

Case Manager of Employee/s Requiring Placement [ERP] Role Statement and Case Management Approach

The Case Manager's Role

As a case manager you are the employee's point of contact outside their work group. You will provide support to the employee from the time they are registered as an ERP to when they are either transferred into another role or have exited through the retrenchment process.

In accordance with the department's ERP procedure you will assist the employee through the ERP process and will:

- Contact the employee within 24 hours of their decision not to accept a voluntary redundancy and maintain regular contact (a minimum of once per week) until permanent placement or otherwise occurs.
- Support the implementation of strategies and activities to achieve the earliest possible placement of the employee in a substantive role.
- Attend to all enquiries as the primary point of contact for any matter relating to the employee requiring placement including ensuring the employee understands the ERP process, their responsibilities and obligations under the relevant Directives and departmental policies and procedures.
- Provide the employee with advice in relation to their job search eg: suitability assessment process, feedback on their resume, practice interviews, skill analysis.
- Obtain the employee's resume, Employee Requiring Placement profile, including role category preferences, referee contact details and the referee statement as prescribed in directive 06/12 *Employee Requiring Placement* and support the employee in completing relevant departmental forms in a timely manner.
- Liaise with PSC, ERP departmental contact officer and the employee's substantive supervisor/manager to identify potential placements.
- Maintain effective records, ensure information is provided to update the relevant placement register and provide reports, upon request, on the status, progress and level of participation of the employee.
- Refer the employee to other departmental and non-departmental support services eg: Employee Assistance Program, career counselling, resume preparation.

The Case Manager does not:

- advocate directly on behalf of the employee or find them a job.
- provide personal or career counselling.
- make decisions

Aboriginal and Torres Strait Islander staff:

For Aboriginal and Torres Strait Islander staff, an Indigenous case manager is available to case manage and discuss issues.

Case Manager Checklist

Stage 1: Initiating the process

1. In the first instance the ERP Coordinator will contact you and provide details of the employee requiring placement, including:
 - a. Any correspondence relating to the registration of the ERP. ☐
 - b. Their current role, classification, personal details and current supervisor. ☐
2. Ensure you have all the necessary information before proceeding. ☐
3. Contact your employee requiring placement within 24 hours from receiving their details and:
 - a. introduce yourself
 - b. outline your role as Case Manager
 - c. Confirm their supervisor details. (in some cases their supervisor may have left and you will need to confirm another officer who can comment on their performance.) ☐
 - d. Set up a face to face meeting if possible or telephone conference.
4. Contact the employee's supervisor to arrange the Referee Report ☐
5. At the interview:
 - a. Clarify roles and expectations including:
 - i. Your role in facilitating the process and the type of support you will provide ☐
 - ii. The expectations of the employee to work cooperatively to secure a placement, as per the directive. ☐
 - b. Check how they are feeling and coping with the change - advise them of support mechanisms such as EAP. ☐
 - c. Provide a detailed overview of the process and what they can expect including:
 - i. process for applying for roles
 - ii. suitability assessments
 - iii. trial placements ☐
 - iv. right of refusal
 - v. information on the outcome should they not be placed after 4 months i.e. retrenchment.
 - d. Advise that they will also be placed on the PSC central placement register and provide detail on the process. Provide them with the forms they will need to complete and explain their purpose. ☐
 - e. .Ensure the employee has seen the relevant Directives and knows about the Intranet resources available. ☐
 - f. Advise them that you will be getting referee report form their supervisor and ensure they are aware they can respond to any adverse comments ☐
 - g. Address any questions in relation to process. ☐

- h. Agree on communication channels and frequency of meetings. ☐
- 6. On receipt of the Referee Report send it to your employee. If there are any adverse comments, the employee can respond in writing. You then need to facilitate resolution of the issue before registering the ERP on the PSC Register. ☐
- 7. Ensure all the required documentation is completed and forwarded to PSC for Central Placement Process. (The employee's 4 months commences when they are registered on the PSC register) ☐
- 8. Create a confidential case file. ☐

Stage 2: Placement Search Period

- 9. Vacancies will be forwarded to you from the ERP Coordinator for distribution to your ERPs. ☐
- 10. Ensure appropriate notes of meetings and actions are maintained on file and maintain register recording:
 - a. jobs provided to ERP
 - b. jobs applied for
 - c. Suitability assessments undertaken
 - d. offers and refusals☐
- 11. Assist the employee to understand the change process they are going through and if necessary seek support from departmental and non-departmental support services eg: Employee Assistance Program. ☐
- 12. Discuss vacancy and placement search options; support the employee in developing a plan of action. ☐
- 13. Support the employee in reviewing and consolidating their skills sets and assist the employee to review and update their resume and interview techniques. ☐
 - o Human Resources has a number of products that can assist case managers during this period.
- 14. Provide information on actions taken by ERP during placement period to be considered as part of 4 month review. ☐

Stage 3: Placement and transition to new role.

- 15. Once the employee has accepted a placement, support the employee's transition to the receiving unit/Department by:
 - o ensuring all relevant paperwork to transfer employee is completed by receiving area.
 - o liaising with receiving supervisor or manager to arrange contact with employee if necessary.☐
- 16. May need to discuss an exit plan from their current work group with employee and supervisor including
 - a. Handover of critical work and knowledge transfer
 - b. Start date is negotiated between the current and new work unit
 - c. Activities to support closure and transition to new group☐

17. Finalise and close case file.

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18. Follow up after agreed period to evaluate process with employee.

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Stage 5: Retrenchment

19. Continue to support ERP through retrenchment process

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Employees Requiring Placement - Guide for Managers

Introduction

This Manager's guide provides an overview of strategies and processes that are appropriate to effect workforce placement as a result of workplace change.

This guide will assist managers in considering options to effect placements. The key factors in any decision are:

- fair, transparent and defensible
- ensure the continuity of tenured employment at level is given priority (i.e. temporary engagements, secondments or higher duties must be resolved in favour of an employee requiring placement)
- maintain the bona fides of any redundancy regardless of the process applied
- support the provisions of Directive 06/12: Employee Requiring Placement and Directive 04/12 Early, retirement, redundancy and retrenchment.

This guide **must** be read in conjunction with the Directives and the Department's Employees Requiring Placement Procedure. Additional information and advice can be obtained by contacting your Human Resources team or from the Public Service Commission website at www.psc.qld.gov.au.

Definitions

Case Manager – HR officer assigned to employees once they have been designated as an Employee Requiring Placement. The role of the case manager is to support and assist the ERP in the process of seeking an alternative permanent role.

Change - structure, policy, process, way of doing things (culture).

Employees Requiring Placement (ERP) - are permanent public service employees who need placement due to workplace change. An employee will require placement if their role is considered surplus to operational needs. An employee designated as an ERP retains their substantive classification level.

Establishment – the positions, classification mix, actual FTE and headcount of your workforce.

Establishment Management Program (EMP) - The Government has introduced greater scrutiny over the hiring decisions associated with non-frontline positions. The EMP incorporates a vacancy review process and has been introduced to ensure recruitment decisions regarding non-frontline vacancies align with Government priorities.

Retrenchment - the termination of employment of an employee whose position is declared redundant **and** where it has been determined that continued actions to secure permanent alternative placement of the employee is no longer appropriate.

Transition - the psychological process that people need to go through in order to psychologically shift to the new situation. People transition through change.

Voluntary Redundancy - offered to employees when workplace change means their position is no longer required. At this time the department may offer those employees a voluntary redundancy package. Employees who chose not to accept Voluntary Redundancy then become an ERP.

Workforce Structure – how work is allocated, coordinated, supervised and approved in order to deliver the required service/output.

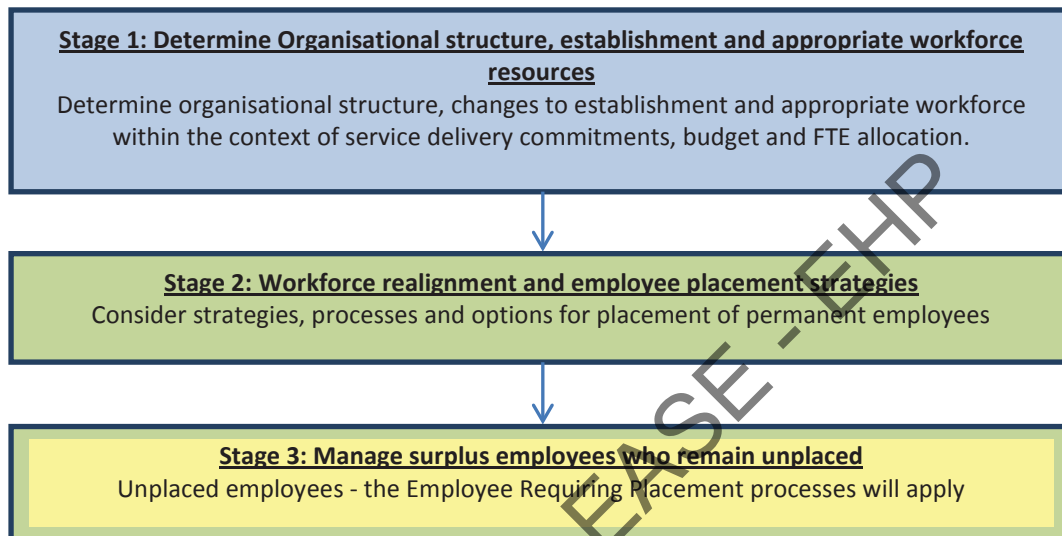
Strategies to effect workforce placements following workplace changes

Reprioritisation of functions, programs and service delivery and budgetary changes will impact on organisational structures and establishment.

Following the determination and approval of revised organisational structure, workforce planning should be undertaken to:

- determine the workforce required to continue to deliver and meet the changing priorities and business requirements
- assess the impact on the workgroup and individual employee/s

The following diagram reflects the suggested stages of transition for workplace change:



Stage 1: Organisational structure, establishment and appropriate workforce resources

In determining the new organisational structural arrangements, consideration should be given to the transfer and retention of a qualified, motivated and engaged workforce. The overall objective is to identify a suitable, financially sustainable profile for the work group going forward. The considerations include:

- Is there adequate establishment that meets current and future business priorities?
- What capabilities (skills, knowledge, and experience) are critical in moving forward? What capabilities are no longer required? What new capabilities will the business area need? Is there potential to develop these skills within the current workforce?
- Which roles are no longer relevant to the operational requirements of the new structural arrangement?
- Do we currently have duplication of activities that can be rectified or rationalised?
- Is there an appropriate balance of administrative, professional, operational and leadership employees?
- Is there classification mix within the structure, which enables workforce renewal, attracting graduates and/or entry level staff to address any future aging workforce or retention issues?
- Are changes to the locations of roles and reporting arrangements required?
- Which existing roles have changes to their duties and responsibilities?
- What approvals are required i.e. through delegate and/or Establishment Management Program?

