name of HR Advisor**] on [**PHONE NO**]. if you have any questions relating to this matter or other relevant information that may help you in making your decision. Should you choose to decline the offer of voluntary redundancy and opt for redeployment, your case manager will be [**NAME OF HR Advisor**], Human Resources Advisor, on [**PHONE NO**].

Yours sincerely

[Name]
Chief Executive

Date:

Enclosed:

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1. **PD 2012_021** *Managing Excess Staff of the NSW Health Service*
2. Voluntary redundancy entitlements (estimate)
3. Excess Staff Member Voluntary Redundancy or Redeployment Acceptance Form

Attachment 4.H – Voluntary Redundancy or Redeployment Acceptance form

Excess Staff Member Voluntary Redundancy or Redeployment Acceptance Form

Name:	
Employee Number:	

I declare that (please tick one of the following):

- I wish to accept the voluntary redundancy offer and voluntarily terminate my services with **[name of organisation]** on **[last day of service]**. I understand that:
- I cannot be re-employed or re-engaged in any capacity in any NSW public sector agency within the period covered by the severance payment without first repaying the relevant proportion of this severance pay. The repayment covers the relevant proportion of the severance payment (up to 39 weeks) and the additional up to eight weeks incentive payment.

OR

- I wish to decline the voluntary redundancy offer and will pursue redeployment across the NSW Health Service. I understand that by choosing this option I will not be offered a further voluntary redundancy in relation to the same redundancy and that, if I am not redeployed by the expiration of my three month retention period, I will be made forcibly redundant. If I have accepted a temporary secondment or assignment under sections 86, 86A or 88 of the *Public Sector Employment and Management Act 2002* that goes beyond the end of the three month retention period, I understand that I may complete the temporary secondment or assignment, but if at the end of that temporary secondment or assignment I have not been redeployed or secured an extension of the secondment or assignment, I will be made forcibly redundant.

In choosing the option indicated above, I acknowledge that the *Managing Excess Staff Policy* does not legally bind the New South Wales Government, the Crown in right of New South Wales, its officers, employees or agents, or have contractual effect or form part of any legally enforceable employment contract to which I may be a party and may be varied, withdrawn or replaced at any time without notice and that this may affect the benefits available to me under the Policy.

Signature:	
Date:	
Name of current supervisor:	

Please return this form by [date] to:
{Manager Human Resources Advisory Services}
[email address]

Attachment 4.I – Frequently Asked Questions

FREQUENTLY ASKED QUESTIONS – STAFF

I'm finding the restructure process difficult – is there anyone I can talk to about it?

If you are experiencing difficulties with the restructure process, you are encouraged to contact the Employee Assistance Program (EAP). This is a free and confidential counselling and manager coaching service that is provided to all SESLHD employees and their close family members. Their contact details are as follows:

Converge International Ph: 1300 687 327

This number is answered 24 hours per day, seven days per week to facilitate appointment requests.

Will my manager keep me updated on the progress of the restructure?

Your manager will keep all staff advised on the progress of the restructure. This will be via consultative meetings which will include the appropriate industrial association representation, as well as via noticeboards, emails and other meetings.

FREQUENTLY ASKED QUESTIONS – MANAGERS

Do I need to consult with staff and unions about a proposed restructure?

You must consult with staff and their industrial representatives regarding all proposed restructuring as per Award requirements:

The Public Hospital Nurses and Midwives (State) Award defines significant impact as: termination of employment; major changes in the composition, operation or size of the employer's workforce or in the skills required; changes in employment and/or promotional opportunities or job tenure for a class or group of employees; the alteration of hours of work for a class or group of employees; or the need for training or transfer of a class or group of employees to other work or location, and the restructuring of jobs.

The Health Employees' Conditions of Employment (State) Award requires 'genuine consultation' where a workforce review will significantly impact staff.

How should I update staff on the progress of the restructure?

