



MINISTER ASSISTING THE PREMIER

DIRECTIVE No. 11/12
September 2012

In accordance with section 52(3) of the *Public Service Act 2008* and section 687(3) of the *Industrial Relations Act 1999*, this directive prevails over an industrial instrument and other directives to the extent of any inconsistency. Industrial instrument means an award, industrial agreement, certified agreement or decision of the Queensland Industrial Relations Commission.

- 1. TITLE:** Early retirement, redundancy and retrenchment
- 2. PURPOSE:** To specify the action to be taken and the conditions and entitlements applying to public service employees in relation to an early retirement package, redundancy package or retrenchment package.
- 3. LEGISLATIVE PROVISION:** Section 54(1) of the *Public Service Act 2008*.
- 4. APPLICATION:** This Directive applies to all public service employees except –
- employees engaged on a temporary basis under sections 147 or 148 of the *Public Service Act 2008*; or
 - employees engaged on a casual basis under sections 147 or 148 of the *Public Service Act 2008*; or
 - employees on contracts under the *Public Service Act 2008**; or
 - employees whose employment is terminated in accordance with disciplinary action, or retirement because of mental or physical incapacity.
- *NOTE** - Officers under section 122 contracts who revert to tenured public service employment will regain their eligibility under this directive on reversion.
- 5. STANDARD:** The entitlements and requirements prescribed in Schedules A and B apply.
- 6. EFFECTIVE DATE:** This directive is to operate from **10 September 2012**.
- 7. VARIATION:** This Directive can be varied by –
- The Minister responsible for industrial relations; or
 - Legislation.
- 8. INCONSISTENCY:** Sections 51 and 52 of the *Public Service Act 2008* and sections 686 and 687 of the *Industrial Relations Act 1999* apply when there is an inconsistency between an act, regulation or industrial instrument.
- 9. SUPERSEDES:** Directive 04/12 "Early Retirement, redundancy and retrenchment"

10. PREVIOUS

REFERENCES:

Directive 17/09 "*Early Retirement, redundancy and retrenchment*"
Directive 10/05 "*Retrenchment*" and Directive 11/05 "*Voluntary Early Retirement (VER)*"
Directive 10/04 "*Voluntary Early Retirement (VER)*"
Directive 9/04 "*Retrenchment*"
Directive 27/99 "*Voluntary Early Retirement (VER)*"
Directive 26/99 "*Retrenchment*"
Directive 2/98 "*Retrenchment*"
Directive 1/98 "*Voluntary Early Retirement (VER)*"
Directive 22/97 "*Retrenchment*"
Directive 21/97 "*Voluntary Early Retirement*"
Directive 7/97 "*Retrenchment*"
Directive 6/97 "*Voluntary Early Retirement*"
Directive 7/96 "*Action Because of Surplus Employees*"
Public Sector Management Standard for Staffing Options to Manage Organisational Change in the Queensland Public Sector

11. SEE ALSO:

Government policy is to deploy employees where possible. This directive needs to be read in conjunction with:

- directive concerning employees requiring placement
- relevant Australian Taxation Office legislation and Taxation Rulings

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SCHEDULE A GENERAL REQUIREMENTS

1. Definitions

- 1.1. **"Early retirement"** is where an employee accepts an early retirement package in exchange for voluntarily terminating their employment with an agency.
- 1.2. **"Redundancy"** is the situation where a position or function becomes redundant as a result of workplace change and this leads to a decision by the chief executive to terminate the employee's employment.
- 1.3. **"Retrenchment"** is the termination of employment of an employee whose position is redundant and for whom it has been determined that continued actions to secure a permanent placement are no longer appropriate.
- 1.4. **"Severance payment period"** is the period of time which equates to the payment of the severance payment expressed in weeks (note this period of time does not include recreation leave, long service leave, the notice period or if applicable the incentive payment).
- 1.5. **"Week's pay"** means the ordinary time rate of pay for the employee concerned. The following amounts are excluded from the calculation of the ordinary time rate of pay: overtime, penalty rates, disability allowances, shift allowances, fares and travelling time allowances and any other ancillary payments.

2. Early retirement

- 2.1. The chief executive may offer early retirement to employees where the scheme is approved by the Commissioner of Taxation.
 - (a) The scheme must satisfy the legislative requirement that all employees who comprise such a class of employees as the Commissioner of Taxation approves may participate in the scheme; and
 - (b) The scheme must be implemented with a view to rationalising or reorganising the agency's business operations¹; and
 - (c) Before the early retirement scheme is implemented the Commissioner of Taxation must have issued written approval of the early retirement scheme.
- 2.2. Allegations or findings of unsatisfactory performance or conduct due to any cause are not grounds for offering an employee an early retirement package.
- 2.3. The chief executive must establish the bona fides of each early retirement scheme and ensure that the relevant income tax provisions are complied with.
- 2.4. If applicable, the chief executive must ensure that the provisions of the directive relating to employees requiring placement are met and notification is provided to the relevant Australian Government department whose primary function is helping unemployed people find work.

3. Redundancy

- 3.1. When workplace change results in redundant positions or functions and an employee has been declared as surplus ('an employee requiring placement'), an agency may immediately offer the employee requiring placement a voluntary redundancy package.
- 3.2. An employee is considered to be genuinely surplus if:
 - (a) the chief executive has made a definite decision that the job the employee has been doing is no longer required to be done by an employee;
 - (b) that decision is not due to the ordinary and customary turnover of labour;
 - (c) the decision led to the proposal to terminate the employee's employment; and
 - (d) the proposed termination of employment is not on account of any personal act or default of the employee, for example unsatisfactory performance or behaviour.
- 3.3. Prior to making an offer of a voluntary redundancy, the chief executive must establish the bona fides of each redundancy event and ensure that the relevant income tax provisions are complied with to ensure any redundancy payment qualifies as a genuine redundancy payment for taxation purposes.

¹ As part of this process, agencies should consider government policy on organisational restructure.

- 3.4. The chief executive must provide a statement of advice to the employee before deciding to make an employee redundant that confirms the requirements of this section have been met. This statement of advice must be provided to the affected employee before their separation date.
- 3.5. The chief executive must ensure that the provisions of the directive relating to employment arrangements following workplace change are met and notification is provided to the relevant Australian Government department whose primary function is helping unemployed people find work.
- 3.6. 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 under the relevant legislative provisions of income tax law and any Taxation Ruling issued by the Commissioner of Taxation.

4. Retrenchment

- 4.1. The chief executive may approve the retrenchment of public service employees in circumstances where it has been determined, in accordance with the directive relating to employees requiring placement, that it is not appropriate to continue actions to secure a permanent placement for the employee whose position has become redundant.
- 4.2. In considering the case for retrenchment the chief executive must provide to the employee whose position is redundant the circumstances on which the proposal to retrench are based and an opportunity for the employee to establish that retrenchment is unreasonable in the circumstances. The employee must be given a minimum of 10 working days to respond. If the employee does not establish to the chief executive's satisfaction that retrenchment is unreasonable, the chief executive may proceed with action to retrench the employee. The chief executive's reasons for proposing retrenchment, the employee's response and the final decision must be in writing.
- 4.3. The chief executive must ensure that the relevant income tax provisions are complied with when issuing a severance payment to an employee to ensure the payment qualifies as a genuine redundancy payment for taxation purposes.
- 4.4. The chief executive must provide a statement of advice to the employee before deciding to make a position redundant that confirms the requirements of this section have been met. This statement of advice must be provided to the affected employee before their separation date.
- 4.5. If applicable, the chief executive must ensure notification is provided to the relevant Australian Government department whose primary function is helping unemployed people find work.

5. Reporting

- 5.1. Each agency must state in its annual report the number of packages paid to employees with respect to early retirement schemes, redundancies and retrenchments in the previous financial year and the total monetary value of these packages, including incentive payments.
- 5.2. Each agency will establish a register identifying the following information about each employee who accepts an early retirement package, redundancy package or retrenchment package: surname, given names, date of birth, employment status (full-time, part-time), severance date, amount of severance payment received (expressed in weeks), the amount of any incentive payment and the weekly rate of pay.
- 5.3. Agencies will provide this information to the chief-executive of the department responsible for industrial relations on an annual basis.