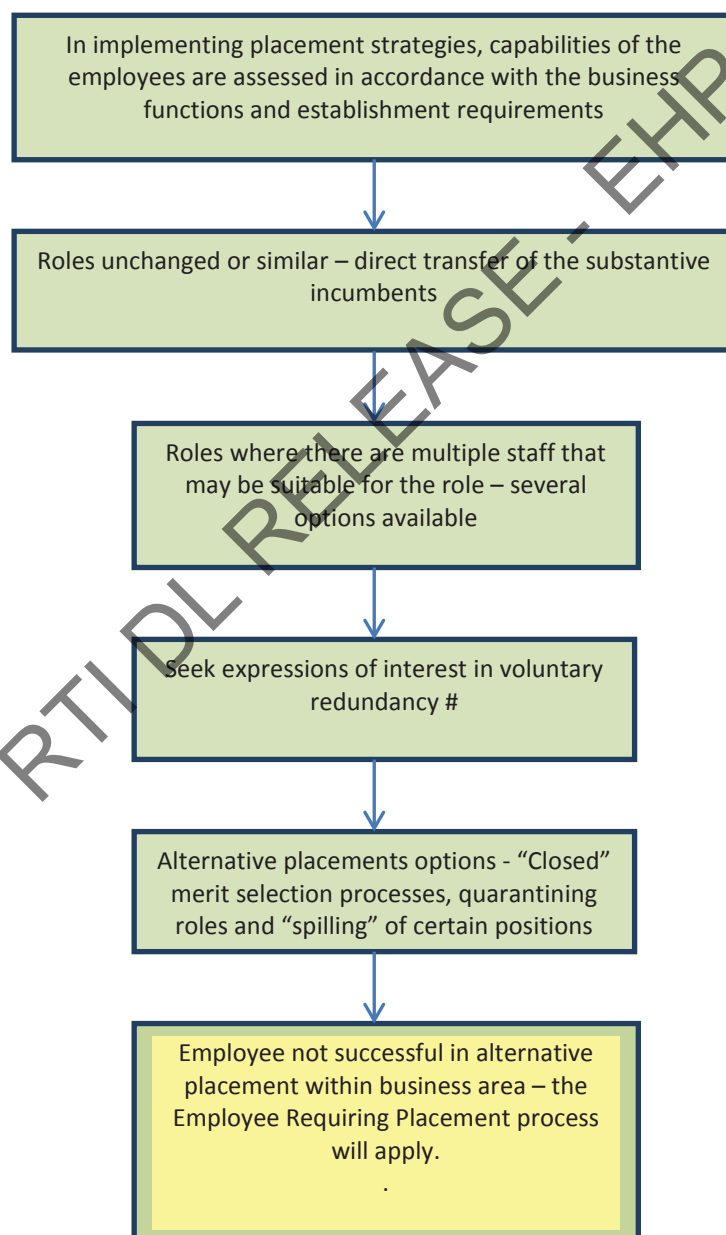
Stage 2: Workforce Realignment and alternative employee placement strategies

Assessment of the current establishment and workforce profile against the new structural arrangements may result in redundant roles and surplus employees due to:

- Reduction of the number of similar positions
- Changes to some roles
- Removal of positions no longer relevant to the new operational requirements
- Changes to location of positions and reporting arrangements.

Alternative internal permanent placement options within the business area should be considered before determining the employees to be declared as surplus under Directive 06/12: Employee Requiring Placement.

The following diagram steps through options available to management teams considering realignment and alternative placement strategies:



If the employee indicates no interest in a Voluntary Redundancy (VR) at this stage of the process, a VR may still be offered if the employee is declared surplus.

Note: In implementing the new arrangements, permanent employees are to be appointed to suitable permanent vacancies (at their substantive level).

1.1 Direct Transfer - Where a role in the effected unit remains unchanged and currently filled by a permanent employee, the employee would remain in that role.

Direct transfers involve the filling of positions at the same classification level, by permanent employees, where the roles are similar. In assessing whether an employee can be moved into a position on the basis of a like-to-like transfer, the following must be taken into consideration:

- responsibilities and duties of the position compared with the employee's substantive position
- classification of the position being equivalent to the classification of the existing employee's substantive position
- employment conditions established by an award or certified agreement, if different from the employees substantive position, including but not limited to, salary arrangements across streams, allowances and hours of duty.

1.2 Seeking interest in a voluntary redundancy

Affected tenured employees are invited to indicate their interest in receiving a voluntary redundancy. This approach must be confined to particular groups of employees affected by specific decisions (i.e. a decision has been made that there needs to be a reduction of the number of AO3 Administration Officers in a particular business area). It must be stressed that an invitation to indicate interest in receiving an offer of redundancy:

- Is made on the basis that the decision about which roles becoming redundant (and which employees are therefore declared surplus) is the decision of the department
- Does not guarantee an offer of a voluntary redundancy (or that an employee will accept a redundancy if one is offered)
- Does not negate the department's responsibility to attempt to identify internal alternative permanent placements at level for surplus employees.

A formal letter will include two options – invitation to accept an voluntary redundancy or be considered for alternative placement. The letter will direct the employee to the GovNet site <http://intranet.govnet.qld.gov.au/information/infores.htm#vrc> to access the voluntary redundancy estimate self-assessment calculator which has been developed to give an **estimate** of a voluntary redundancy payment. QSS will no longer supply calculations.

If accepted, the employee exits the department.

Following the decision that the role is redundant and the employee declared surplus, a formal letter will be provided by the Manger to the employee offering two options, Voluntary Redundancy or registration on Employee Requirement Placement Register. The letter will inform the employee where to access an estimate redundancy calculation. The employee will have an option to accept the redundancy offer. If accepted, the employee exits the department.

Should the surplus employee not accept the voluntary redundancy offer, they are considered for placement within the business area.

2 Alternative Placement Options

2.1 Expression of interest process

Where there are more employees than vacant positions, it may be appropriate to consider all affected employees for particular groups of positions (e.g. if there are 8 permanent 'policy officers' at the same classification level, however, it is determined that only 5 are required for future service delivery).

All affected tenured employees within the group (at level) could be invited to express interest in being transferred into an ongoing role, with the caveat that any employee not expressing interest may be transferred to a new/continuing role at the discretion of the department.

If employees are invited to express interest, they may be required to provide and/or participate in one or a combination of the following:

- copy of their current resume
- prior knowledge
- written assessment against key attributes of the role
- work/skills tests
- informal interview.

The employee's suitability is assessed against the key attributes of the role. Where there is insufficient prior knowledge, a referee check or additional verification activities could be undertaken. (Refer to the suitability assessment section for further information).

2.2 Combination of processes

Business area may decide that it is appropriate to combine a number of processes to determine which roles are retained and consequently which employees become surplus.

For example, this may occur where there are specialist roles within a broader role category. A decision may be made to "quarantine" the specialist roles and conduct an expression of interest process (as described above) for the remaining roles.

For each option, a role profile/role description must be used to assess individual's suitability against the key attributes for the role/s.

Decisions are then made on which employees will be transferred into available roles and the employees who do not gain permanent placement are considered surplus, before they are formally declared as an employee requiring placement under Directive 06/12.

These processes should not be used for appointment of staff at levels above their current classification or to positions external to the work unit.

It is recommended that a panel comprised of the manager and one other person, should be set up to conduct the assessment.

Important Note: These processes must be conducted in an equitable and transparent manner and be well documented to ensure the selected options and outcomes can be qualified under scrutiny.

Phase 3: Manage surplus employees who remain unplaced - Employee Requiring Placement.

Should the surplus employee be unsuccessful in gaining a permanent placement, the employee is declared to be surplus to requirements and is covered by the Commission Chief Executive Directive No. 06/12: Employee Requiring Placement.

As part of the Establishment Management Program requirements, all vacancies must be submitted to the Establishment Management Program Coordinator to enable placement of surplus employees and registered Employees Requiring Placement.

Once an employee declines a voluntary redundancy in favour of seeking alternative placement opportunities, the employee is registered as an 'employee requiring placement' and will be considered for internal vacancies through the Establishment Management Program.

Employees will be also registered with the Public Service Commission Central Placement Register and be provided with suitable vacancies in other departments.

Refer to the Employees Requiring Placement procedure for detailed information in relation to:

- Declaration of surplus employee
- Voluntary redundancy
- Employee Requiring Placement (ERP) registration and placement processes
- Case Management
- Suitability Assessment
- Transfer and Re-deployment
- Review process
- Retrenchment

Note: A flowchart depicting the departmental process for managing employees requiring placement in accordance with Directive 06/12: Employee Requiring Placement and Directive 04/12: Early, retirement, redundancy and retrenchment is included at the end of this document.

Management Responsibilities

As a manager, an employee requiring placement means:

- the employee maintains their status as a permanent employee but their position has become surplus to the requirements of the department
- a case manager will be dedicated to the employee to provide support and advice in relation to the ERP process
- Human Resources, Corporate Services will assist in matching employees to suitable vacancies and informing the employees and the business area in which the vacancy is located

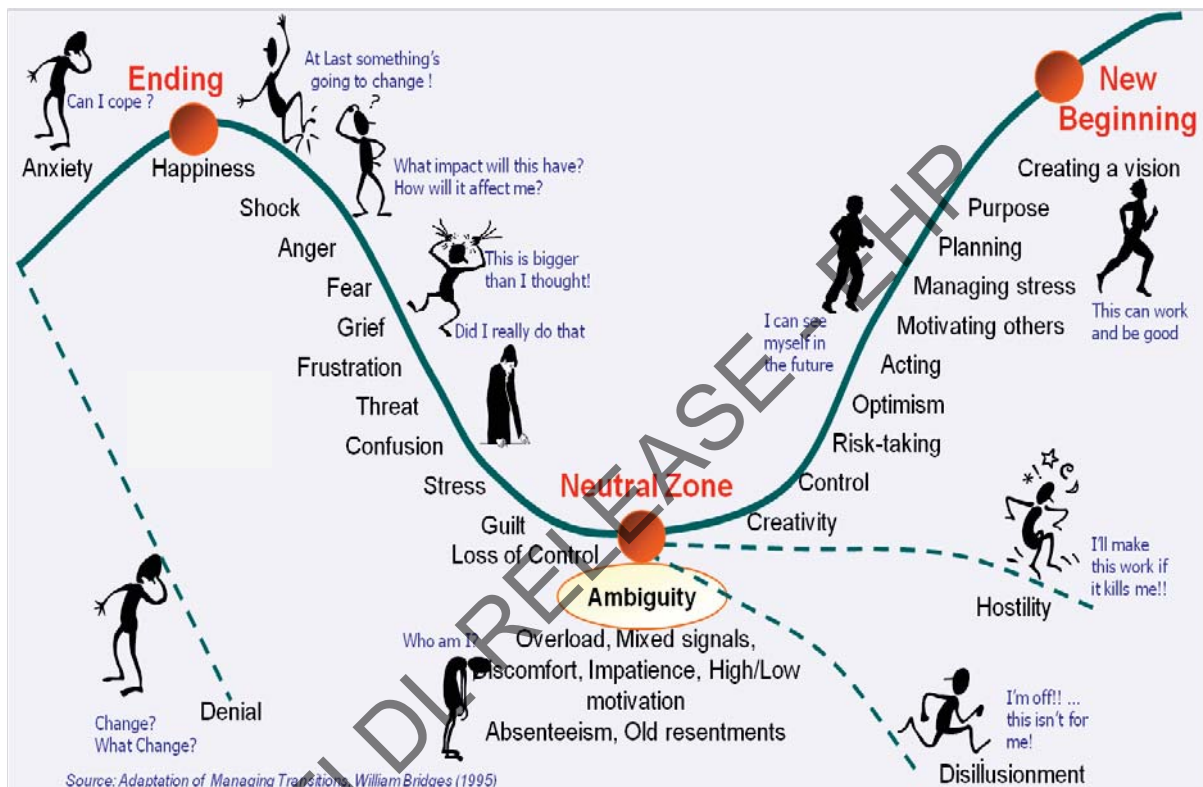
Detailed information in relation to the responsibilities of managers and employees requiring placement is provided in the Employees Requiring Placement procedure.