There are a number of ways that a manager can update staff regarding the progress of a restructure, these include but are not limited to:

- Formal consultative meetings involving staff and the industrial associations
- Other meeting forums
- Emails
- Memos
- Noticeboards

Attachment 4.J – Organisational Restructure or Other Reforms Consultation Document

[insert unit/department] UNIT

Restructure Consultation Paper

Month 20XX

TABLE OF CONTENTS

1.	OVERVIEW OF <i>[insert unit/service/department]</i>	3
1.1	Current Organisational Structure	3
1.2	Responsibilities of the <i>[insert unit/service/department]</i>	
2.	PROPOSED <i>[insert unit/service/dept]</i>	
2.1	Proposed Organisational Structure	
2.2	Rationale/business case	
3.	PROPOSED CHANGES TO POSITION DESCRIPTIONS	
4.	RECRUITMENT/MATCHING PROCESS	
5.	CONSULTATION	
6.	RESTRUCTURE TIMEFRAME	
7.	ATTACHMENTS	

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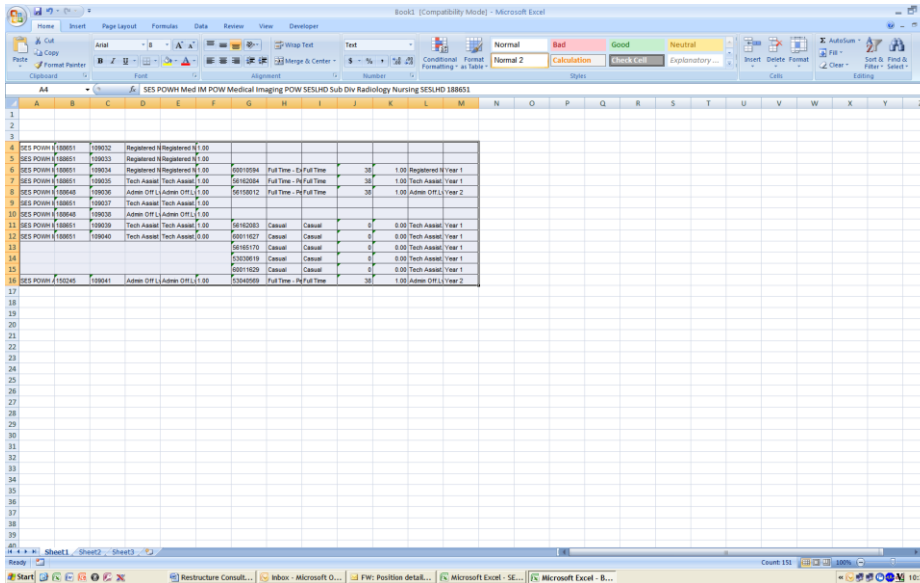
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1. Overview of [insert unit/service/department]

Current Organisational Structure

Insert current Stafflink organisation structure (do not include names of position holders)