6. Re-engagement

- 6.1. A person who has received an early retirement package, redundancy package or retrenchment package and who is subsequently engaged in one Queensland Government entity² or more as a consultant, contractor, or employee for a total cumulative period of more than twenty full-time equivalent (20) working days in the severance payment period is required to refund to the Crown a portion of their severance payment. The person will be entitled to retain only that portion of the severance payment which covers the period of time for which they were not engaged in a Queensland Government entity or a minimum of twenty days' salary, whichever is the greater.

² As defined in section 24 of the *Public Service Act 2008*

- 6.2. For example, a person who receives a severance payment of 30 weeks' pay may work only for a total cumulative period of 20 days in the 30 week period after the date on which the retirement, redundancy or retrenchment becomes effective without having to refund a portion of the severance payment.
- 6.3. Continuing this example, once the same person works in excess of 20 days within the 30 week severance payment period, the person is entitled to retain that portion of the severance payment applicable to the period of time for which they were not engaged in a Queensland Government entity. The person would be required to refund to the Crown the remainder of the severance payment, provided that the person would be entitled to retain a minimum of 20 days' salary.
- 6.4. A part-time employee who receives a severance payment for the loss of one part-time job and who retains another part-time job in the Queensland public service, will be required to refund the portion of severance payment to which they are not entitled should they subsequently increase their part-time hours during the severance payment period.
- 6.5. The chief executive of the re-engaging department is responsible for implementing procedures to collect the refund.

7. Transitional Provision

- 7.1. Subject to section 7.2, any processes commenced under a previous directive may be finished in accordance with that directive.
- 7.2. A chief executive may apply the incentive payment under this directive to an employee who has accepted an early retirement or redundancy under a previous directive, provided the employee separates on or after the effective date of this directive.

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SCHEDULE B

ENTITLEMENTS

1. Entitlement

1.1. Packages provided by this directive are compensation for loss of job tenure.

Early Retirement

1.2. An early retirement package will comprise the following:

- (a) Accrued recreation leave³;
- (b) Accrued long service leave for employees who have worked for at least one year, on the basis of 1.3 weeks for each year of continuous service and a proportionate amount for an incomplete year of service³;
- (c) 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 paid at the employee's substantive appointed level. The minimum payment is four weeks' pay, and the maximum is 52 weeks, provided that no employee will receive less than the severance payment under the Termination, Change and Redundancy Statement of Policy issued by the Queensland Industrial Relations Commission.

1.3. An early retirement package may comprise an incentive payment (refer to section 3 below for further information on incentive payments).

Redundancy

1.4. A redundancy package will comprise the following:

- (a) Accrued recreation leave³;
- (b) Accrued long service leave for employees who have worked for at least one year, on the basis of 1.3 weeks for each year of continuous service and a proportionate amount for an incomplete year of service³;
- (c) 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 paid at the employee's substantive appointed level. The minimum payment is four weeks' pay, and the maximum is 52 weeks, provided that no employee will receive less than the severance payment under the Termination, Change and Redundancy Statement of Policy issued by the Queensland Industrial Relations Commission.

1.5. A redundancy package may comprise an incentive payment (refer to section 3 below for further information on incentive payments).

Retrenchment

1.6. A retrenchment package will comprise the following:

- (a) Accrued recreation leave³;
- (b) Accrued long service leave for employees who have worked for at least one year, on the basis of 1.3 weeks for each year of continuous service and a proportionate amount for an incomplete year of service³;
- (c) 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 paid at the employee's substantive appointed level. The minimum payment is four weeks' pay, and the maximum is 52 weeks, provided that no employee will receive less than the severance payment under the Termination, Change and Redundancy Statement of Policy issued by the Queensland Industrial Relations Commission.

2. Tenured part-time employees

2.1. Tenured part-time employees affected by redundancy and retrenchment situations or who are eligible for an early retirement package will be entitled to a severance payment. 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 (minimum four weeks, maximum 52 weeks).

2.2. Employees who hold two or more tenured part-time jobs will be entitled to a severance payment calculated only on the proportion of full-time equivalent years of service applicable to the part-time position which becomes redundant.

³ If the officer is performing higher duties at the date of termination, the calculation must be consistent with the requirements of the Ministerial Directive on higher duties.

3. Incentive payment

- 3.1. In addition to the severance payment, an incentive payment may be offered once only to encourage employees to exit the department on or by a specified date. The payment will be \$6,500 or 12 weeks' pay at the employee's substantive level, whichever is the greater.
- 3.2. The incentive payment reduces by the equivalent of one week's pay for each week the employee delays leaving the department after the specified date.
- 3.3. Tenured part-time employees who are offered an incentive payment will be entitled to a portion of the incentive payment, which will be adjusted to reflect the proportion of full-time hours worked by the employee. For example, if .5 is the proportion of full-time hours worked by an employee for the position, the incentive payment applicable would be \$3,250 or 12 weeks' salary, calculated at the employee's usual part-time rate (i.e. in this example .5), whichever is the greater.
- 3.4. Incentive payments may apply to early retirements and redundancies, but do not apply to retrenchments.
- 3.5. The incentive payment includes payment in lieu of notice.

4. Recognition of previous employment

- 4.1. Employees whose previous employment is recognised for the purpose of calculating long service leave entitlement are entitled to a severance payment. This payment is based on their period of previous recognised employment and current period of employment. The total severance payment will not exceed 52 weeks' pay.

Note:

Previous recognised employment includes all recognised employment (including temporary employment) in the categories specified in the directive relating to recognition of previous service and employment.

- 4.2. Employees whose previous employment is recognised for the purpose of calculating long service leave entitlement and who have received a severance payment from their previous employer will be entitled to a severance payment calculated only on their current period of employment.

5. Relocation expenses

- 5.1. Public service officers who accept an early retirement package, redundancy package or retrenchment package will be entitled to relocation expenses consistent with the Ministerial Directive on relocation expenses for officers retiring from the service.

ANDERSON Jodie

From: Ian Maynard <ian.maynard@psc.qld.gov.au>
Sent: Tuesday, 27 November 2012 1:17 PM
To: Chesterman Andrew; Annette Whitehead (Education); Broe Barry; Hunt Dan; David Edwards (State Development, Infrastructure and Planning); 'Debbie Best'; Graeme Newton (QRA); Helen Gluer (Treasury); Ian Maynard; Ian Stewart (Queensland Police); Noye Jack; Glaister John; Black Jon; Jon Grayson; Kelvin Anderson (Community Safety); Margaret Allison (Communities, Child Safety and Disability); Neil Castles (Housing and Public Works); Neil Scales (Transport and Main Roads); Reed Philip @ DSITIA; Eden Richard; 'Stephen Johnston'; Terry Ryan; Tony O'Connell (Health)
Subject: Public Service Commission guide on change and consultation processes
Attachments: Process for introducing organisational change regarding restructures and or redundancies.docx

Dear colleagues

Further to my email on 5 November 2012, regarding change and consultation processes for the implementation of organisational and workforce change, please find attached a guide to assist you when communicating and engaging with your employees and relevant unions.

This guide has been developed as a result of recommendations and decisions of the Queensland Industrial Relations Commission, where improvements to consultation and implementation processes have been identified. This guide is not intended to be prescriptive or exhaustive, and is designed to provide guidance on appropriate consultation practices.

The Public Service Commission will liaise with your Human Resource Directors, with respect to this guide and continue to support your agency through organisational change processes.

Should you or your officers require further information in relation to this guide or change and consultation processes more broadly, please contact Ms Sonia Cooper, A/Deputy Commissioner, Workforce Strategy and Performance on telephone 07 3406 7919 or via email sonia.cooper@psc.qld.gov.au or Mr Kurt Marsden, Executive Director, Workforce Strategy on telephone 07 3033 0684 or email kurt.marsden@psc.qld.gov.au.