The Individual and Change

People involved in the management of staff affected by organisational change need to be aware that coping with change means different things to different people. As employees go through the change process they will experience a range of emotions from anger, frustration, acceptance and excitement at the new prospects change offers. Assisting employees through this major change event is critical and an important part of managerial responsibilities.

The emotional stages people go through in coping with change are shown diagrammatically in the Transition Curve below. The Transition Curve has been aligned here to William Bridges' phases of transition. This model is useful in understanding how individuals deal with personal change and for managers and organisations helping staff to deal with personal change.

The stages people typically experience in any major change event are described below:



William Bridges' Transitional Model proposes that people go through three key transitioning phases when facing change:

- **endings** (shock, denial, anger/sadness) In this phase people come to terms with what they have lost and prepare to move on.
- **neutral zone** (resistance, bargaining, ambiguity) In this phase people are going through readjustment and realignments- building a foundation for moving forward.
- **beginnings** (acceptance, involvement) In this phase people are developing the new identity and where they fit into the new order and becoming energised to buy into the process.

These phases can happen in differing degrees at the same time and will be overlap between the phases.

The following table shows some of the signs and behaviours that people may experience or see as they go through the range of emotions. It also offers strategies to transition people through these emotions. This is not a one size fits all situation. Nor is it a linear and sequential process. Individuals don't all experience all the emotions shown, nor in a step by step order. Events may occur that trigger an earlier response/emotion and the individual may yo-yo for a time. This is a normal human response to change.

	Emotion	Some Behaviours	Manager Action	Employee Action
Endings, losing, letting go	Denial	<ul style="list-style-type: none"> Flippant attitude Indifferent talk Evasion Scepticism Refusal to accept reality of situation 	<ul style="list-style-type: none"> Provide clear information regularly Explain what is changing and what isn't changing – and who will be most and least affected Explain the change & rationale behind it Share a vision of the future Provide clear advice of expectations. 	<ul style="list-style-type: none"> Seek out information from reliable sources, don't listen to gossip Speak to your supervisor or manager to get a clear understanding on what the changes mean to you Establish what is and what isn't changing and what you can be doing
	Anger	<ul style="list-style-type: none"> Grumbling Irritation Rage Mistakes Disengagement Sabotage 	<ul style="list-style-type: none"> Listen Acknowledge anger Don't try to talk them out of it Don't assume blame for their anger Don't collude/agree with them Distinguish between acceptable feelings and unacceptable acting out behaviour Provide information on the Employee Assistance Program 	<ul style="list-style-type: none"> Acknowledge that you feel anger. Take responsibility for your emotions and their impact on you and others. Is there a more helpful way to look at the situation? Do things outside work that you enjoy, maintain relationships, socialise, exercise, take up a hobby
Neutral Zone	Bargaining	<ul style="list-style-type: none"> Attempts to get out of situation Attempts to make it go away Making a deal or promise 	<ul style="list-style-type: none"> Keep realistic plan in sight Don't be swayed by promises/ renegotiations Reinforce situation as it is – clarify what is changing and what isn't. Don't negotiate 	<ul style="list-style-type: none"> Consider what you can do, and what's out of your control. Focus on the areas that you have control over. Consider the possibilities that might arise from the changes
	Anxiety	<ul style="list-style-type: none"> Resentful Silence Looks nervous Stressed Drop in effectiveness and productivity 	<ul style="list-style-type: none"> Don't judge or make them feel inferior for feeling this way Have supportive coaching conversations (anxiety is natural) Provide current information to dispel rumours Ensure staff are provided with coaching or training and development where required Provide information on the Employee Assistance Program (EAP) 	<ul style="list-style-type: none"> Continue to keep as informed about what is concerning you as possible – seek out information from reliable sources only. Don't listen to rumours Continue to share your concerns with trusted colleagues or other support people, to develop strategies that will assist you overcome your anxiety Take time to 'switch off' from work problems & get involved in enjoyable outside activities
	Sadness/ Depression	<ul style="list-style-type: none"> Silence Withdrawal Appears 'down flat' Tearful Signs of fatigue and/or despair Reduced effectiveness 	<ul style="list-style-type: none"> Encourage talking & sharing of feelings Engage in supportive one to one conversations Encourage a supportive team environment Provide information on the Employee Assistance Program to staff if you think they are suffering from depression. 	<ul style="list-style-type: none"> Accept sadness is a natural feeling arising from change & remind yourself of the good things that are still part of your life. Talk to your support networks (family members, friends, colleagues, supervisor) Consider speaking to a counsellor through the department's EAP if you can't shake your feelings of sadness
New Beginnings	Acceptance/ Involvement	<ul style="list-style-type: none"> Openness Happiness Moving from passive acceptance to active involvement Engaging with and assisting others 	<ul style="list-style-type: none"> Continue to provide clear and open communication Celebrate successes and reaching milestones Share the vision Encourage involvement and provide feedback Ensure capability development needs for the new way of doing things are met 	<ul style="list-style-type: none"> Seek out opportunities to be involved in the change Remain sensitive to where others are in the transition phases and assist them where appropriate Acknowledge and celebrate milestones Assess where you may need to develop new skills for the future, seek out development opportunities & discuss with your supervisor.
	Enthusiasm	<ul style="list-style-type: none"> Ability to articulate where they fit in the new order Conflict between organisational & personal goals is resolved Takes initiative 	<ul style="list-style-type: none"> Celebrate milestones Maintain momentum to embed new behaviours and encourage the right workplace culture Continue with clear communication 	<ul style="list-style-type: none"> Assist colleagues by sharing the new vision, where appropriate Get involved in projects and growth opportunities where possible Take ownership of your contribution to your workplace culture

Having the Difficult Conversations

This section provides managers with strategies on how best to conduct the difficult conversations with employees who will be impacted by workplace change.

Managers must prepare carefully as misinformation and insensitive handling of these conversations can result in problems, for those employees affected by the change and those around them. These conversations must be handled with empathy, clarity, sensitivity and consideration.

Before the meeting

- Schedule these meetings in the early part of the week. If possible avoid Fridays as employees do not have sufficient time to process the information and are not able to access their managers and additional information over the weekends.
- Ensure you are well-informed about the decision and reasons impacting on the employee's role.
- Plan your session. Prepare a checklist of key facts and information which may be different for each employee. Ensure you have the relevant information, procedures available at the meeting.
- Choose a location that there will not be any interruptions and where you are both comfortable.
- Think through and prepare what you are going to say. Consider the individual and your previous interactions and your relationship with the employee.
- Look through the Transition Curve and prepare yourself for the potential reaction.
- Try rehearsing mentally, and/or with a partner or trusted colleague.

During the meeting

Deliver the information that you had prepared in a sensitive and professional manner. Concentrate on the employee, maintain eye contact and listen to their concerns and comments. Acknowledge the employee's statements by your body language and gestures, for example nodding of head. Remain calm. Should the employee react in an adverse manner it's important that you do not take it personally.

Allow the employee to share their concerns if they choose to do so. Be empathetic and avoid colluding with them.

Be conscious of your own body language, tone of voice and rate of speech as they may impact on the employee's reaction. Behave in a calm and professional manner. Listen and demonstrate understanding by reflecting back what you hear.

Running the meeting

- Following the greeting, briefly and succinct state the reason why you have called the meeting.
- Be succinct and provide clear justification for the reasons behind the decision.
- Treat the person with respect, empathy and sincerity. Speak slowly and clearly without jargon and watch the employee's reaction - body language, extent of eye contact etc - to gauge whether they understand and accept what is being said.
- If the news is unexpected the employee may be in shock which will potentially affect their ability to hear and retain the information.
- Allow time for the employee to digest the news. Invite questions and respond slowly and clearly.
- Summarise and avoid over-loading the employee (at this time) with unnecessary information. Stick to the main points.
- Reassure the employee that you and the department will support them through the process.
- Offer to run through the process at another time. Aim to reduce uncertainty.
- Conclude the meeting by reinforcing the point of continued support.
- Do not end abruptly and advise them that if they have any question they should come and talk with you.

After the meeting

- Allow the employee time to contact a partner/family member/colleague to provide support. Ensure they have information about the Employee Assistance Program - PPC Worldwide for additional professional support. They can be contacted on 1800 604 640.
- Check in with them the following day and invite any further questions.
- Ensure the employee's details are provided to Human Resources, Corporate Service to commence the ERP process.

Handling difficult emotional responses

The following suggestions are based on information provided by PPC Worldwide and intended as a guide only.

Disbelief: You need to repeat the information you have just given e.g. "Sarah, I do understand that this news has come as a shock, however your position has been selected due to..."

Cynicism: ("You had this planned from the start."). "John, I hear what you believe, all I can say is that the decisions have been difficult to make and were very carefully considered."

Anger: Let them have their say if they need to, because anger often comes as a reaction to shock. Don't take it personally. If it gets out of hand, try to diffuse the situation and re-set the boundaries. "I can hear how upset you are and naturally it is difficult for you to come to terms with what has happened. Would you like a few moments on your own to put your thoughts together, or shall we continue this meeting later today?" Distinguish between feelings and inappropriate behaviour.

Challenge: ("How did they make this decision? I'll take this to the highest level!"). Validate the question or challenge and explain how difficult these decisions were to make. Reiterate the reasons for the decision i.e. based on the priorities of the business etc. Avoid getting drawn into debate.

Fear, anxiety, apathy: Acknowledge their feelings. Use "I" statements. "I can only guess at how worried you must be, particularly as you've just bought a house." Let them know what support is available for them e.g. the EAP.

Tears: Let the person cry without commenting. Offer tissues. As the tears subside, "I can see how upset you are by this news". Let them know what support is available. Summarising key information again may help.

Employee Complaints

An employee who is the subject of an administrative decision or action is entitled to lodge a complaint in accordance with the DERM Managing Employee Complaints Procedure should they feel that the administrative decision is unfair or biased.

If an employee considers that the issue is not resolved following the finalisation of the complaints process, they may be able to lodge an appeal with the Appeals Officer pursuant to the Public Service Commission Directive - Appeals. An employee considering an appeal should refer to this directive and may seek further information on appeal rights from the Public Service Commission.

Support Services

The Case Manager will provide details of services that can be accessed for the employee and managers.

Counselling services:

- Employee Assistance Program (EAP) - confidential personal counselling service available free of charge to employees, PPC Worldwide 1800 604 640.
- Manager Assistance Program - confidential counselling service to support managers in transiting their teams, PPC Worldwide 1800 604 640
- Career Transition Services - assist people with preparing resumes, job allocations and interview techniques
- HR delivered Internal Workshops - 'Building Resilience and dealing with stress' and 'Transition – how to survive and thrive through change'

Unions can also provide support and advice to their members.