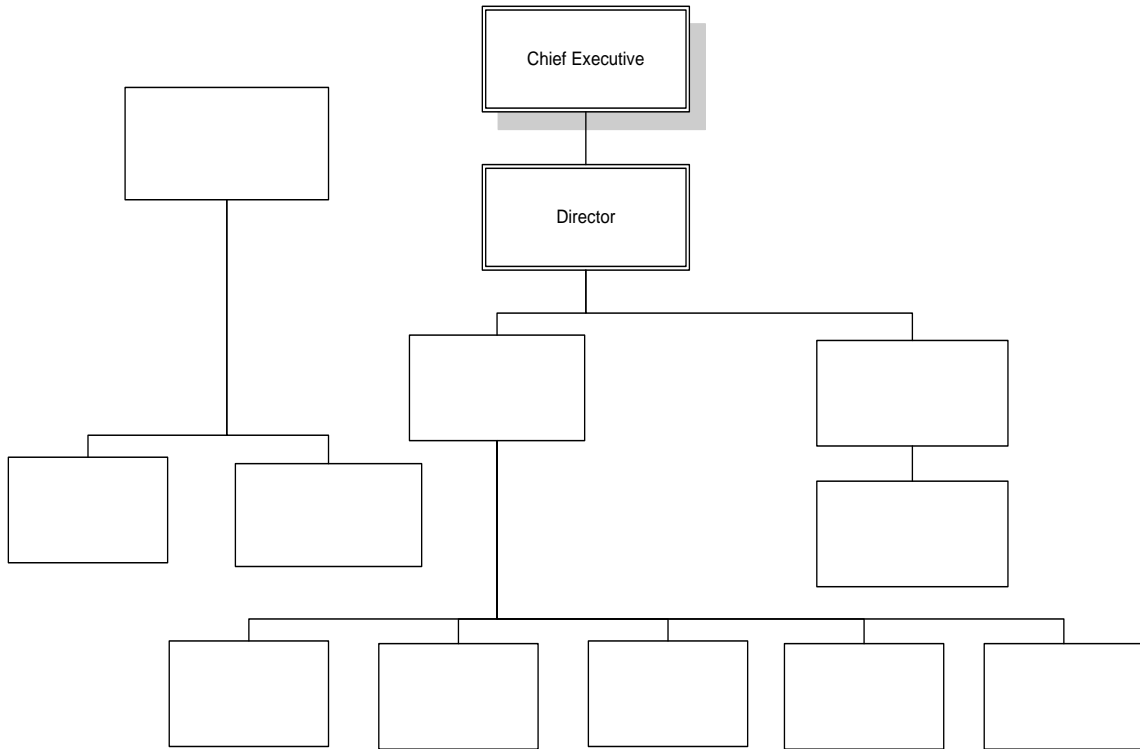
Row	Position ID	Title	Status	Other Details
4	SES POWH 188851	Registered N	Registered N	1.00
5	SES POWH 188851	Registered N	Registered N	1.00
6	SES POWH 188851	Registered N	Registered N	1.00
7	SES POWH 188851	Tech Asses	Tech Asses	1.00
8	SES POWH 188848	Admin Off L	Admin Off L	1.00
9	SES POWH 188851	Tech Asses	Tech Asses	1.00
10	SES POWH 188848	Admin Off L	Admin Off L	1.00
11	SES POWH 188851	Tech Asses	Tech Asses	1.00
12	SES POWH 188851	Tech Asses	Tech Asses	1.00
13	SES POWH 188851	Tech Asses	Tech Asses	1.00
14	SES POWH 188851	Tech Asses	Tech Asses	1.00
15	SES POWH 188851	Tech Asses	Tech Asses	1.00
16	SES POWH 188848	Admin Off L	Admin Off L	1.00

Insert current organisational chart

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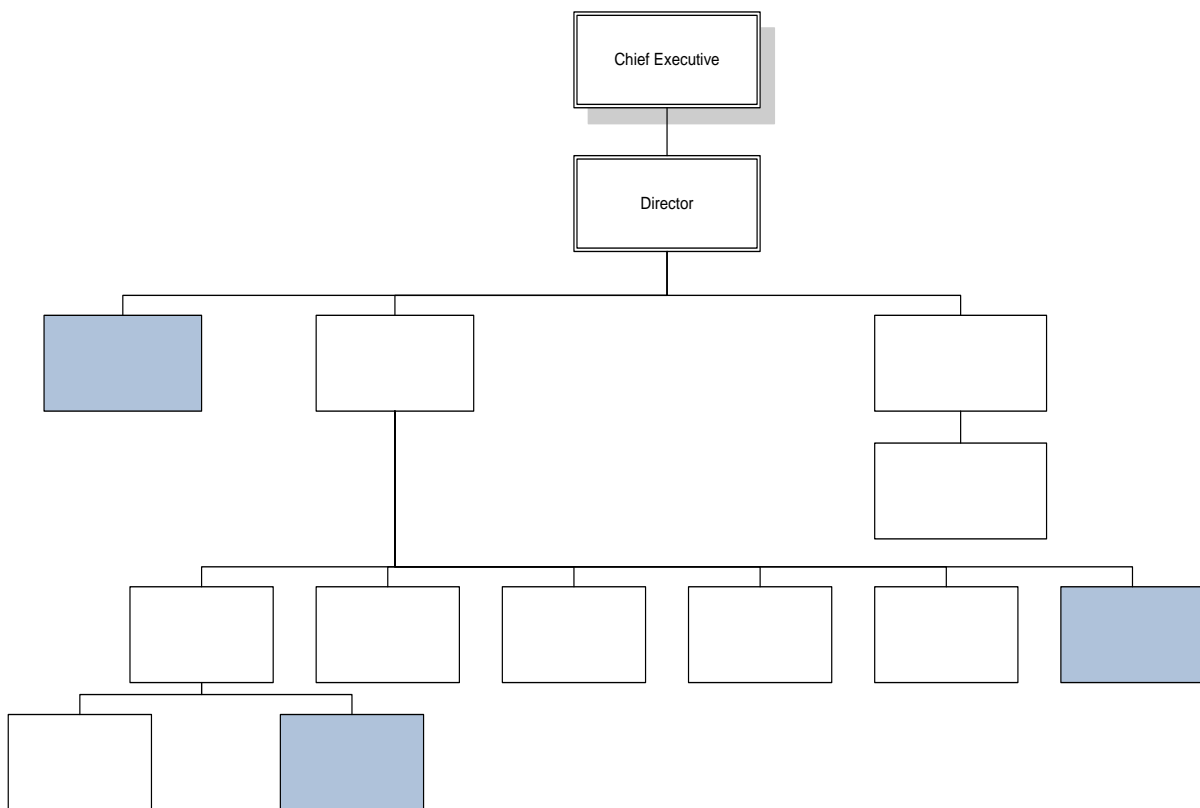
1.2 Responsibilities of the [insert unit/service/department]