Regards, Ian

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Guide for introducing organisational change regarding restructures and/or redundancies

This guide has been developed to assist Queensland Government agencies to communicate and engage appropriately with employees, and where relevant their unions, when implementing organisational and structural change. This guide is not intended to be prescriptive nor exhaustive, but rather it provides guidance for agencies on appropriate consultation practices.

Notwithstanding recent amendments to the *Industrial Relations Act 1999* (the Act) (see Part 2, Chapter 15), which amend the Industrial Commission's standard Termination Change and Redundancy (TCR) provisions, government agencies continue to have an obligation to consult with employees and, where relevant, their unions when implementing organisational or structural changes which are likely to have significant impacts on employees, or lead to redundancies and/or retrenchments.

The obligation to, firstly, advise employees and their unions, and, secondly, to consult with them about proposed changes and/or redundancies is governed by three principles:

1. An agency is not required to notify its employees or unions until the time the agency considers appropriate;
2. An agency is not required to consult until it notifies its employees and unions of its decision(s); and
3. An agency is not required to consult with its employees or unions **other than** in relation to implementation of the decision.

As a result of the amendments to the Act, agencies are now better able to control, and manage, announcements of organisational change and/or redundancies. This is because the announcement of any such decisions can be deferred until the agency is properly prepared to inform employees and their unions and consult with them about the implementation of the proposed changes.

Recent disputes notified to the Queensland Industrial Relations Commission (QIRC) by a number of unions have helped clarify both the QIRC's and the unions' expectations about both the timing of any announcements, and the types of documents and other information they expect an agency to be able to provide at the time an announcement is made and consultation commences. For example, unions have highlighted that they would prefer any announcement of organisational or structural changes by an agency to be delayed until the agency has prepared the necessary information (refer Step 1 over page) to be provided at the first consultation.

Further, Members of the QIRC are increasingly coming to expect that agencies will handle any announcement of structural change and/or redundancies in a planned and structured way, rather than on an "ad-hoc" basis.

The following steps to announce structural or organisational changes and/or redundancies should be followed:

Step 1

Prior to making any announcement to staff and their unions, the agency must prepare the following documents:

- ☐ Current organisational structure, which identifies numbers and classifications of employees engaged;
- ☐ New organisational structure, showing numbers and classifications of employees in the future;
- ☐ Affected positions spreadsheet, which is a list of those positions (classifications and numbers) likely to be impacted by the proposed changes (where "impacted" means, for example, the position will no longer exist; the number of positions which will remain available is less than the existing number of employees at that classification and level; a particular position has been restructured [by adding or reducing tasks] and will need to be filled);
- ☐ Details of how the positions identified in the new structure are to be filled (e.g.: direct matching, suitability assessment);
- ☐ Proposed implementation plan/timetable for implementing the structural change and/or redundancies, covering the period from the announcement of the decision to surplus employees departing the agency or being designated as an Employee Requiring Placement (see PSC Directive 6/12).

Step 2

Co-ordinate announcements of the proposed changes to staff and their unions such that employees are informed very close to, or at the same time as, the unions.

Step 3

If the announcement is being made to all staff (or a section) of an agency, the announcement should indicate that staff who will be potentially impacted by the decisions (see third dot point under Step 1) will be informed of that fact within 24-48 hours by separate communication. Such time frame will let those employees in the agency who do not receive such communication know that their position will not be impacted. This will reduce the potential for staff uncertainty across the agency.

Step 4

During the course of Step 2, the agency should arrange for the relevant unions to be briefed about the proposed changes and likely impacts on employees. At this briefing, the agency should hand the unions (pre-prepared) copies of the documents mentioned in Step 1. Such briefing should result in the unions being in a better position to understand what the agency is proposing and, thereby, allow union officials to better respond to any employee concerns which might be raised with them directly.

Step 5

Employees who will be impacted by the proposed changes should be contacted as soon as possible after the announcement is made so that a time for them to be informed about the restructuring, and the impact on them personally, can be arranged. Ideally such contact should include an invitation for the employee to bring a support person (which may include a union official) to the meeting.

Step 6

The advice given to employees about the impact of the proposed changes on them personally should, preferably, be given to them on an individual basis, together with a letter confirming the impact, rather than by email or letter through the post. As mentioned, the employee should be permitted to bring a support person to this discussion.

The employees should be given information relevant to their particular situation e.g.:

- ☐ Old and new organisational structures will be provided/posted on internal website on (insert date);
- ☐ Where relevant, information about how roles will be filled, such as direct matching, suitability assessment etc.;
- ☐ List of vacant substantive positions (provided/posted on website)
- ☐ List of newly created/restructured positions (provided/posted on website)
- ☐ Details about employee assistance programs and other supportive information (consideration should be given to preparing an Employee Information Pack);
- ☐ Where relevant, flow charts showing processes for matching employees to available positions, what happens if no position is found, and so on.

Consideration should be given to conducting training sessions for impacted staff on resume and interview preparation.

Step 7

After all impacted staff have been briefed, commence process of filling roles by process decided by the agency.

Step 8

The timetable for making announcements, filling of positions, notifications to unsuccessful employees should be made widely available to all staff. The timetable should be realistic and allow for contingencies. If the timetable, especially announcements to staff about their future, looks like it might slip, then the timetable should be updated and potentially affected employees informed of the change.

Additional considerations

To help safeguard employee welfare, announcements of organisational or structural changes or the potential for redundancies and/or retrenchments should be made early in the week, preferably, on Mondays or Tuesdays, so as to allow the timeframes mentioned above to be met without being interrupted by a weekend.

Similarly, any announcement to an individual employee that they have not been able to secure a position in the new structure, or that their position is surplus to requirements, should be made earlier in the week (and not on a Friday). Such advice should be given at a time when the employee is able to access counselling or other assistance through employee assistance programs.

Agencies should give consideration to setting up a dedicated website to keep affected (and interested) employees apprised of developments in the implementation of the announced decisions. This website should also contain a Frequently Asked Questions (FAQ) section so as to inform employees about matters they might be expected to ask.

Because Steps 2, 3, 4, 5 and 6 need to be co-ordinated and are time critical, managers and senior staff who will be responsible for meeting with individual employees and informing them of the impact of the proposed changes need to be fully briefed beforehand about their role and how to undertake it.

In this respect, it is recommended that these staff be provided with a script to ensure consistency of communication between managers and affected staff. If managers are not 100% confident about answering an employee's question they should advise the employee they will check with a more senior manager and respond when they have an answer. This should be done as soon as possible. If appropriate, the questions and answers might be added to the FAQs section of the website.

It is suggested that a designated officer is assigned responsibility for contacting people who are absent or on leave from the workplace. If a staff member is away on short term sick leave, the manager who was assigned to talk to that person should inform the designated person [immediately above] to discuss who, how and when a nominated person will talk to that employee.

ANDERSON Jodie

From:

Sent:

To:

Subject:

Attachments:

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Template Letter for Employees Requiring Placement (Non-Transitioning)

Date

Name

Address Line One

Address Line Two

Dear Salutation

I am writing to advise that following a change to {insert relevant – e.g.

- the government's policy direction on XXX
- service delivery strategy for XXX
- the nature and/or scope of the service / projects to be undertaken by {department / business unit}
- resourcing for XXX}

a decision has been made to {broad description of the workplace change – e.g. cease the XX program}.

As a result of this decision, your position is no longer required. Unfortunately, as we have been unable to identify an alternative role to place you in, you have been designated as an employee requiring placement (ERP).

There are a number of options open to you. Directive 06/12 provides the process for managing employees in your situation. The directive provides you with the opportunity to accept a voluntary redundancy package. If you choose not to accept the voluntary redundancy, you will be registered in a central placement pool, where efforts will be made to identify transfer opportunities for you, across the public sector.

The information below provides an overview of the choices open to you. For further information, please refer to *Directive 06/12: Employees requiring placement* and *Directive 11/12: Early retirement, redundancy and retrenchment*. Copies of these directives are attached, and may be accessed through the Public Service Commission website at www.psc.qld.gov.au.

Offer

In accordance with *Directive 06/12: Employees Requiring Placement* (attached), I am offering you the opportunity to choose between two options:

1. Accept a voluntary redundancy; or
2. Pursue transfer opportunities.

You need to make and advise of your decision within 14 days. If I do not receive your decision in this timeframe, I will consider that you have chosen to pursue transfer opportunities.