Additional Information

Public Service Commission (PSC) Directives

Directive 06/12: Employees Requiring Placement

Directive 04/12: Early Retirement, redundancy and retrenchment

Available on the PSC website: <http://www.psc.qld.gov.au/>

Resume template

Name:	
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Work history (Please provide details of your work history for the past five (5) years).

Current role:	
Classification:	
Date:	From to
Organisation:	
Key responsibilities:	

Substantive role:	
Classification:	
Date:	From to
Organisation:	
Key responsibilities:	

Previous role:	
Classification:	
Date:	From to
Organisation:	
Key responsibilities:	

Previous role:	
Classification:	
Date:	From to
Organisation:	
Key responsibilities:	

Substantive role:	
Classification:	
Date:	From to
Organisation:	
Key responsibilities:	

Education

Have you completed or partially completed any tertiary studies?

Yes or No (delete whichever doesn't apply)

If yes, please provide details including level of qualification, institute, completion date or expected completion date:

[illegible]

Relevant professional development

Course

Date

dd/mm/yyyy

Summary of skills and competencies:

List a summary of your skills and competencies: :

Insert text here

Additional achievements

Work:

Insert text here

Personal:

Insert text here

Additional information

Enter any relevant additional information here:

Insert text here

Referees

Referee 1

Name:

Position title:

Tel contact:

Insert text here

Name:

Position title:

Tel contact:

Insert text here

Declaration

I acknowledge that if changes or updates are required to my profile that I will need to withdraw this submission from the database and submit a new profile.

I declare that the information I have provided is true and accurate

☐ Yes ☐ No

Employees Requiring Placement

Application

The information contained in this factsheet applies to you if you are a permanent public service employee, and your role has been identified as no longer required. You will be asked to consider the following options.

1. accept a voluntary redundancy
2. become an Employee Requiring Placement (ERP) which means transfer and/ or re-deployment.

You will have two weeks to make your decision.

Option 1: Voluntary Redundancy

Voluntary redundancy is when your position is no longer needed and you are declared surplus. You voluntarily accept an offer of redundancy and leave the organisation.

You will receive:

- payment for your unused recreation leave
- payment for your long service leave
- a severance payment
- an incentive payment.

A voluntary redundancy can only be offered once. If you decide to pursue transfer options, you will not be offered a voluntary redundancy again.

Further explanation of the voluntary redundancy offer is outline in Factsheet #2 – Voluntary Redundancy.

Option 2: Pursuing Transfer or Redeployment

If you choose to decline a voluntary redundancy, you can pursue a transfer within the Queensland Public Service.

You will be assigned a case manager who will support you through the placement process. They will support you to find roles and assist you to transition through this challenging period.

For advice and assistance

Personal

Employee Assistance Service - PPC Worldwide

Ph: 1800 604 640

Web: www.ppconline.info.au.

Financial

QSuper

Ph: 1300 360 750

Web: www.qsuper.qld.gov.au

QInvest

Ph: 1800 643 893

Email: info@qinvest.com.au

RemServ

Salary Packaging Enquiries

Ph: 1300 303 940

Novated Leases Enquiries

Ph: 1300 731 429

Email: remserv@remserv.com.au

SmartSalary

Ph: 1300 76 278

Web: www.smartsalary.com.au

Legislative

Fact Sheets

- Factsheet # 2 – Voluntary Redundancy
- Factsheet # 3 – Pursuing Transfer or Redeployment
- Factsheet # 4 – Flowchart for ERP
- Factsheet # 5 – Things to consider

Directives

- Directive No. 06/12: Employees Requiring Placement and FAQ
- Directive No. 05/12: Workforce Establishment Management Framework
- Directive No. 11/12: Early Retirement, Redundancy and Retrenchment
- Directive No. 11/11 Transfer and Appointment Expenses

The Department will ensure you are considered for appropriate roles within the department and in the broader public sector via the Public Service Commission's central placement process. Your details, including a resume and referee report will be placed on a departmental register as well as a central placement register

Some decisions you will need to make at this point are whether you:

- are interested in a position only at your current classification
- will accept a position at a lower classification level.

If there is a position which matches your skills a suitability assessment will be undertaken which may involve an informal chat or interview. You only need to meet the minimum requirements of the role to be considered suitable. If you are assessed as suitable for the role, you will be advised and will have a maximum of five days to decide whether or not to accept the position. It is important to note that:

- you will have one opportunity to decline a transfer without having to provide a reason.
- If another suitable position becomes available, and you do not wish to accept it, then you will have to provide reasons why you believe the transfer is unreasonable.
- If those reasons are not considered reasonable by the department your employment can be terminated.

Review

A review is undertaken after 4 months to determine if it is reasonable to continue to pursue transfer options. You and your case manager will provide information to the review. The outcome of the review may be to extend you for up to three months or to retrench.

Retrenchment

Should this occur, you will receive a payment comprising of accrued recreation leave, accrued long service leave and a severance payment. You will not receive an incentive payment.

Termination

If this occurs, you are entitled to a payment comprising of accrued long service leave (where service period is greater than 10 years) and accrued recreation leave.

Further details on pursuing a transfer or redeployment options can be found in Factsheet #3 - Transfer or Redeployment.

Voluntary Redundancy

Application

The information contained in this factsheet applies to you if you are considering accepting a Voluntary Redundancy Payment.

Voluntary redundancy is offered when your position is no longer needed and you are declared surplus. You voluntarily accept an offer of redundancy and leave the organisation.

A voluntary redundancy will only be offered once. If you decide to pursue a transfer, you cannot decide at a later date to apply for a voluntary redundancy.

If you are interested in accepting this option, you must reply in writing to your offer letter within 14 calendar days.

Entitlements

If you chose to accept the offer of a voluntary redundancy, you will receive entitlements including a severance payment and an incentive payment.

The package will comprise of:

- accrued recreation leave
- accrued long service leave for employees who have a service period of greater than one year
- a severance payment of two weeks full time pay per full time equivalent year of service and a proportionate amount for an incomplete year of service. There is a minimum payment of four weeks pay, and a maximum of 52 weeks.
- An incentive payment if \$6500 or 12 weeks pay at your substantive level, whichever is the greater

Taxation

You will need to contact the Australian Taxation Office (www.ato.gov.au) to gain information about tax rates. A genuine redundancy attracts concessional tax rates.

For advice and assistance

Personal

Employee Assistance Service - PPC Worldwide

Ph: 1800 604 640

Web: www.ppconline.info.au.

Financial

QSuper

Ph: 1300 360 750

Web: www.qsuper.qld.gov.au

QInvest

Ph: 1800 643 893

Email: info@qinvest.com.au

RemServ

Salary Packaging Enquiries

Ph: 1300 303 940

Novated Leases Enquiries

Ph: 1300 731 429

Email: remserv@remserv.com.au

SmartSalary

Ph: 1300 76 278

Web: www.smartsalary.com.au

Legislative

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- Directive No. 11/11 Transfer and Appointment Expenses

Part time employment

If you work part time, you are still eligible for a voluntary redundancy package. The payment is calculated on two weeks full time pay per year of full time equivalent service and a proportionate amount for an incomplete year of service. For example, if you have worked at 0.5 of a full time equivalent for 10 years, then you will receive two weeks full time pay per year for 5 years (10 years at 0.5 is the equivalent of 5 years full time).

You will also be entitled to a portion of the incentive payment which will be adjusted to reflect the proportion of full time hours worked by you. For example if 0.5 is the proportion of full time hours worked, then the incentive payment would be \$3250 or 12 weeks salary, calculated at your usual part-time rate, whichever is the greater.

Ceasing employment

You must finish work by the date specified in your letter to receive the full incentive payment. The incentive payment reduces by the equivalent of one week's pay for each week you delay leaving the department after this specified date.

Note: In making your decision to accept a voluntary redundancy it is important that you get professional advice to assist you to consider all your options and to make sound decisions in what is a stressful time.

RTI DL RELEASE EHP

Transfer or Re-deployment

Application

The information contained in this factsheet applies to you if you are considering Option 2 to pursue a transfer or re-deployment to another position.

If you are interested in this option, you must reply in writing to your offer letter indicating that this is your preferred decision.

If you do not respond to your letter within 14 calendar days from date of when the you received the letter, it will be assumed that you wish to be considered for a transfer or re-deployment.

Should you seek a transfer, you will not be able to change your mind and request a voluntary redundancy at a later date.

Case Manager

You will be allocated a case manager, who will work with you to try and find a new placement. Your case manager will ensure you are aware of internal opportunities however you will also need to pursue other employment opportunities independently.

They will also assist you with access to skills and support on applying for jobs and access to emotional support mechanisms to assist you through this challenging time.

He or she will assist you in preparing the required documentation, including your employee profile and resume and will ensure that your supervisor completes their referee report.

Employee Profile

The on-line Employee Requiring Placement Profile form outlines the type of roles you are experienced in and whether you are also interested in re-deployment.

Employee Resume

The employee resume highlights your work experience, any relevant professional development and achievements, and a summary of your skills and competencies.

For advice and assistance

Personal

Employee Assistance Service - PPC Worldwide

Ph: 1800 604 640

Web: www.ppconline.info.au

Financial

QSuper

Ph: 1300 360 750

Web: www.qsuper.qld.gov.au

QInvest

Ph: 1800 643 893

Email: info@qinvest.com.au

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Novated Leases Enquiries

Ph: 1300 731 429

Email: remserv@remserv.com.au

SmartSalary

Ph: 1300 76 278

Web: www.smartsalary.com.au

You will also need to supply two referees that can be contacted about your work performance and should also indicate whether you will consider relocation and if so, list any specific location/s.

Re- deployment

If you are willing to be considered for positions at a lower level, you will be asked to indicate what the lowest classification level is that you will accept.

If you accept a position at a lower classification level, you will be paid your substantive classification salary and allowances for a period of 12 months. If you accept re-deployment to a role with different working condition (e.g. hours of work), you must follow the employment conditions of the new role.

Registers

Your case manager will ensure that your information is placed on the departmental register, which contains information relating to your experience, classification level, and skill set.

Your details will also be forwarded to the Public Service Commission (PSC) and placed on a central register.

Suitability

Based on the information you have supplied in your resume and profile, the PSC will review all employees for possible matches with vacant positions across the public sector.

If there is a position which matches your skills a suitability assessment will be undertaken which may involve an informal chat or interview. You only need to meet the minimum requirements of the role to be considered suitable. If you are assessed as suitable for the role, you will be advised and will have a maximum of five days to decide whether or not to accept the position.

If you accept the position, then a start date will be negotiated, usually within two weeks. If you decline the offer, you will remain in the central placement pool.

It is important that you seriously consider any offers made to you as you are allowed one opportunity to decline a transfer without providing a reason. If you refuse a second transfer you must provide reasons. If your reasons are accepted, then you will be placed back in the central pool. If your reasons are not accepted, then your employment may be terminated.

If you are considered not suitable for a position, you will be provided with the outcome of the suitability assessment and reasons in writing.

It is important to note that after four months, the department, together with the PSC, will review your situation and decide whether it is appropriate to continue sourcing employment. If it is considered that there is still potential for you to find a position you can be extended for a period of up to three months. If they decide that it is unlikely you will be placed, then you may be retrenched.