Provide information about service provision, governance, management responsibilities, reporting lines to CE level.

2. Proposed [insert unit/service/department]

2.1 Proposed Organisational Structure

Insert proposed organisational chart



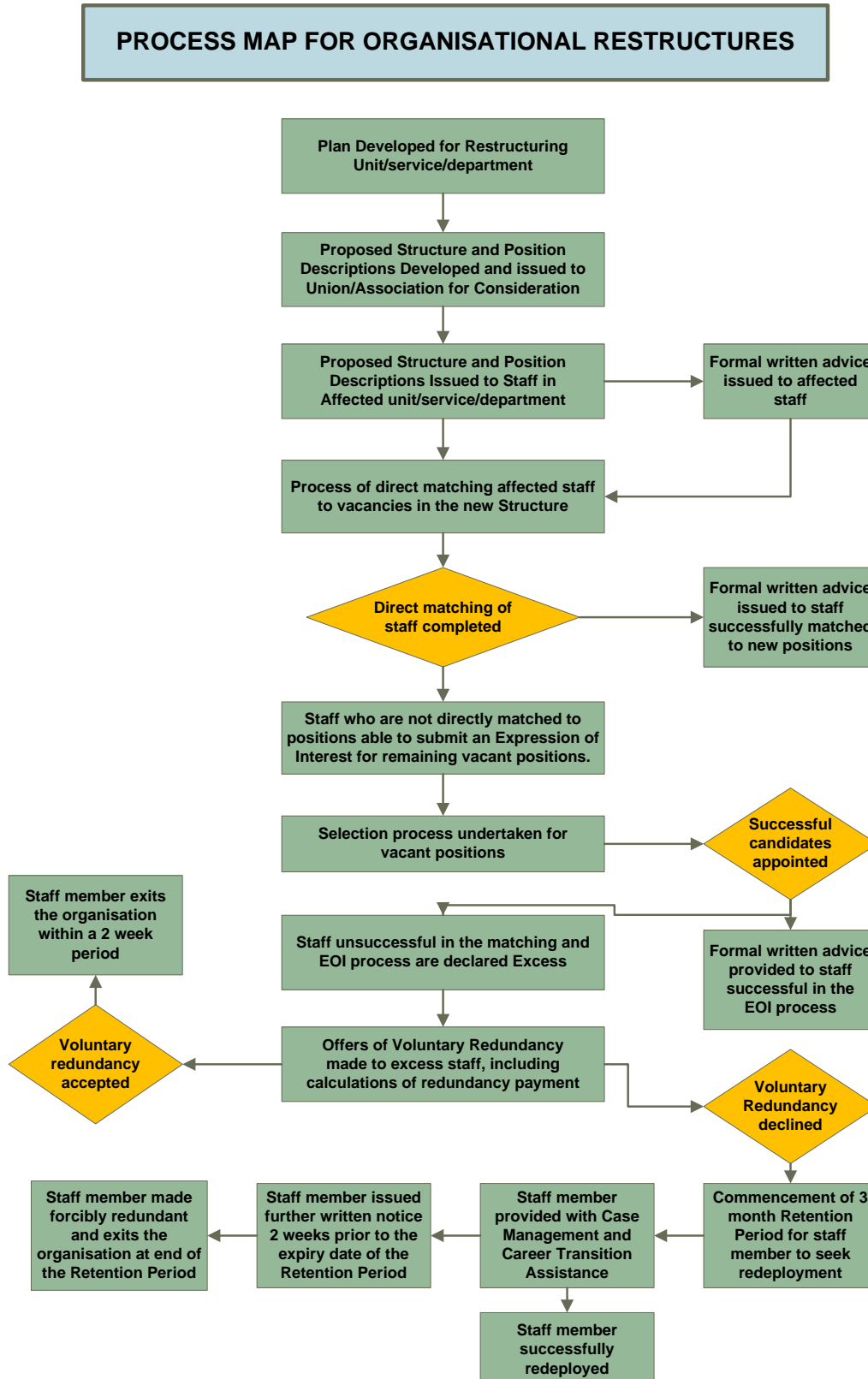
2.2 Rationale/business case

Provide comments on why this structure has been developed, change drivers, how it will ensure service provision, governance, roles and responsibilities, FTE's, reporting lines, re-design rationale, potential affected positions, positions for direct matching, new positions. Directly matched position should be shaded in grey, new positions shaded in blue.

3. Proposed changes to Position Descriptions

Provide information about relevant Awards, summary of position descriptions, summary of classifications, re-design of existing position descriptions (if applicable), design of new position descriptions (if applicable), grading requirements, changes for FTE.

4. The recruitment and matching process



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5. Consultation

Provide information on proposed consultation methods, union/association details, proposed consultation timeframes.

6. Restructure Timeframe

7. Attachments

Attach any additional information, (include old position descriptions for the existing positions proposed to change, as well as new position descriptions for the proposed new positions)

Managing Offers of Voluntary Redundancy (Refer Section 5)

Attachment 5.B – Frequently Asked Questions

FREQUENTLY ASKED QUESTIONS – STAFF

I've been offered a voluntary redundancy. I don't want to take it, but my colleague is interested in one – can we do a swap?

Yes, SESLHD may consider 'position swaps' between an excess staff member who has declined a voluntary redundancy offer and another staff member who is interested in voluntary redundancy. Where this occurs, the excess staff member must have the appropriate skills, knowledge and experience to fulfil the role and a matching interview conducted. The appropriate delegated officer must approve the placement of the excess staff member to the 'swap' position, and any voluntary offer being made to the other staff member.

I've accepted a voluntary redundancy and have started my own business – can I contract to the public sector?