Voluntary Redundancy

The offer of a voluntary redundancy is made in accordance with *Directive 11/12: Early retirement, redundancy and retrenchment*. The redundancy package is made up of:

- your accrued recreation leave;
- your accrued long service leave (provided you have had at least one year of service)
- a severance payment (of 2 weeks' salary per year of service – to a maximum of 52 weeks); and
- an incentive payment of 12 weeks' salary.

An estimate of the redundancy package is available through the estimate calculator located at {insert location}. If you have any difficulties in obtaining your estimate please contact {insert contact}. Please note that the calculator provides an estimate only, based on the information you input. It does not constitute a guarantee of the redundancy amount.

In making this offer, I confirm that it is a bona fide redundancy (refer to section 3.2 of Directive 11/12). {NOTE (remove before finalising letter): *Chief executives must be satisfied that the conditions of 3.2 are met.*}

Should you elect to accept the voluntary redundancy, your employment with the department will be terminated on {insert date}.

Please note: if you decline this offer of a voluntary redundancy, you will not be offered a voluntary redundancy again.

Pursuing Transfer Options

If you choose to pursue transfer opportunities, the department will work with you to identify an alternative suitable permanent position at your substantive classification level. You may also nominate to be considered for redeployment to a lower classification level.

To assist you in achieving a new placement, you will be assigned a case manager. Your case manager will work co-operatively with you to try and secure a new placement, including completing a registration form detailing your skills and experience to facilitate vacancy matching. Your case manager will also obtain a referee statement from your current supervisor or manager about your performance and conduct. You will be provided with a copy of this referee statement; if it contains any comments you do not agree with you will be given an opportunity to respond.

In accordance with the process outlined in Directive 06/12, you will be registered in the central placement pool, where your skills, experience and resume will be reviewed to assess your potential suitability for vacancies. If a potential vacancy match is identified, you will be requested to participate in a suitability assessment process by the relevant agency.

If a match is identified and you are assessed as suitable for the role, you will be offered a transfer. If you choose to accept transfer to the role, a start date in the new role will be negotiated. This will usually be no longer than two weeks, but an alternative timeframe could be negotiated if appropriate in the circumstances.

If you do not wish to accept a transfer, you will have the opportunity to be offered one additional vacancy. If you refuse a second transfer offer, you will need to demonstrate reasonable grounds why you are refusing. If you refuse and cannot demonstrate reasonable grounds for doing so, your employment may be terminated in accordance with s134 of the *Public Service Act 2008*. If this situation happens, you will have a right to lodge an appeal to the Appeals Officer; neither the transfer nor termination of your employment will occur prior to the completion of the appeal period, or if you lodge an appeal, the appeal decision being made. Please note, that if your employment is terminated on this basis, you will be entitled to notice and payout of accrued leave in accordance with the relevant leave directives, but you will not be entitled to a severance or incentive payment.

If you are assessed as unsuitable, you will be provided with a copy of the report outlining the reasons for the assessment.

It is important that you fully participate in efforts to secure you an alternative substantive role, including participating in suitability assessment processes and applying for suitable vacancies during this period, particularly permanent vacancies. If you do not participate and cannot provide reasonable grounds for not participating, a discipline process may be commenced.

{Insert department} will work with you to try and secure a new substantive role for you, however, if you have not been placed into a new role four months after your registration as an ERP, a formal review will occur to determine whether or not it is appropriate to continue these transfer efforts. A review may be initiated at an earlier time if reasonable

placement efforts have been undertaken and/or a transfer opportunity for you is unlikely to occur as a result of your specialised skill or location {delete if not applicable}.

If, as a result of the review, a decision were to be made that it is appropriate to continue transfer efforts, you will remain an employee requiring placement and a further review period will be set.

If, however, a decision were to be made that it is not appropriate to continue the transfer efforts, a retrenchment process will be commenced in accordance with *Directive 11/12: Early retirement, redundancy and retrenchment*. As part of this process and before a final decision is made, you will be provided with an opportunity to explain why you think retrenchment is unreasonable in the circumstances. In the event you are retrenched, you will be entitled to a severance package in accordance with Directive 11/12. This package does not include the 12 week incentive payments as outlined in the voluntary redundancy offer. A retrenchment package includes your accrued leave and a severance payment (i.e. 2 weeks' salary per year of service).

Salary Maintenance

Directive 06/12 sets out the salary maintenance provisions that apply if you elect to pursue transfer and, where applicable, redeployment.

Advising of your decision

You have 14 days in which to advise of your decision to accept a Voluntary Redundancy or pursue transfer options. Please complete the attached form and return it to:

{Nominated person and contact details}.

I appreciate that this is a significant decision and I would like to remind you of your ability to access the department's employee assistance service/provider {insert name and contact details for agency EAS/P}. You may also wish to obtain financial advice to assist you in making this decision.

Yours sincerely

{Name}

{Role}

Encl:

- *Directive 06/12: Employees Requiring Placement*
- *Directive 11/12: Early retirement, redundancy and retrenchment*

Employee Requiring Placement: Template Decision Form

{Employee Name}
{Address Line One}
{Address Line Two}

I have been provided with a copy of:

- Directive 06/12: Employees Requiring Placement
- Directive 11/12: Early retirement, redundancy and retrenchment.

Having had the opportunity to consider the information in these directives and the advice provided in writing in a letter from {name} dated {date}:

☐ I wish to accept the voluntary redundancy offer and cease my employment with {agency name} on {end date}. I understand that in the event I am re-employed within any Queensland Public Service entity within the severance period, I will be required to repay a proportion of the redundancy package, in accordance with the directive relating to early retirement, redundancy and retrenchment.

Have you received a severance payment from a previous employer, where this service has been recognised by your current employer?

☐

Yes

☐

No

OR

☐

I wish to decline the voluntary redundancy offer and pursue transfer opportunities. I understand that I must work co-operatively with my agency in seeking to secure a new placement, including applying for suitable vacancies. I also understand that:

- ☐ if I do not participate in suitability assessment processes, I may be liable to a disciplinary process; and/or
- ☐ if I refuse a transfer direction on two occasions and cannot demonstrate reasonable grounds for refusal, my employment may be terminated in accordance with s134 of the *Public Service Act 2008*; and/or
- ☐ a formal review will occur four months from the date of my registration as an employee requiring placement (unless initiated earlier), to determine whether it is appropriate to continue the transfer efforts. If it is determined that further efforts are not appropriate, a retrenchment process will be commenced.

Employee signature:

Date:

Return to:

{Name and Contact Details}

Template Letter – Direction to Transfer

From CEO (or delegate) to ERP

Date

Name

Address Line One

Address Line Two

Dear Salutation

I refer to the offer of transfer appointment made to you on {date} to the role of {role and classification level} with {agency} and your refusal of to accept a transfer to this role.

In accordance with s133 and 134 of the *Public Service Act 2008*, I am now directing you to transfer to the above mentioned role. This transfer will take effect on {date} unless you submit reasonable grounds for refusing the transfer by {date}.

If you submit grounds for refusal, this transfer direction will be put on hold (stayed), until I consider any information you provide.

If, after considering the information you provide, I am satisfied reasonable grounds exist, I will set aside this transfer direction and advise you in writing, in which case you will remain an employee requiring placement.

If, however, after considering the information you provide, I am not satisfied that reasonable grounds exist, I will confirm this transfer direction in writing. If you continue to refuse the transfer after such a decision, your employment may be terminated by written signed notice. As a transfer decision is appealable under the *Public Service Act 2008*, a decision to terminate your employment will not be given effect until the conclusion of the appeal period or a decision on a lodged appeal (whichever is the latter).

You may wish to contact the {department name's} employee assistance service/ provider to discuss this matter.

{EAS/P name and details}

If you are a member of a union you may also wish to discuss this matter with the union.

Should you have any queries regarding this correspondence, please contact {insert contact name and details}.