Legislative

Fact Sheets

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- Factsheet # 3 – Pursuing Transfer or Redeployment
- Factsheet # 4 – Flowchart for ERP
- Factsheet # 5 – Things to consider

Directives

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- Directive No. 11/12: Early Retirement, Redundancy and Retrenchment
- Directive No. 11/11 Transfer and Appointment Expenses

Retrenchment

Retrenchment is the termination of employment following a position being made redundant and all options for alternative placements have been considered. Should you be retrenched, you will receive a retrenchment package which comprises of:

- accrued recreation leave
- accrued long service leave
- severance payment of two weeks full time pay per full time equivalent year of service and a proportionate amount for an incomplete year of service paid at your substantive level. The minimum period is four weeks pay and the maximum is 52 weeks.

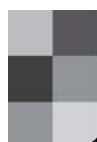
Termination

If your employment is terminated, then you are entitled to a payment comprising of:

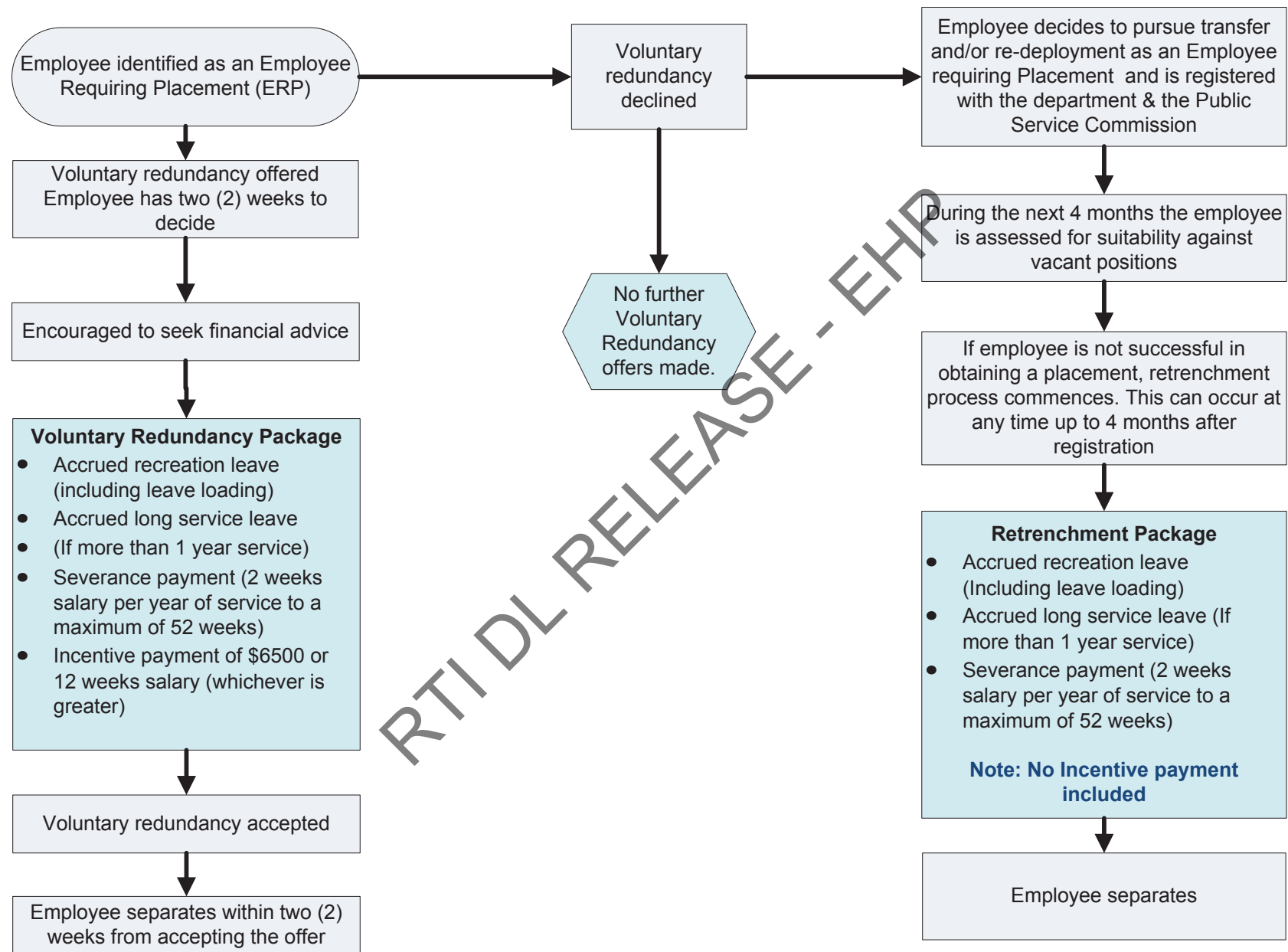
- accrued recreation leave
- accrued long service leave (where you have worked a service period greater than ten years).

Transfer

If you are a public service officer, you may be entitled to reimbursement of transfer expenses if your new position requires you to relocate to a different centre. You will need to refer to Directive 11/11 Transfer and Appointment Expenses to determine your entitlements.



Employee Factsheet #4 – Flowchart for employees requiring placement (ERP)



Things to consider

Assessing your situation

As an Employee Requiring Placement, you must consider your options carefully before deciding whether you will take a voluntary redundancy or pursue transfer or re-deployment. Regardless of which option you choose, you will need to think about the following areas carefully:

- your financial situation
- finding a new job or re-training
- your general well-being

Financial situation

You will need to work out what you will do with your payment. Questions to ask yourself include how does this payment compare with my regular take home pay after tax – is it the equivalent of 2 months pay after tax or 6 months pay? You will need to work out how long before you will need additional income.

Working out a budget

You probably already know how much of your take home pay you have been using to cover living expenses such as paying your rent or mortgage.

Compare your package with your expenses to work out how much you'll need over the next few months.

Reorganise loans and debts

Talk to your financial institution. Many lenders are willing to reorganise or consolidate loans.

Centrelink

Ph: 13 28 50

Web: www.centrelink.gov.au

- register as a job seeker
- check your eligibility for income support before you decide what to do with your redundancy
- check your eligibility for a Health Care Card

Financial Advice

Centrelink's Financial Information Service

Ph: 13 63 57

QSuper

Ph: 1300 360 750

Web: www.qsuper.qld.gov.au

QInvest

Ph: 1800 643 893

Email: info@qinvest.com.au

RemServ

Salary Packaging Enquiries

Ph: 1300 303 940

Novated Leases Enquiries

Ph: 1300 731 429

Email: remserv@remserv.com.au

SmartSalary

Ph: 1300 76 278

Web: www.smartsalary.com.au

Get professional advice

QSuper is offering several additional services to assist members who have been impacted by the redundancy program. A dedicated redundancy hotline has been established which will direct calls to a specialist team. **The hotline number is 1300360740.**

For individuals, QSuper and Q Invest are providing:

- information about redundancies and general discussions about a QSuper entitlement
- an express service to generate superannuation benefit quotes
- assistance to determine the need for and level of financial advice required

Personal financial advice is being offered by Q Invest at four different levels, ranging from answering questions about specific superannuation issues over the phone through to a full comprehensive advice offering.

Other alternatives for assistance are the redundancy seminar program, details of which are available on the QSuper website. For those unable to attend a seminar, there is a video presentation on the QSuper redundancy page along with other factsheets and answers to frequently asked questions.

For more information, visit the [QSuper website](http://qsuper.qld.gov.au/members/super/earlyaccess/redundancy.aspx)
<<http://qsuper.qld.gov.au/members/super/earlyaccess/redundancy.aspx>>

Alternatively, you may wish to seek independent advice from an accountant or financial advisor. Charities or church based organisations may provide free financial counselling for low income earners or individuals in financial distress. Centrelink's Financial Information Service also runs seminars on a whole range of financial issues.

If you decide to accept a transfer that involves relocation, you will need to think about the costs such as buying or selling your house, increased transportation costs, changing schools and establishing new social networks. For more information please refer to Directive 11/11 Transfer and Appointment Expenses.

If you are offered re-deployment, you will need to think about the financial implications. You will need to determine whether you can meet your expenses. Are you willing to learn new skills and accept the challenges faced by a new role in a different location at a lower level than you currently occupy?

Re-training or finding a new job

Firstly, you need to consider if your skills are relevant to the public sector. Many departments are reviewing their purpose and redefining their roles. Are there other areas in government who may have a need for your skills or are they so specialised that there are limited opportunities for you to be placed?

You should assess whether you need to upgrade your skills or whether you should retrain for a new career.

Re-training or finding new employment

Job Services Australia

Ph: 13 62 68

Web:

www.deewr.gov.au/jobservicesaustralia

Skilling Solutions Queensland

Ph: 1300 654 687

Web:

www.skillingsolutions.qld.gov.au

TAFE Queensland

Ph: 1300 308 233

Web: www.tafe.qld.gov.au

Looking after yourself

Employee Assistance Service - PPC Worldwide

Ph: 1800 604 640

Web: www.ppconline.info.au

Job Services Australia offers job search and job placement services. One-on-one assistance is also available. Skilling Solutions Queensland also offers training and career information services.

Many jobs are advertised in local and metropolitan newspapers. They are also usually advertised on job search websites, recruitment agencies also offer general or industry specific recruitment services.

Centrelink provides all jobseekers with free access to JobSearch facilities. These facilities provide jobseekers with access to JobSearch kiosks and JobSearch telephones.

If you are looking to upgrade or learn new skills, a TAFE College or University is a good place to start. For the range of TAFE courses and locations, you can browse www.tafe.qld.gov.au

Sometimes, professional bodies and unions also have information regarding courses.

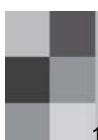
Looking after yourself

Any change has an emotional impact. A change in your employment status can have a significant impact on how you view yourself. Talking to a friend or family member or simply having some time to get use to the situation may be all it takes to get you past your initial reaction.

However, if you are finding it difficult to move on, it might be helpful to talk to a professional. If you feel you should talk to someone the department's employee assistance program, PPC Worldwide is a confidential service that may prove beneficial to you and your family.

Most importantly, you need to work out how you will look after yourself given all these changes. Be aware of how you are feeling and coping.

Talk to your case manager and seek assistance if needed.



ERP Case Manager

Role Statement

A case manager is assigned to each employee requiring placement (ERP) and provides support from the time they are registered as an ERP to when they are either transferred into another role or have exited through the retrenchment process.

The role of the Case Manager is to:

- Contact the employee within 24 hours of their decision not to accept a voluntary redundancy and maintain regular contact (a minimum of once per week) until permanent placement or otherwise occurs.
- Support the implementation of strategies and activities to achieve the earliest possible placement of the employee in a substantive role.
- Attend to all enquiries as the primary point of contact for any matter relating to the employee requiring placement including ensuring the employee understands the ERP process, their responsibilities and obligations under the relevant Directives and departmental policies and procedures.
- Provide the employee with advice in relation to their job search eg: suitability assessment process, feedback on their resume, practice interviews, skill analysis.
- Obtain the employee's resume, Employee Requiring Placement profile, including role category preferences, referee contact details and the referee statement as prescribed in the employee requiring placement directive 06/12 and support the employee in completing relevant departmental forms in a timely manner.
- Liaise with Public Service Commission, ERP departmental contact officer and the employee's substantive supervisor/manager to identify potential placements.
- Maintain effective records, ensure information is provided to update the relevant placement register and provide reports, upon request, on the status, progress and level of participation of the employee.
- Refer the employee to other departmental and non-departmental support services eg: Employee Assistance Program, career counselling, resume preparation.