Yes, however you may be required to repay a portion of the severance payment, depending on how long ago you received a voluntary redundancy. Staff accepting voluntary redundancy are required to sign an undertaking to refund SESLHD that proportion of the severance payment applying to the period of re-employment should they be re-employed in any capacity (including employment in a temporary, part-time, casual, consultancy or contracting capacity) in a NSW public sector service, as defined in the *Public Sector Employment and Management Act 2002*, within the period covered by the severance payment, prior to commencing such employment. The repayment covers the severance component and the additional VR acceptance payment, but excludes payment in lieu of notice.

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Managing Redeployment of Excess Staff (Refer Section 6)

Attachment 6.D – Information Sheet: Information for Excess Staff

Attachment 6.E – Form: Redeployment position matching referral form

Attachment 6.F – Form: Priority Assessment Report form

Attachment 6.K – Information Sheet: Frequently Asked Questions

Attachment 6.D – Information Sheet: Information for Excess and Affected Staff

Information for Affected and Excess Staff

You will have recently received a letter explaining that your position has been deleted, or is likely to be affected by a restructure, and, as a result, you are now declared affected or excess.

This information package has been developed to assist you and the South East Sydney Local Health District (SESLHD) manage your redeployment in a manner that supports you and enables us to make all attempts to find a suitable position for you to be redeployed to.

We understand that this is a difficult time, and therefore want to ensure that you are aware of your rights, entitlements and obligations. We also want to make sure that we have all the necessary information to facilitate your redeployment into a suitable position as quickly as possible to minimise the period of uncertainty and confusion.

To assist you in redeployment, you have been allocated a Human Resources Advisor to act as your Case Manager. The letter you received acknowledging that you wish to seek redeployment includes details regarding your Case Manager; however, if you do not know who your Case Manager is, you should contact the Human Resources Advisory Services department as soon as possible.