Yours sincerely

{Name}

{Role}

Template Letter –Review – Proposing Retrenchment

From CEO (or delegate) to ERP

Date

Name

Address Line One

Address Line Two

Dear Salutation

I refer to my correspondence of {insert date} regarding a review of placement efforts for you, as an employee requiring placement and inviting you to submit information relevant to this review.

I received your submission of {insert date} and have considered it as part of the review process.

OR

You were provided with {insert number} days to provide information relevant to the review. As no information was received from you within the nominated timeframe, the review, conducted in conjunction with the Public Service Commission, proceeded on the information available.

For the following reasons, I have determined that it is not appropriate to continue placement efforts in accordance with *Directive 06/12: Employees requiring placement*:

- {set out reasons for decision}

Reasons should address:

- ☐ Any transfer opportunities that have been offered and declined (NOT WHERE REASONABLE GROUNDS WERE DEMONSTRATED)
- ☐ If applicable, any redeployment opportunities that were declined (NOT WHERE REASONABLE GROUNDS WERE DEMONSTRATED)
- ☐ If relevant, the ERPs participation in activities to achieve a placement
- ☐ Specialist skills and/or location that are contributing to the inability to transfer / re-deploy the employee
- ☐ Any other factors the delegate considered relevant

Where the ERP has put forward information, the reasons must address why the ERP's submissions did not result in a decision to continue placement efforts.

As I have determined it is not appropriate to continue placement efforts, I am now proposing to retrench you, in accordance with Directive 11/12: Early retirement, redundancy and retrenchment. You have 10 days to respond to the proposed retrenchment, providing any reasons why you think it is unreasonable in the circumstances.

I will consider any response you provide, before making a final decision. If you do not provide a response by {insert date – decision date plus 10 days}, I will make my decision on the information available to me.

I acknowledge that this is a difficult situation and would encourage you to utilise the services of the department's employee assistance service/provider:

{insert EAS/P name and contact details}

If you are a member of a union you may also wish to discuss this matter with the union.

Should you have any queries regarding this correspondence, please contact {insert contact name and details}.

Yours sincerely

{Name}

{Role}

Encl. *Directive 11/12: Early retirement, redundancy and retrenchment*

RTI DL RELEASE - EHP

Template Letter – Registration as an Employee Requiring Placement

Date

Name

Address Line One

Address Line Two

Dear Salutation

I refer to my correspondence of {insert date} advising that you have been designated as an employee requiring placement following {broad description of workplace change}.

You were provided with the opportunity to choose between:

1. Accepting a voluntary redundancy; or
2. Pursuing transfer opportunities.

By correspondence of {insert date} you have advised that you wish to pursue transfer opportunities.

OR

You were provided with 14 days to advise, in writing, of your decision. As you have not advised of a decision within this time frame, you are considered to have chosen to pursue transfer opportunities.

Registration in central placement pool

You have been assigned a case manager {insert case manager's details}, who will assist you through the process for registration in the central placement pool and in trying to secure an alternative substantive role. This registration process will involve:

- obtaining a referee statement from your current supervisor or manager to confirm satisfactory performance and conduct. You will be provided with a copy of the referee statement and will be given an opportunity to respond in the event it contains any comments you do not agree with. You cannot be registered in the central placement pool until any adverse matters identified in the referee statement have been resolved.
- updating your resume, to include your most recent skills and experience, and
- completing the registration form, which includes nominating a minimum of three role categories in which you have your most skill or experience. Role categories are the categories used by Smart Jobs and Careers to group advertisements.

If you are interested in pursuing re-deployment (transfer to a lower level) opportunities or transfers to alternative locations, please advise your case manager. Please note, that transfers are not limited to your current location, but advising of preferred alternatives may assist in identifying possible vacancy matches.

It is important that you work cooperatively with your case manager to maximise your transfer opportunities. If you have any questions about the process or the actions you can take to try and secure an alternative role, please discuss these with your case manager.

Identifying transfer opportunities

Once you are registered in the central database, the Public Service Commission will use your skills, experience and information in your resume to assess your potential suitability for vacancies. If a potential vacancy match is identified, your details, including your resume will be provided to the agency with the vacancy, who will contact you to arrange a suitability assessment.

The suitability assessment is a decision about whether you have the minimum skills to undertake the role to a satisfactory level, with the provision of reasonable retraining, induction and (if required due to a medical condition) reasonable adjustment.

If you are assessed as suitable, you will be offered a transfer. If you choose to accept the transfer, a start date in the new role will be negotiated. This will usually be no longer than two weeks, but an alternative timeframe could be negotiated if appropriate in the circumstances. If you are assessed as unsuitable, you will be provided with a copy of the report outlining the reasons for the assessment.

As I explained in my correspondence of {insert date} it is important that you fully participate in efforts to secure you an alternative substantive role, including participating in suitability assessment processes. If you do not participate and cannot provide reasonable grounds for not participating, a discipline process may be commenced.

If you do not wish to accept the transfer, you will have the opportunity to be offered one additional vacancy. If you refuse a second transfer offer, you will need to demonstrate reasonable grounds why you are refusing. If you refuse and cannot demonstrate reasonable grounds for doing so, your employment may be terminated in accordance with s134 of the *Public Service Act 2008*. If this situation happens, you will have a right to lodge an appeal to the Appeals Officer; neither the transfer nor termination of your employment will occur prior to the completion of the appeal period, or if you lodge an appeal, the appeal decision being made. Please note, that if your employment is terminated on this basis, you will be entitled to notice and payout of accrued leave in accordance with the relevant leave directives, but you will not be entitled to a severance or incentive payment.

Other actions

In addition to working with your case manager and participating in suitability assessments for any relevant vacancies identified through the central placement pool, you must proactively search for other roles. This involves seeking out and applying for suitable roles, both in the Queensland public service and in other areas. I again encourage you to talk to your case manager about what actions you may be able to take.

I would like to assure you that whilst you remain an employee requiring placement, you will be provided with meaningful duties at your substantive classification level. Your supervisor/manager and case manager will discuss these duties with you.

Review

As explained in my previous correspondence, the {Insert department} will work with you to try and secure a new substantive role for you, however, if you have not been placed into a new role four months after your registration as an ERP, a formal review will occur to determine whether or not it is appropriate to continue these transfer efforts. A review may be initiated at an earlier time if

reasonable placement efforts have been undertaken and/or a transfer opportunity for you is unlikely to occur as a result of your specialised skill or location {delete if not applicable}.

If, as a result of the review, a decision were to be made that that it is appropriate to continue transfer efforts, you will remain an employee requiring placement and a further review period will be set.

If, however, a decision were to be made that it is not appropriate to continue the transfer efforts, a retrenchment process will be commenced in accordance with *Directive 11/12: Early retirement, redundancy and retrenchment*. As part of this process and before a final decision is made, you will be provided with an opportunity to explain why you think retrenchment is unreasonable in the circumstances. In the event you are retrenched, you will be entitled to a severance package in accordance with Directive 11/12.

Support

I acknowledge that it can be challenging to respond to changing circumstances like this, and would like to remind you of your ability to access the department's employee assistance {service/provider}{insert name and contact details for agency EAS/P}.

If you are a member of a union, you may also wish to discuss this process with the union.

Yours sincerely

{Name}

{Role}

Encl.

- *Directive 06/12: Employees Requiring Placement*
- *Directive 11/12: Early retirement, redundancy and retrenchment.*

Template Letter –Initiation of Review of Transfer Efforts

From CEO (or delegate) to ERP – this letter may be issued ahead of the review date (i.e. 2 weeks before) so that the employee's response is due by the review date, enabling the review to occur on or as close to the 4 month mark as practicable.

Date

Name

Address Line One

Address Line Two

Dear Salutation

I refer to your registration as an employee requiring placement on {date} in accordance with *Directive 06/12: Employees Requiring Placement*.

In accordance with section 6.6 of the Directive, I am initiating a review to determine whether it is appropriate to continue efforts to secure you a permanent placement via transfer at level {insert classification level} and redeployment to a lower classification level (to {insert lowest nominated classification level}) [delete if not applicable].

[If the review is initiated before 4 months – as per section 6.6(2) of the directive, include the following:

I have determined, in accordance with section 6.6(2) of the Directive, to initiate the review at this time, because {insert reasons}.]