The Case Manager does not:

- advocate directly on behalf of the employee or find them a job.
- provide personal or career counselling.
- make decisions

Aboriginal and Torres Strait Islander staff:

For Aboriginal and Torres Strait Islander staff, an Indigenous case manager is available to case manage and discuss issues.

Employee Placement System

Employee Requiring Placement profile

It is important that you read our privacy statement thoroughly.

Privacy statement:

The Employee Placement System is committed to protecting user privacy as specified under the *Information Privacy Act 2009*.

We understand and appreciate that users of the database are concerned about their privacy and the confidentiality and security of any information they may provide.

Your personal details:

Your name and address will not be added to any mailing list other than that related to your profile submitted through this database, nor will we disclose these details to third parties without your consent unless required to do so by law or in accordance with the following information. Your information will be retained in the Employee Placement System whilst you continue to be an Employee Requiring Placement (ERP).

Contact:

If you have any queries about our privacy and security practices, please contact us at employeeplacement@psc.qld.gov.au

By providing your personal details and work history to the Queensland Government through submission of this profile, you acknowledge that you understand that any part of this information may be shared by more than one government organisation in relation to the process for permanent roles within the Queensland Government. placement

Conditions of use:

You must be an Employee Requiring Placement approved by your agency, to register your profile on this database. This form must be jointly completed by an Employee Requiring Placement and their case manager. The information provided will be used to assess your possible suitability, as an employee requiring placement, for vacancies in the public service. The information will be shared between government agencies as required to facilitate the placement process. Whilst you are registered within the employee placement pool, you must continue to be proactive in searching for a job. You remain responsible for identifying and applying for any suitable advertised vacancies. It is important that you provide accurate and complete information to enable appropriate assessments to take place. Intentionally providing false and misleading information may constitute a breach of the Code of Conduct. For further information about the central placement process, speak with your case manager and refer to Directive 6/12: Employees Requiring Placement.

I agree to the above statements, and I have read and agree to the conditions of the Privacy statement.

☐ Yes *

Case Manager details

Note: * denotes mandatory fields

Title: _____

First name: _____

Preferred name: _____

Last name: _____ *

Email address: _____ *

Preferred contact number: _____

Alternate contact number: _____

Date the employee became an ERP: _____ *

On behalf of my agency I declare that the performance of the following employee is satisfactory. ☐ Yes *

If not, this employee cannot be referred to the Employee Placement System - refer Directive 6/12.

Employee details

Prior to submitting your personal information it is essential that you have read our Privacy information.

Employee/Payroll number: _____

Title: _____ *

First name: _____ *

Preferred name: _____

Last name: _____ *

Email address: _____ *

Preferred contact number: _____ *

Alternate contact number: _____

Home address

Address 1: _____

Address 2: _____

Suburb/Town: _____ *

Postcode: _____

Work details

Employee status: _____

Substantive position title: _____

Substantive classification: _____ * If other, please specify: _____

Substantive work location: _____ *

Substantive agency: _____ *

Substantive work unit: _____ *

Do you wish to be considered for redeployment to a lower classification level? *

☐ Yes

☐ No

If yes, what is the lowest level of classification
you consent to be considered for? _____

**Role categories (Please indicate up to a maximum of three (3) areas below in which you
have the most experience)**

Role Category 1: _____ *

Role Category 2: _____ *

Role Category 3: _____ *

Role categories (Please select any additional areas of experience)

Optional Role Category 1: _____

Optional Role Category 2: _____

Attachments

Please complete the resume template and a referee statement found [here](#).

Once completed, you can attach both documents with one of two options.

1) Click on Tools in the top menu, down to 'Comment and Markup' and attach the file/s by clicking 'Attach file as a comment'.

2) Click the 'Comment' option at the top right of this window. Once the the right hand panel has opened, expand the 'Annotations' window and click on the 'Attach file' icon.

Declaration

I (Employee) declare that the information I have provided is true and accurate.

☐ Yes

I (Case manager) declare that the information provided is true and accurate.

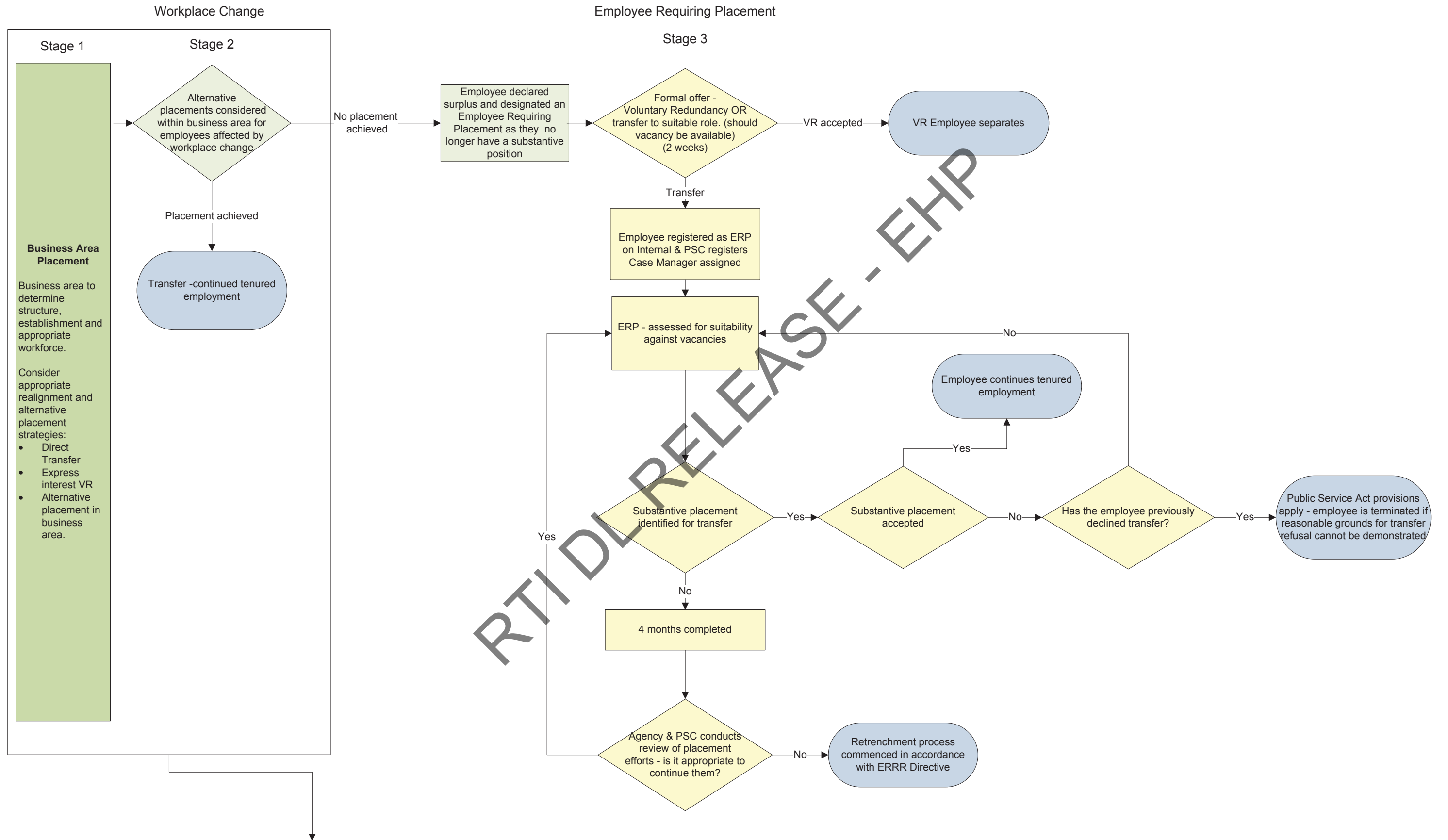
☐ Yes

**Please press the submit button to upload your profile and attachments. You will not be
considered until you have pressed the submit button.**

Submit

Employees Requiring Placement Flowchart

Workplace Change and Placement Process



Note: If the ERP alternative placement is subsequently made redundant the above process recommences.

Version 0.7 current as at 7 August 2012

Employees Requiring Placement (ERP)

Employees Complaints Process Information Sheet

Purpose: To provide employees with information in relation to complaints and appeal rights with regards to the Employee Requiring Placement (ERP) process.

Appeals: The decision to determine a position surplus, under the ERP Directive No. 06/12, is non-appealable as determined under the *Public Service Act 2008* s195, and in conjunction with Directive No.19/10 (Appeals), where it states the decisions against which appeals cannot be made includes:

(2) A decision that decides the policy, strategy, nature, scope, resourcing or direction of the public service or a department.

That is, decisions of budget, service and structure changes are not appealable. However, employees may be entitled to appeal against a range of administrative decisions that adversely affects them. Before doing so however, an employee is required to demonstrate that he or she has first used the department's employee complaints policies/procedures under the Directive No. 8/10 (Managing Employee Complaints).

Employee Complaints: Directive 08/10 Managing Employee Complaints states an:

employee complaint means a complaint made by a current public service employee who has an honest belief based on reasonable grounds that:

- *an administrative decision is unfair or unreasonable, or*
- *the conduct or behaviour of an employee, agent or contractor is unfair or unreasonable or constitutes sexual harassment or workplace harassment, and*
- *the decision, conduct or behaviour has a substantial and direct adverse effect on the employee concerned.*

An employee complaint must be in writing and follow the relevant departmental policy and/or procedure currently in place (e.g. DERM Managing Employee Complaints Procedure HRS/2011/4704, DEEDI Managing Employee Policy HR10/11). Managing and resolving a complaint submitted by an employee in relation to an ERP is potentially a three stage process.

Stage 1 Local Action — lodged with the Deputy Director General or Executive Director where applicable, of the employee's work unit. The Manager Employee Relations or Manager Governance & Ethics must be advised of all complaints lodged.

If an employee is dissatisfied with the grounds and decision made during the ERP process—which meets the definition of an 'employee complaint' as defined above and is not excluded under s193 of the Public Service Act 2008—the employee may lodge a complaint.

- Employee complaints must be made in writing, and sufficient information must be provided by the employee to enable the agency to take appropriate action.
- Action by the agency to resolve employee complaints must be within 21 days of receipt of written request from the employee making a complaint.
- At the completion of the local action, the agency must provide a written response to the employee. The decision must include:
 - Detail of the action taken and the outcome
 - The reasons for the decision
 - Any action the agency will take as a result of the decision, and
 - Be capable of review.

Employees Requiring Placement (ERP)

Employees Complaints Process Information Sheet

Stage 2 Internal Review — lodged with the DG or Delegate. The Manager Employee Relations or Manager Governance & Ethics must be advised of all reviews lodged.