What you can expect from your Human Resources Case Manager

Your Case Manager will make initial contact with you and will request you provide information regarding yourself, your skills and experience and positions/locations you are interested in being redeployed to.

Your Case Manager will meet with you once a week throughout the retention period. It is preferred that this meeting occur 'face to face' but, where this is not possible, a teleconference can be arranged.

At these meetings, your Case Manager will discuss opportunities for placement with you. Please note that some of the positions available, for which you have been assessed as being suitable, may not be your preferred options.

Should your Case Manager feel it is appropriate to assist in your redeployment, you may be referred to a course in "Applying for a Position in Health" or other suitable courses. Your Case Manager will also provide assistance in applying for positions should that be required.

SESLHD will provide a range of assistance facilitated by your Case Manager, this includes:

- Development of an individual Redeployment Plan
- Assistance with job placement, including resume and interview skills;
- Arrange priority assessments for suitable vacant positions
- Access to vocational counselling about career transition; and
- Assistance in upgrading skills
- Provide support and assistance to the staff member if they express an interest in transferring to another LHD, or another NSW public sector agency

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What SESLHD expects of you

As an excess staff member you are obliged to:

- be available for consideration for redeployment;
- accept reasonable redeployment opportunities; and
- undertake reasonable training at SESLHD expense.

You are expected to attend the weekly meetings with your Case Manager on time and be prepared to discuss redeployment opportunities.

You are required to have an up-to-date (preferably electronic) copy of your resume available at all times. This is to ensure that when a redeployment opportunity is identified, your resume can be provided to the contact officer for the vacant position.

If your Case Manager refers you to a training course or for a Vocational Assessment, you are expected to attend those appointments on time. Details of SESLHD training courses are available on the Organisational Development and Learning web page:

You are expected to be proactive in searching and applying for a position. Vacant positions can be accessed via:

- The NSW Health Career Portal: healthnswgov.referrals.selectminds.com/
- The I work for NSW for NSW public sector vacancies: iworkfor.nsw.gov.au/
- Online job seeking websites such as www.seek.com.au and www.mycareer.com.au.

Should you identify a potential redeployment opportunity in another NSW public health organisation (such as another Local Health District, Ambulance Service etc) or other NSW public sector agency that you are interested in, your next step is to contact your Case Manager. Your Case Manager will be able to organise for you to be priority assessed for the position. The Human Resources Department and the Service Manager responsible for the vacant position in the other organisation will review your resume and assess your skills against the criteria for the vacant position. They may also request you attend an interview. Should you be found suitable for the role, the position will be offered to you.

If the position is permanent and at your equivalent salary (i.e. within 5% of existing salary) you will be appointed and you will no longer be excess or have priority for vacant positions.

If the position is at less than equivalent salary you will still be appointed to the position; however, you will receive salary maintenance for a period of three calendar months.

Please note that you are unable to use your priority status for appointment to a position of greater than equivalent salary (i.e. more than 5% higher than existing salary) as this would be deemed a promotion. Promotions must be granted via a merit selection process.

If you or your family members are finding this process difficult, please consider contacting the SESLHD Employee Assistance Program (EAP) which is available to all SESLHD employees and their close family members. Their contact details are as follows:

Converge International Ph: 1300 687 327

This number is answered 24 hours per day, seven days per week, to facilitate enquiries and booking requests.

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Attachment 6.E – Redeployment Position Matching Referral Form

Redeployment Position Matching Referral Form (This form is to be sent to the recruiter for this position)	
Position details	
Position title:	
Classification/grade:	
Location:	
Position status (permanent or temporary; full time or part time):	
e-Recruitment reference number:	
Position number (if known):	
Salary/ salary range:	\$
Excess staff member details:	
Name	
Classification/grade:	
Salary/salary range:	\$
Current salary point:	\$
Contact number(s):	
Email:	
Redeployment case manager details:	
Name:	
Contact number(s):	
Email:	
Redeployment case manager checklist:	
<input type="checkbox"/> Staff member is excess as per the policy Managing Excess Staff of the NSW Health Service	
<input type="checkbox"/> Staff member was assessed against ALL position information (selection criteria, location etc)	
<input type="checkbox"/> Position is within the appropriate salary range as per section 6.3.3 of the <i>Case Management and Redeployment Guidelines</i> .	