I am inviting you to submit any information you think would assist in this review. Please provide any information, in writing, by {insert date: e.g. 4 month review date – provide min 5 working days}.

Once you have had the opportunity to provide information, I will conduct the review, in conjunction with the Public Service Commission. If you do not provide any information within the above timeframe, the review will proceed based on the information available to me.

Following the review I will write to you, advising of one of two outcomes:

- A decision that it is appropriate to continue placement efforts, in which case you will remain an employee requiring placement and a further review date will be set; OR
- A decision that it is no longer appropriate to continue placement efforts, in which case, I will propose that you be retrenched in accordance with *Directive 11/12: Early retirement, redundancy and retrenchment*. In the event that I propose retrenchment, you will be provided with an opportunity to respond, setting out any reasons why you think retrenchment is unreasonable, before a final decision is made.

I appreciate that this is a challenging situation and would remind you of the availability of the department's employee assistance service/ provider, who can be contacted on:

{EAS/P name and details}

If you are a member of a union you may also wish to discuss this matter with the union.

Should you have any queries regarding this correspondence, please contact {insert contact name and details}.

Yours sincerely

{Name}

{Role}

Encl.

- *Directive 06/12: Employees Requiring Placement*
- *Directive 11/12: Early retirement, redundancy and retrenchment*

RTI DL RELEASE - EHP

ANDERSON Jodie

From: Ian Maynard <ian.maynard@psc.qld.gov.au>
Sent: Thursday, 13 September 2012 4:16 PM
To: 'lyn_rowland@health.qld.gov.au'; Debbie Paterson;
'shelley.murphy@dlgp.qld.gov.au'; 'mark.rogers@treasury.qld.gov.au';
'craig.allen@dete.qld.gov.au'; 'jones.patsya@police.qld.gov.au';
'greg.coughlan@dcs.qld.gov.au'; 'julie.dahl@justice.qld.gov.au';
'nicole.a.bunning@tmr.qld.gov.au'; 'stephen.long@publicworks.qld.gov.au';
Himstedt Dale; Parker Brenda; Williams Mark; 'neil.smith@communities.qld.gov.au';
'fiona.krause@ssa.qld.gov.au'; Marshall Chris;
'matthew.skoien@communities.qld.gov.au'; Chesterman Andrew; Broe Barry; Bob
Atkinson (Queensland Police); Hunt Dan; David Edwards (State Development,
Infrastructure and Planning); Debbie Best; Graeme Newton (QRA); Helen Gluer
(Treasury); Ian Maynard; Noye Jack; Glaister John; Black Jon; Jon Grayson; Julie
Grantham (Education, Training and Employment); Kelvin Anderson (Community
Safety); Margaret Allison (Communities, Child Safety and Disability); Michael
Caltabiano (Transport and Main Roads); Neil Castles (Housing and Public Works);
Phillip Reed (Science, IT, Innovation and Arts); Eden Richard; Stephen Johnston
(Local Government); Terry Ryan; Tony O'Connell (Health)
Cc: 'Ben.Myers@ministerial.qld.gov.au'; 'Dick.White@ministerial.qld.gov.au'
Subject: Qld Govt Sunday Mail Advertisement - 16 September

Dear colleagues

The Government is strongly committed to supporting employees who become surplus as a result of workplace change.

This Sunday 16 September, we are delivering on this commitment by featuring a full page advertisement in the Sunday Mail, designed to assist employees understand their entitlements.

To give readers a hands-on estimate of a voluntary redundancy payment, the advertisement will include a link to the voluntary redundancy estimate self-assessment calculator – to be hosted on www.qld.gov.au

This could impact your HR and payroll officers by increasing the volume of phone calls to these areas.

Please advise your staff to ensure they can resource appropriately.

Appreciate your co-operation.

Regards, Ian

sch4p4(6) Personal information
www.psc.qld.gov.au

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RTI DL RELEASE - EHP

ANDERSON Jodie

From: Ian Maynard <ian.maynard@psc.qld.gov.au>
Sent: Monday, 10 September 2012 2:15 PM
To: Chesterman Andrew; Broe Barry; Bob Atkinson (Queensland Police); Hunt Dan; David Edwards (State Development, Infrastructure and Planning); Debbie Best; Graeme Newton (QRA); Helen Gluer (Treasury); Ian Maynard; Noye Jack; Glaister John; Black Jon; Jon Grayson; Julie Grantham (Education, Training and Employment); Kelvin Anderson (Community Safety); Margaret Allison (Communities, Child Safety and Disability); Michael Caltabiano (Transport and Main Roads); Neil Castles (Housing and Public Works); Phillip Reed (Science, IT, Innovation and Arts); Eden Richard; Stephen Johnston (Local Government); Terry Ryan; Tony O'Connell (Health)
Cc: 'lyn_rowland@health.qld.gov.au'; 'DDGHRS@health.qld.gov.au'; Debbie Paterson; 'shelley.murphy@dlgp.qld.gov.au'; 'mark.rogers@treasury.qld.gov.au'; 'craig.allen@dete.qld.gov.au'; 'jones.patsya@police.qld.gov.au'; 'greg.coughlan@dcs.qld.gov.au'; 'julie.dahl@justice.qld.gov.au'; 'nicole.a.bunning@tmr.qld.gov.au'; 'stephen.long@publicworks.qld.gov.au'; Himstedt Dale; Parker Brenda; Williams Mark; 'neil.smith@communities.qld.gov.au'; 'fiona.krause@ssa.qld.gov.au'; Marshall Chris; 'matthew.skoien@communities.qld.gov.au'
Subject: *** Urgent - Communication and support to line managers and employees for implementation of organisational change
Attachments: ERP-Flyer-print-v3.pdf

Dear colleagues

Thank you for all of your work so far in planning and taking the necessary steps to implement the Government's first budget.

As I know you agree, it is vitally important that we effectively communicate with, and support our workforce through this period.

I seek your continued support in ensuring that you and your executive team have taken all necessary steps to ensure that:

- i. your line managers are keeping employees regularly apprised of progress in implementing the organisational and workforce changes across the department
- ii. all employees impacted by decisions that the role or function they perform is no longer required have either already been advised in person, (ie face to face), or, there are plans in place so that all employees will be advised in writing and face to face over the next 24 to 48 hours
- iii. all line managers and employees are aware and have ready access to information outlining the support that is available to permanent employees whose role or function is no longer required including:
 - an offer of a voluntary redundancy package with an incentive payment of 12 weeks
 - a service wide employee placement process including case management and support for placement in another role
 - an Employee Assistance Program (EAP) to provide a counselling support service to employees
 - an Enhanced Employee Assistance Program (EEAP) (**new**) to provide advice to employees on available employment pathways and skills and career advice to assist them to compete in the broader job market. As part of the EEAP, specialised support and intensified case management will be provided for people with disability, employees of Aboriginal and/or Torres Strait Islander decent, and employees from cultural and linguistically diverse backgrounds.

As your human resource directors are aware, through discussion and advice last Tuesday, the EEAP has also now been approved to be made available to employees whose role or function is no longer required. A print version of a brochure outlining existing EAP and new EEAP services is attached for your use and distribution to line managers

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will

sch4p4(6) Personal information

ian.maynard@psc.qld.gov.au

RTI DL RELEASE - EHP

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For more information and referrals please contact
your agency's Human Resource Services area.

Enhanced Employee Assistance Program



The government is strongly committed to supporting employees who become surplus as a result of workplace change.

Existing services

Enhanced assistance

RTI DL RELEASE - EHP

For more information, visit [www.gov.uk](#)

- [Find out more about the new services](#)
- [Find out more about the new services](#)
- [Find out more about the new services](#)

and

From:

scott

7/2

agencies

reporting

permanent

basic

PSO has been reviewing their vacancies and potential placement of employees requiring job work (JW). With no JWP have been identified, and therefore vacancies have been cleared to be filled through the agency's filing strategy.