If an employee is dissatisfied with the decision made during Stage 1 the employee may make a request to the agency chief executive (or delegate) for an internal review.

- A request for an internal review must be received by the agency chief executive (or delegate) within 14 days of the employee receiving a copy of the decision being made.
- The internal review must be completed within 14 days of receipt of written request from the employee making a complaint
- At the completion of the internal review, the chief executive (or delegate) must provide a written response that includes:
 - Details of the action taken and the outcome
 - The reasons for the decision
 - Any action the chief executive (or delegate) will take as a result of the decision, and
 - Be capable of review.

Stage 3 External Review of a decision made at internal review

- If the employee is dissatisfied with the decision made at internal review, the employee may apply for external review. Avenues of review include:
 - Public Service Commission
 - Queensland Ombudsman
 - Queensland Industrial Relations Commission
 - Anti-Discrimination Commission Queensland

AUTHORITY:

- *Public Service Act 2008*
- Public Service Regulation 2008
- Directive 06/12 – Employees Requiring Placement
- Directive 08/10 – Managing Employee Complaints
- Directive 19/10 – Appeals
- Directive 11/11 – Transfer and Appointments
- Directive 04/12 – Early retirement, redundancy and retrenchment

ALLIED POLICIES AND PROCEDURES:

- DERM Managing Employee Complaints Procedure HRS/2011/4704
- DEEDI Managing Employee Complaints Policy HR10/11
- QWC Managing Employee Complaints Policy and Procedure HRM-PPR-013
- Department of Communities Complaints Management Policy and Procedure

OTHER REFERENCE DOCUMENTS:

- Frequently Asked Questions – Directive 06/12: Employees Requiring Placement

Employee Requiring Placement PLACEMENT REVIEW REPORT

This template details the basic information to be submitted for the review of the placement process for an 'employee requiring placement' in accordance with Directive 06/12 and departmental procedure. Additional information should be included in the 'other factors' section of this template and/or attachments.

Part 1: Employee Information *(Employee to complete)*

Title	Given Name(s)	Surname	Employee Number
Contact Details			
(W)	(M)	(E)	
Position Title	Classification & Pay-point	Employment Status	
		☐ Full-time ☐ Part-time	
Organisational Unit & Department Details			Location
Case Manager Name	Contact Details		
	(W)	(M)	

Part 2: Placement Information *(Employee & Case Manager to complete)*

PSC Registration Date:	/...../.....	Review Date:	/...../.....
Transfer and/or redeployment opportunities including details of:			
<ul style="list-style-type: none">• General vacancies provided to the employee for self-assessment• Opportunities where the employee has been matched to a vacancy (Department and/or PSC)• Placement opportunities where employee was not deemed suitable• Offers made and declined			
ERP participation in activities to achieve placement (e.g. work trials, training, other job applications)			
Factors preventing placement (e.g. specialist skills, location, availability of roles, skill matching)			
Other relevant information			



Employee Requiring Placement PLACEMENT REVIEW REPORT

Part 3: Additional Information from Case Manager and/or Human Resources

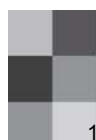
Case Manager Comments		
HR Comments		
Name & Title:	Signature:	Date:/...../.....

Part 4: PSC Assessment

Comments & Recommendation		
PSC Review Officer:	Signature:	Date:/...../.....

Part 5: Delegate Decision - Review Outcome

Extension of placement period		
Reasons:		
Proposed retrenchment		
Reasons:		
Delegate approval		
Name & Title:	Signature:	Date:/...../.....



Frequently Asked Questions

Employees Requiring Placement

Note: This FAQ should be read in conjunction with the *Employee Requiring Placement Procedure*

What happens if I am deemed to be a surplus employee?

As a result of workplace change your position may be made redundant. If an alternative placement cannot be identified for you, the department will offer you a choice between accepting a voluntary redundancy or pursuing other transfer opportunities. You will have **two weeks** to consider these two options and advise the department of your decision.

You will retain your substantive classification level, unless you agree to be deployed into a position as a lower classification.

Who is a registered employee requiring placement?

An employee requiring placement is a permanent public service employee who, as a result of workplace change, is no longer assigned to a substantive role, has been deemed surplus and has rejected an offer of voluntary redundancy.

What options will management consider to determine placements following workplace change?

The department has the ability and responsibility to determine what strategies are appropriate to effect staff placements following workplace change. Some of the strategies that could be applied are listed below.

The department may decide particular roles are surplus to service delivery requirements. These positions would be declared redundant and the incumbents substantively attached to the roles are deemed to be surplus.

“Closed” merit process. The department may decide to ‘spill’ particular groups of positions (e.g. 10 policy roles at the same classification level however, only 5 are required for future service delivery). There are a range of options for filling the required roles:

- Consideration of all affected employees. Direct all affected tenured (at level) employees to provide a copy of their resume and undertake an internal assessment process. The department then decides which employees are transferred into available roles and the other employees become surplus.
- Call for expression of interest. Invite all affected tenured employees within a group (at level) to express interest in being transferred into an ongoing position, with the caveat that any employee not expressing an interest may still be transferred to a new/continuing role at the discretion of the department. The department then decides which employees will be transferred into available roles and the other employees are then considered surplus.
- Quarantining roles and ‘spilling’ others. The department may decide that it is appropriate to combine a number of processes to determine which roles are retained and consequently which employees become surplus. For example, this may occur where there are specialist roles within a broader role category. The department may decide to ‘quarantine’ the specialist roles and conduct a ‘closed’ merit selection process for the remaining roles.

Seeking interest in a voluntary redundancy. The department can invite affected tenured employees to indicate their interest in receiving a voluntary redundancy. This approach is confined to particular groups of employees affected by specific decisions (i.e. a decision has been made that there needs to be a reducing of the number of A03 admin officers in a particular area). Agencies must clarify that an invitation to indicate interest in receiving an offer of redundancy is made on the basis that:

- the decision about which roles become redundant (and which employees are therefore declared surplus) is the decision of the agency;
- does not guarantee an offer of a voluntary redundancy (or that an employee will accept a redundancy if one is offered);
- does not negate the agency's responsibility to attempt to identify internal alternative permanent placements at level for surplus employees.

What does the option of a voluntary redundancy entail?

If you choose to accept the department's offer of a voluntary redundancy, you will receive entitlements in line with the [Directive 4/12: Early retirement, redundancy and retrenchment](#). This includes a severance payment and an incentive payment.

If you decline the offer of a voluntary redundancy, you will not be offered this option again at any stage of the employee requiring placement process cycle. By declining the offer, you are agreeing to actively engage with the department to seek and pursue transfer opportunities.

Are leave accruals paid out if I accept the voluntary redundancy?

Accrued leave will be paid out in accordance with the relevant leave directives.

- [1/11: Long Service Leave](#).
- [2/11 Recreation Leave](#).

How is a voluntary redundancy taxed?

A genuine redundancy attracts concessional tax¹. Information about tax rates can be obtained from the Australian Taxation Office (www.ato.gov.au). Employees considering a voluntary redundancy offer are encouraged to seek independent financial advice. Although the employee's acceptance of a voluntary redundancy is requested, the decision to terminate the employment relationship rests with the department.

How is superannuation calculated?

Superannuation benefits are not included as part of a termination payment. The department strongly recommends seeking advice on your superannuation implications. If your superannuation is with QSuper please visit the [QSuper](#) website or call them on 1300 360 750 to discuss further.

What happens if I choose to pursue transfer opportunities?

After you have declined the voluntary redundancy offer you will be assigned a case manager, who will actively work with you to support you to seek a permanent placement where available. This may be in a role that arises within the department, or in a vacancy identified in another agency within the public service.

You will be registered on the Departmental Employee Requiring Placement Register and the PSC Central Placement Register to ensure you have access to all relevant opportunities. A resume and a referee statement will be obtained as part of the registration process. Where you do not agree with the comments contained in the referee statement, you will be provided with an opportunity to respond.

While transfer opportunities are being sought, you must be provided with meaningful duties.

What is the role of my Case Manager?

Your Case Manager will:

- Contact you within 24 hours of your decision not to accept a voluntary redundancy and maintain regular contact (a minimum of once per week) until permanent placement occurs or exit out of the department.

¹ Note: An employee must be less than 65 years old at the time of termination for a redundancy payment to qualify as a genuine redundancy payment. See section 3.6 of Directive 4/12.

- Support the implementation of strategies and activities to achieve the earliest possible placement for you in a substantive role or with your consent redeployment.
- Attend to all enquiries as the primary point of contact for any matters relating to your placement.
- Obtain a copy of your resume, role category preferences, referee contact details and the referee statement, which will be used for matching purposes.
- Liaise with PSC and employee requiring placement departmental contact officer to identify potential placements.
- Maintain employee requiring placement records, ensure information is provided to update the relevant placement register and provide status reports on your progress and level of participation.

Can I see my referee statement?

You will be provided with a copy of your referee statement before it is forwarded to PSC and an opportunity to comment on any adverse comments.

How long can I remain an employee requiring placement?

A formal review will occur once you have been an employee requiring placement for four (4) months (starting when you are registered on the PSC Central Placement Register). The aim of the review is to determine whether it is appropriate to continue efforts to pursue transfer opportunities.

If it is determined that it is not appropriate to continue to pursue transfer opportunities, you will be advised of possible retrenchment (in accordance with [Directive 04/12](#)). You will be provided with an opportunity to demonstrate why the proposed retrenchment is not reasonable, before a final decision is made.

If an employee is retrenched, they receive entitlements in accordance with the [Directive 04/12](#), including a severance payment, but not an incentive payment.

How will I be matched with vacancies?

The department and the PSC will review registered employees requiring placement's against available vacancies across the public service. Classification level, job category and location, along with the information in your resume and referee report, will be used to identify possible matches between the employee requiring placement and a role/s.

When a possible match is identified, your details and resume will be referred to the department that has the vacancy to conduct a suitability assessment.

How long will the assessment process take?

The assessment process should take no more than seven (7) working days; however an assessment process may take longer e.g. where employment screening checks are required.

How is suitability assessed?

You will be assessed as suitable for a role if you have the minimum skills to undertake the role to a satisfactory level, if provided with reasonable retraining, induction and (if required due to a medical condition) reasonable adjustment. If you are assessed as unsuitable, you will be provided with written reasons for this decision.

Will I have to participate in a Work Trial?

Where the suitability for a permanent vacancy cannot be conclusively determined by undertaking a suitable assessment, a work trial may be negotiated for a maximum period of 3 months.

The work trial will be considered to be the suitability assessment process and participation will be required. If you are on a work trial you will continue to be considered for other permanent vacancies.

Note: the four (4) month review period is not suspended for any reason including work trials.

Can I be put in a temporary placement?

The department must consider you for both permanent and temporary vacancies (greater than 6 months) before proceeding to fill a vacancy by other means. If you are placed in a temporary vacancy within the

department or within another department, you retain permanent tenure as an officer within the releasing department.

If your temporary placement is in another department, you are on 'secondment' unless otherwise determined by the delegates.

You will remain registered with the department as an employee requiring placement during both work trials and temporary placements, and should continue to apply for other permanent vacancies during placement periods. The temporary placement period will be considered part of your review period. You will continue to be considered for any suitable permanent vacancies that arise during this period.