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Attachment 6F: Priority Assessment Report

The Panel's assessment and recommendation are outlined on the Priority Assessment Report. The report details how the excess staff member meets or does not meet each selection criteria and, in the latter case, whether the employee is likely to perform adequately in the position in a reasonable period of time, given access to appropriate training and support. The report also includes an overall assessment as to whether or not the employee is recommended for the job.

Priority Assessment Report (This form is to be returned to the case manager of the excess staff member)	
Position; details	
Position title	
Classification/grade	
Location	
Position status (permanent or temporary; full time or part time)	
e-Recruitment reference number	
Position number	

Excess staff member details:	
Name:	
Home organisation:	
Assessment date:	
HR contact officer's details:	

Assessment details:
<p>This report is sent to the case manager to discuss with their excess staff member. It may be used to help with future applications and interviews to increase redeployment opportunities.</p> <p>Comments must explain how the excess staff member does or does not meet the selection criteria for the position and/or the likelihood of them being able to perform adequately in the position in a reasonable period of time, given access to appropriate training and support</p>

SESLHD POLICY

Management of Organisational Restructures and other Reforms in SESLHD

SESLHDPD/180

Comments		
Selection Criteria	Met criteria/able to meet criteria? (yes or no). If no, give reasons why.	
Selection Panel Members:		
Convenor:		
Signature:		Date:
Panel Member:		
Signature:		Date:
Panel Member:		
Signature:		Date:

Attachment 6.K - Frequently Asked Questions

FREQUENTLY ASKED QUESTIONS – STAFF

What does priority assessment mean to me?

Priority Assessment means that you will be considered for a vacancy prior to other staff. You will be required to participate in a matching process that will include an interview to ascertain if you have the requisite skills, knowledge and experience for the role, or that you can be trained to perform the functions of the role within a reasonable period of time.

I've found a vacant position that I think I'm suitable for – what should I do?

Contact your Case Manager, they will liaise with the vacant position's Contact/Enquiries Officer to organise a priority assessment for the role.

I don't think that my skills are up-to-date – is there any way I can improve my skills and my chances of redeployment?

Your Case Manager can assist you in identifying training and development opportunities to help you update your skills. Additional to this SESLHD will provide a range of assistance facilitated by your Case Manager, this includes:

- Assistance with job placement, including resume and interview skills;
- Meet reasonable costs for retraining that facilitates redeployment;
- Access to professional vocational counselling about career transition; and
- Assistance in upgrading skills (e.g. payment of fees, books, equipment)

I've been placed in a position, but don't think that it suits me – do I have to take it?

Excess staff members have an obligation to be available for consideration for redeployment and accept reasonable redeployment opportunities. As such, if you have been matched to a vacant position that you have the appropriate skills, knowledge and experience for, it would be expected that you accept this role.

What does salary maintenance mean to me?

When an excess employee is placed into a position of a lesser salary classification, grade and rate of pay, they will have their substantive salary maintained for three calendar months.

FREQUENTLY ASKED QUESTIONS – MANAGERS

I have a vacant position – do I need to check the Redeployment Register before I can advertise it?

No, the Recruitment Officers at Randwick will check all vacant positions to ascertain if there is an appropriately skilled excess staff member who could be matched to the role.

An excess staff member has been matched to a vacant position in my team but I don't think they are suitable – do I have to accept them?

Prior to an excess officer being placed to a vacant position, a matching exercise is undertaken. This process, which includes an interview, ascertains if the excess officer has the required skills, knowledge and experience to undertake the role.

After the interview, if it is found that an excess staff member meets all of the essential criteria and is assessed as suitable for the position, they will be appointed to the position and are then no longer excess. You have an obligation to accept excess staff into a role for which they have been deemed suitable.

After the interview, if it is found that an excess staff member may be suitable for the position with appropriate training, they can be placed in the position for a trial period of up to 6 months. Should the trial placement be successful, the excess staff member will be permanently appointed to the position. If the trial placement is unsuccessful and the retention period has expired, the staff member will be made forcibly redundant with no further notice.

After the interview, if it is found that the excess staff member does not meet all of the essential criteria and is deemed not suitable for the vacant position, they will not be placed in the role.