With respect to recently announced organizational changes, and in order of agencies and in order of priority of upcoming budget announcements, respective will see a significant increase in the number of employees who are surplus. Of these employees, those who do not accept the offer of a redundancy package, will require alternative placement either in their home agency or alternatively in another public service agency.

To effectively manage this and to ensure that maximum opportunities are available for the placement of employees, I propose that all advertising of non-frontline positions cease effectively immediately, until further advised.

Long substantially vacant, non-frontline positions to the PSO on a weekly basis, under the Establishment Management Program, should continue for matching purposes. I also propose that all long term (12 months or greater) temporary, non-frontline positions be referred to the PSO to support the placement process.

As office vacancies may require urgent filling in exceptional circumstances. In such release these roles quickly, once they have been considered, provided you

could initiate be filed through existing

25

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RTI DL RELEASE - EHP

ANDERSON Jodie

From: Flint Kimberly
Sent: Thursday, 30 August 2012 11:42 AM
To: Noye Jack; Eden Richard; Hunt Dan; Black Jon; Chesterman Andrew; Glaister John; McKay Peter; Callaghan Kate; Anderson Danielle; Parker Brenda; Venables Celia; 'Amanda.Pafumi@premiers.qld.gov.au'
Subject: **PRINTED**B&CP Public Sector Renewal Board Meeting Minutes 120823

Good Morning,

Please find attached the meeting minutes from the Business and Corporate Partnership Public Sector Renewal Board meeting last Thursday.



BCP Public Sector
Renewal Board

Please note relevant action items and we invite you to provide any comments/changes should you wish.

Out of session Briefing Notes have been entered into the various correspondence systems for your approval.

Any queries please don't hesitate to contact me.

Kind Regards
Kimberly

Kimberly Flint
Project Manager - Business and Corporate Renewal
Corporate

Department of Natural Resources and Mines and
Department of Energy and Water Supply

T (07) 3237 9750

E Kimberly.Flint@dnrm.qld.gov.au

A Level 22, 111 George St Street, Brisbane Qld 4000

P PO Box 15168 City East Qld 4002

Meeting minutes

BUSINESS AND CORPORATE PARTNERSHIP PUBLIC SECTOR RENEWAL BOARD

Details

Subject	Business and Corporate Partnership Public Sector Renewal Board Monthly Meeting
Chair	Jack Noye
Meeting type	Face to face
Date and location	Thursday 23 rd August 2012, DG's Conference Room, L8, PIB, 80 Ann St
Timing	3.00pm – 4.00pm
Distribution	All

Present

Name	Job title	Position/representation
Jack Noye	Director-General, DAFF	Chair & Host
Dan Hunt	Director-General, DNRM	Member
Andrew Chesterman	Director-General, EHP	Member
Richard Eden	Director-General, DTESB	Member
Jon Black	Director-General, DEWS	Member
John Glaister	Director-General, NPRSR	Member
Peter McKay	Deputy Director-General, Corporate (DAFF & DTESB)	Head of Corporate
Kate Callaghan	Group Executive, Corporate (DNRM & DEWS)	Head of Corporate
Danielle Anderson	Deputy Director-General, Corporate (EHP & NPRSR)	Head of Corporate
Brenda Parker	Executive Director Human Resources and Strategy, Corporate Services (DNRM & DEWS)	Project Executive
Celia Venables	A/Director, Business and Corporate Renewal, Corporate (DNRM & DEWS)	Project Director
Amanda Pafumi	Executive Director, Office of the Public Sector Renewal	Observer
Kimberly Flint	Senior Project Officer, Business and Corporate Renewal, Corporate (DNRM & DEWS)	Secretariat

Apologies

- Nil

Items

Item #	Discussion
	<div>RTI DL RELEASE - EHP</div> <div>s.73 irrelevant information</div>

	2	Page 2 of 5
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s.73 irrelevant information

• *EMP Process Update*

RTI DL RELEASE - EHP

5. s.73 irrelevant information

s.73 irrelevant information

RTI DL RELEASE - EHP

Actions

Item #	Action	Responsible	Status	Due Date
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s.73 irrelevant information

Next meeting

Date	Thursday 2 nd September 2012
Time	2pm - 3pm
Chair	John Glaister
Location	Mr Deacon's Room, 151, The Quadrant Street

**Business and Corporate Partnership
BRIEFING NOTE**

BOARD:
Dated: / /

TO: Corporate Partnership Public Sector Renewal Board

FROM: Group Executive, Business and Corporate Partnerships, DNRM and DEWS

SUBJECT: Collective six-agency Human Resources response to the EMP/ERP process

RECOMMENDATION

It is recommended that the Board:

- **note** the outlined collective six-agency approach to the EMP/ERP process.

BACKGROUND

- Directors-General of the six agencies serviced by the Business and Corporate Partnership requested a consistent Human Resources response to the EMP/ERP process.
- The Partnership's Human Resources Network formed a working group with representatives from each corporate hub to develop standard information, tools and resources for staff.

KEY ISSUES

- The process has established a precedent for HR collaboration across the six agencies.
- The Working Group approached this task equitably, dividing resources equally across the three hubs to review and develop consistent materials.
- Focus has been on a consistent approach to all facets of the EMP/ERP process (e.g. common application of legislation, united approach in relation to union negotiations).
- Work will continue on providing a common set of support materials for staff and managers involved in EMP/ERP processes and to collectively fine tune any materials based on the experiences and feedback of managers and staff.
- The collective approach allows for some flexibility in:
 - the selection and implementation of alternative placement options at a business area level
 - the use of selection tools to facilitate suitability assessment processes
 - Internal HR business processes
- Materials were approved through normal internal channels and posted to intranets as follows:
 - EHP and NPRSR – Wednesday 8 August
 - DAFF, DTESB, DNRM, DEWS – Friday 10 August
- The standard tools are:
 - Employees Requiring Placement Procedure
 - Guide for Managers
 - ERP Case Manager Role Statement
 - FAQs for Voluntary Redundancy
 - Suitability Report (which includes a guide to undertaking suitability assessment process and provision to outline why an officer is deemed unsuitable)
 - Role Profile (which includes details of key capabilities and the facility to invite employees to apply)
 - ERP Flowchart
 - Complaints Management Process Information Sheet
- The six agencies have also agreed to use the following PSC templates to support the agreed process:
 - Letters
 - Referee Report
 - Resume
 - Registration form
 - Factsheets
 - ERP FAQs

Authored Name: Jenny Rogan Position: Principal Communications Officer, B&CP Tel No: 07 3898 0670 Date: 13/08/2012	Cleared by Name: Peter McKay Position: DDG CS, DAFF & DTESB Tel No: 07 3227 6131 Date: 16/08/12	Cleared by Name: Danielle Anderson Position: DDG, CS, EHP & NPRSR Tel No: 07 3224 2653 Date: 16/08/12	Recommended by Name: Kate Callaghan Position: Group Executive, CS, DNRM & DEWS Tel No: 07 3405 4128 Date: 16/08/12
---	---	---	--

- EHP/NPRSR has elected to use an additional ERP FAQ due to the specific business learning from a recent workplace change process for the Office of Climate Change.

RESOURCE CONSIDERATIONS

- Human Resources anticipates:
 - Potential reduction in confusion or complaints relating to the processes given the union consultation; the development of standardised information to staff; and the focus on supporting managers (e.g. specific manager guides).
 - More effective use of HR resources, with ongoing shared workloads across the Partnership (this process has clearly shown we can all benefit from collective wisdom and specific areas of experience across the Partnership).

CONSULTATION

- Unions have been consulted on the final documents and, where appropriate, feedback has been incorporated.