Note: the four (4) month review period is not suspended for any reason including temporary placements

What happens if I am on secondment or higher duties?

You can be considered for and transferred to a role at your substantive classification level. You are expected to participate in placement activities.

If you are assessed as suitable and your transfer accepted, then the receiving business unit/agency needs to determine an appropriate start date.

The agencies may agree that you can complete the secondment / higher duties.

However, alternate permanent placement is the key responsibility and as such it may be appropriate that you be recalled to commence in the new substantive role.

I am an employee requiring placement and have been in a long term temporary placement. At the end of the engagement will I be offered another temporary placement?

If a further temporary opportunity arises, an employee requiring placement can be considered for it, but this does not preclude the review occurring or automatically determine the outcome of the review.

Do I have to accept a transfer?

The *Public Service Act 2008* provides chief executives with the authority to transfer employees; the consent (agreement) of the employee is not required. An employee can decline a transfer if they can demonstrate reasonable grounds for doing so.

You will be provided with one opportunity to decline a transfer, to which you have been deemed suitable by the receiving agency, without having to demonstrate reasonable grounds. If, however, you refuse a second transfer and cannot demonstrate reasonable grounds, your employment may be terminated by written notice.

What are 'reasonable grounds' for refusing a transfer?

Whether reasonable grounds exist for refusing a transfer will depend on the particular circumstances of each case. Factors that may be considered by a chief executive in determining if reasonable grounds for refusal exist include:

- (a) Skills match (having regard to reasonable training and induction).
- (b) Impact of location changes (e.g. medical/personal or other impacts).

A change in travel time, direction, or method, may have an impact on you. A specific maximum travel distance/time in relation to a transfer is not prescribed, however you may make submissions on these issues in relation to the impact of the transfer on you.

When will a transfer take effect?

Where a transfer is agreed, a start date is to be negotiated, this should generally be no longer than two weeks, however, a longer period might be appropriate in certain circumstances, such as where the transfer involves a geographical relocation.

Can I be moved to a lower classification level?

In accordance with the *Public Service Act 2008*, you can only be re-deployed (transferred to a lower classification level) with your consent. You can therefore nominate to be considered for roles at a lower

classification level. If you do not nominate for re-deployment when first registered can do so at a later date, and vice versa. You can also amend the classification level(s) you wish to be considered for re-deployment to.

If you elect to be considered for redeployment and subsequently accept a role at a lower classification level you are entitled to salary maintenance. Information about salary maintenance is contained in [Employees Requiring Placement Procedure](#).

Can I be transferred to a statutory authority?

You can be transferred to any department, public service office (listed in Schedule 1 of the *Public Service Act 2008*) and certain declared public service offices (listed in Schedule 1 of the *Public Service Regulation 2008*).

There are a number of public sector entities, including statutory authorities that do not fall into this group (e.g. the Crime and Misconduct Commission or the Queensland Ombudsman). Where vacancies arise in these organisations, they may contact the PSC to determine if there are any suitable employees requiring placements who may be interested in transitioning to their organisation. You cannot, however, be directed to transfer to one of these organisations.

What happens if I am on leave?

If you are on leave you can be considered for and transferred to a role. If there are particular reasons why you cannot participate in placement activities, including suitability assessments whilst on leave, these should be discussed with your case manager and will be considered as part of your four (4)-month review.

If I am an employee requiring placement and am appointed to a permanent role which is subsequently deemed redundant will I be offered another Voluntary Redundancy?

Yes you will be given the choice of taking a voluntary redundancy or going through the employee requiring placement process again.

Do I have any review or appeal rights?

If you are aggrieved by decisions or actions made under Directive 06/12 you may access the department's complaints process, in accordance with relevant department policies.

If the complaints process has been reasonably exhausted, you may have appeal rights in accordance with the appeals directive.

An employee cannot, however, lodge an appeal about the decision to transfer another employee.

What support is available for me?

You can access support from a range of people including:

- Your Case Manager.
- Your local HR Officer and Manager/Supervisor.
- Employee Assistance Program ph 1800 604 640 (www.ppconline.info/au)
- Unions can also provide advice and support to their members.

More information

- Contact your Case Manager
- Contact your Local HR Officer
- Email Human Resources at: employeeplacement@ehp.qld.gov.au
- Visit the EHP intranet at: [employee requiring placement](#) or [voluntary redundancy](#)

Referee Report

Employee Requiring Placement (ERP)

Referees: Please note the provisions of the Directive for Employees Requiring Placement regarding referee reports.

A referee who is a Queensland Public Service employee, or an employee in an agency covered by this directive, must disclose all information known to them that is relevant to the applicant's performance and work behaviour. Information that is potentially indicative of the applicant's future performance or work behaviour must be provided, clearly and transparently, even if not directly requested. The omission of relevant information, or the provision of untruthful information, by a referee, to any agency, is a breach of the directive and the Code of Conduct, and may constitute grounds for discipline.

Employee Requiring Placement (ERP)

ERP Name:

Substantive
Classification:

Referee

Referee Name:

Current Position:

Relationship to Candidate

☐ Current Supervisor

☐ Current Team Leader

☐ Current Manager

☐ Director or higher

ERP Skills, Knowledge and Capabilities

(please provide a brief summary of your direct knowledge of the ERP's current skills, knowledge and capabilities)

ERP Work Performance

(please indicate how long you have supervised the ERP and provide a comment regarding their work performance under your supervision)

ERP Work Performance Background

(please indicate if the ERP 's performance is currently being managed in accordance with the Directive for Employee Performance Management, or any other process in relation to diminished/poor performance, conduct or attendance)

ERP Status

(please provide details of any barrier/s to the immediate transfer of this employee eg. currently on sick leave, seconded to another agency, etc.)

Suitability Statement

(please indicate if you recommend this employee as suitable for transfer, or provide reasons if you deem this employee to be unsuitable for transfer)

Referee Signature

Signature:		Date:	
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Privacy of Information

The Public Service Commission is collecting the information on this form for the purpose of determining the suitability for transfer of an employee requiring placement. The collection of this information is authorised by the *Industrial Relations Act 1999* and *Public Service Act 2008*. Authorised officers of the Public Service Commission and representatives of agencies assessing the suitability of an employee requiring placement will have access to this information.

An employee requiring placement may have access to this information upon request, and/or in accordance with the provisions of relevant Directives.

Suitability Report

This report documents the process and decision relating to the suitability of surplus employees and internal placement process in accordance with Employee Requiring Placement Directive 06/12.

To:	Executive Director, Human Resources
From:	
Title:	
Phone no:	
Date:	

Position Information

Department:	
Position Title:	
Work Unit:	
Position Number/s:	
Classification level:	
Position type:	
Location:	
Type of process: Note: Refer to Employees Requiring Placement procedure and Manager's Guide for more information.	☐ Expression of interest process ☐ Vacancy approved through Establishment Management Program ☐ Vacancy referred via the PSC central process
Background:	<i>eg: staff advised that of the 7 policy officer positions, only 4 would continue to be funded). Employees invited to express interest by cob Friday.</i>

Employee/s considered

Name:	Employee No:	Department

Assessment process

Process and techniques used to assess suitability:
<p>In consideration of the position requirements specified in the (role description/role profile), the following information was assessed:</p> <ul style="list-style-type: none">• Employee Requiring Placement Registration Form/s• Referee report/s• Resume <p>Please attach any relevant selection documentation.</p>



Suitability Assessment Decision

Suitability confirmed

Include all details relating to the placement such as training to be provided or a trial period

On the basis of the assessment process, it is recommended that (name/s) be (transferred / offered a trial period of _____).

The recommended start date is: / /

Comparative assessment

A comparative assessment is required for a process where more than one employee has been assessed

Unsuitable candidates

As a result of this decision, the following employees remain surplus with justification:

or

No suitable candidate

A statement of reasons is a requirement under section f (iv) of the Employees Requiring Placement Directive (attachment 1).



Approvals:

Manager:	
Name:	
Signature:	
Date:	

Interview panel (if relevant):	
Name:	
Business Group:	
Signature:	
Date:	

Delegate:	
Name:	
Business Group:	
Signature:	
Date:	

Human Resources:	
Comments:	
Name:	
Signature:	
Date:	

Public Sector Commission (only where no suitable candidate is Identified) :	
Comments:	
Name:	
Signature:	
Date:	

Forward this form to the relevant Human Resources team as follows:

EHP and NPRSR
DNRM and DEWS
DAFF and DTESB

employeeplacements@ehp.qld.gov.au
ERP@dnrm.qld.gov.au
HRDAFF@daff.qld.gov.au



Individual ERP Suitability Assessment

Statement of reasons

Employee

Name:	Employee No:	Department

Position Information

Department:	
Position Title:	
Work Unit:	
Classification level:	
Position type:	
Location:	

Assessment of employee against the key attributes

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Overall statement regarding unsuitability for this role

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Manager:

Name:	
Signature:	
Date:	

Interview panel (if relevant):

Name:	
Business Group:	
Signature:	
Date:	



Guide to Suitability Assessment

An employee registered as an employee requiring placement either with the department or the PSC must be considered for permanent and temporary vacancies (greater than 6 months) prior to any other action to fill the position.

A suitability assessment process must be undertaken for an employee who is referred for or applies for a vacancy and should take no more than seven (7) working days for completion.

The assessment of suitability is the means of determining whether an employee requiring placement is capable of effectively performing the duties of a vacancy.

The suitability assessment **must** be directed at determining whether an employee has the minimum skills to undertake the requirements of the role to a satisfactory level. The panel should consider if the following would enable the employee to effectively perform the duties of the vacancy:

- Reasonable training and development to assist employees to transition to new roles. Work trials would be considered reasonable training and development.
- Reasonable induction training with orientation and induction to current work systems and operations
- Reasonable adjustment to consider an employee's medical condition or disability and make appropriate and reasonable adjustments to the workplace to lessen the impact of the condition.

An assessment on merit will occur when there is more than one person identified for the role. This assessment relates to the applicants abilities, aptitude, skills, qualifications, knowledge, experience and personal qualities against the Key Attributes and "look fors" required for the role.

Process

1. An assessment panel, of no less than two (2) members is convened to conduct the suitability assessment. The panel is responsible for ensuring that fair and transparent processes are undertaken to assess employees requiring placement and assist with the placement of tenured employees.
2. The panel ensures they have sufficient information to determine suitability. The panel reviews the resume and referee statement and if there is insufficient information use additional selection processes such as interview, informal conversation, work/skills tests or written response to the key attributes. Where more than one employee is assessed as suitable, the final decision will be on the basis of relative merit between those employees.
3. At the conclusion of the suitability assessment process the panel will submit the finalised ERP Suitability Report to the delegate for endorsement.
4. The delegate will provide the report to Human Resources for review.
5. If no employee/s is assessed as suitable (either through suitability assessment or trial placement) the Panel is still required to forward the ERP Suitability Report and Suitability Assessment forms through the delegate to Human Resources, Corporate Services. Human Resources will review the reports and if necessary, return with a recommendation to undertake further assessment activities.
6. For vacancies under the PSC Central Placement Process, Human Resources will provide the report to PSC for review.
7. If deemed unsuitable, employees will be notified by the panel chair of the outcome of the suitability assessment and reasons in writing.