CORPORATE PARTNERSHIP PUBLIC SECTOR RENEWAL BOARD COMMENTS

RTI DL RELEASE - EHP

Authored Name: Jenny Rogan Position: Principal Communications Officer, B&CP Tel No: 07 3898 0670 Date: 13/08/2012	Cleared by Name: Peter McKay Position: DDG CS, DAFF & DTESB Tel No: 07 3227 6131 Date: 16/08/12	Cleared by Name: Danielle Anderson Position: DDG, CS, EHP & NPRSR Tel No: 07 3224 2653 Date: 16/08/12	Recommended by Name: Kate Callaghan Position: Group Executive, CS, DNRM & DEWS Tel No: 07 3405 4128 Date: 16/08/12
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ANDERSON Jodie

From: Ian Maynard <ian.maynard@psc.qld.gov.au>
Sent: Thursday, 6 September 2012 5:01 PM
To: Chesterman Andrew; Broe Barry; Bob Atkinson (Queensland Police); Hunt Dan; David Edwards (State Development, Infrastructure and Planning); Debbie Best; Graeme Newton (QRA); Helen Gluer (Treasury); Ian Maynard; Noye Jack; Glaister John; Black Jon; Jon Grayson; Julie Grantham (Education, Training and Employment); Kelvin Anderson (Community Safety); Margaret Allison (Communities, Child Safety and Disability); Michael Caltabiano (Transport and Main Roads); Neil Castles (Housing and Public Works); Phillip Reed (Science, IT, Innovation and Arts); Eden Richard; Stephen Johnston (Local Government); Terry Ryan; Tony O'Connell (Health)
Subject: URGENT - Re: Advertising of non-frontline positions

Dear colleagues

As you are aware, agencies have been reporting details of all non-frontline permanent, substantively vacant positions to the Public Service Commission on a weekly basis since April 2012.

The Public Service Commission (PSC) has been reviewing these vacancies for the potential placement of registered employees requiring placement (ERP). Where no ERPs have been identified, non-frontline vacancies have been cleared to be filled/advertised in accordance with the agency's filling strategy.

With respect to recently announced organisational changes across a number of agencies and in anticipation of upcoming budget announcements, I expect we will see a significant increase in the number of employees who are surplus. Of these employees, those who do not accept the offer of a redundancy package, will require alternative placement either in their home agency or alternatively in another public service agency.

To effectively manage this and to ensure that maximum opportunities are available for the placement of employees, I propose that all advertising of non-frontline positions cease effective immediately, until further advised.

Please note, the process of referring substantively vacant, non-frontline positions to the PSC on a weekly basis, under the Establishment Management Program, should continue for matching purposes. I also propose that all long term (12 months or greater) temporary, non-frontline positions be referred to the PSC to support the placement process.

I acknowledge that certain non-frontline vacancies may require urgent filling in exceptional circumstances. In such circumstances I am prepared to release these roles quickly, once ERPs have been considered, provided you have authorised the exceptional nature.

Critical frontline roles should continue to be filled through existing processes.

Regards, Ian

sch4p4(6) Personal information

ian.maynard@psc.qld.gov.au

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RTI DL RELEASE - EHP

ANDERSON Jodie

From: Flint Kimberly on behalf of Venables Celia
Sent: Tuesday, 21 August 2012 4:47 PM
To: Noye, Jack; Eden, Richard; Hunt Dan; Black, Jon; Chesterman Andrew; Glaister John; McKay, Peter; Callaghan Kate; Anderson Danielle
Cc: Parker Brenda
Subject: UPDATED Business and Corporate Partnership Public Sector Renewal Board Meeting Agenda and Papers 120823
Attachments: B&CP Public Sector Renewal Board Meeting Updated Agenda 120823.pdf; Attachment A - B&CP PSRB BN ERP-EMP Process Update 120813.pdf; Attachment B - B&CP PSRB BN & Report Library Service Board 120808.pdf; Attachment C - B&CP Service Delivery Model 120801.pdf; Attachment D - B&CP Public Sector Renewal Board Terms of Reference 120816.pdf

Good Afternoon All,

Please find attached the Updated Business and Corporate Partnership Public Sector Renewal Board Meeting Agenda and Papers for the upcoming meeting on Thursday 23 August 2012.

Note the meeting time is now 2.15pm - 3.15pm. No changes to the papers, just an update of the meeting time on the Agenda.

If you have any queries please don't hesitate to contact me.

Kind Regards
Celia

Celia Venables

Director, Business and Corporate Renewal
Business and Corporate Partnership
Department of Natural Resources and Mines and
Department of Energy and Water Supply.

sch4p4(6) Personal information

celia.venables@dnrm.qld.gov.au

Meeting agenda

Business and Corporate Partnership Public Sector Renewal Board

Details

Subject	Business and Corporate Partnership Public Sector Renewal Board Monthly Meeting
Chair	Jack Noye
Meeting type	Face to face
Date and location	Thursday 23 rd August 2012, DG's Conference Room, L8, PIB, 80 Ann St
Timing	2.15pm – 3.15pm

Invited

Name	Job title	Position/representation
Jack Noye	Director-General, DAFF	Chair & Host
Dan Hunt	Director-General, DNRM	Member
Andrew Chesterman	Director-General, EHP	Member
Richard Eden	Director-General, DTESB	Member
Jon Black	Director-General, DEWS	Member
John Glaister	Director-General, NPRSR	Member
Peter McKay	Deputy Director-General, Corporate (DAFF & DTESB)	Head of Corporate
Kate Callaghan	Group Executive, Corporate (DNRM & DEWS)	Head of Corporate
Danielle Anderson	Deputy Director-General, Corporate (EHP & NPRSR)	Head of Corporate
Brenda Parker	Executive Director Human Resources and Strategy, Corporate Services (DNRM & DEWS)	Project Executive
Celia Venables	A/Director, Business and Corporate Renewal, Corporate (DNRM & DEWS)	Project Director
Amanda Pafumi	Executive Director, Office of the Public Sector Renewal	Observer
Kimberly Flint	Senior Project Officer, Business and Corporate Renewal, Corporate (DNRM & DEWS)	Secretariat

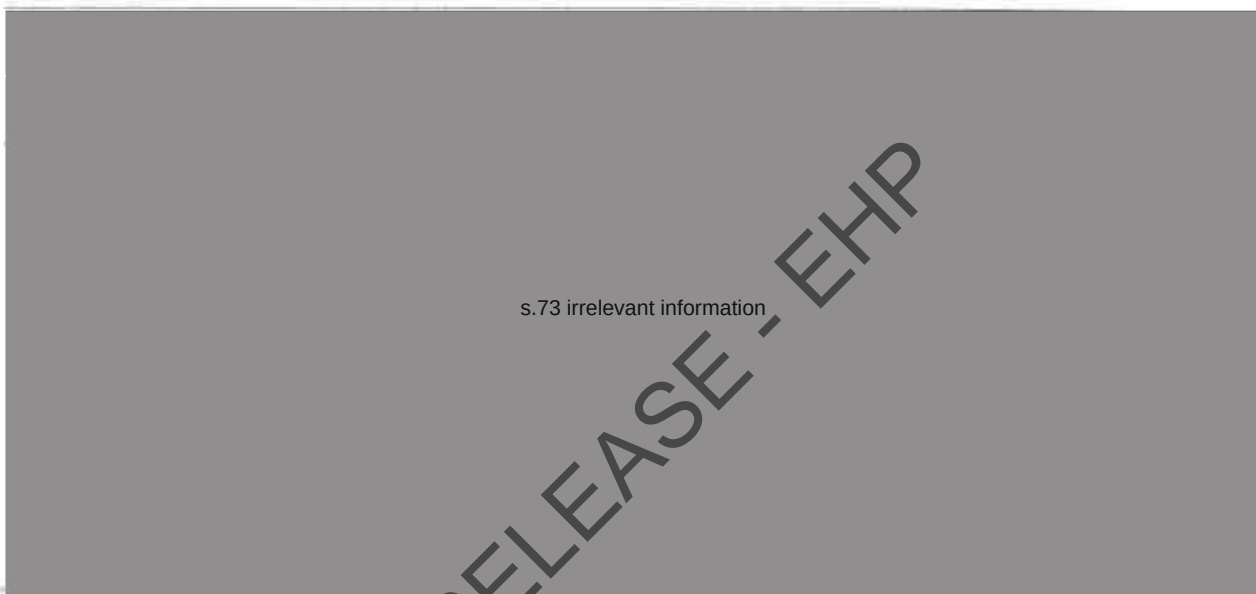


Business and
Corporate
Partnership

DAFF | DNRM | EHP
DTESB | DEWS | NPRSR

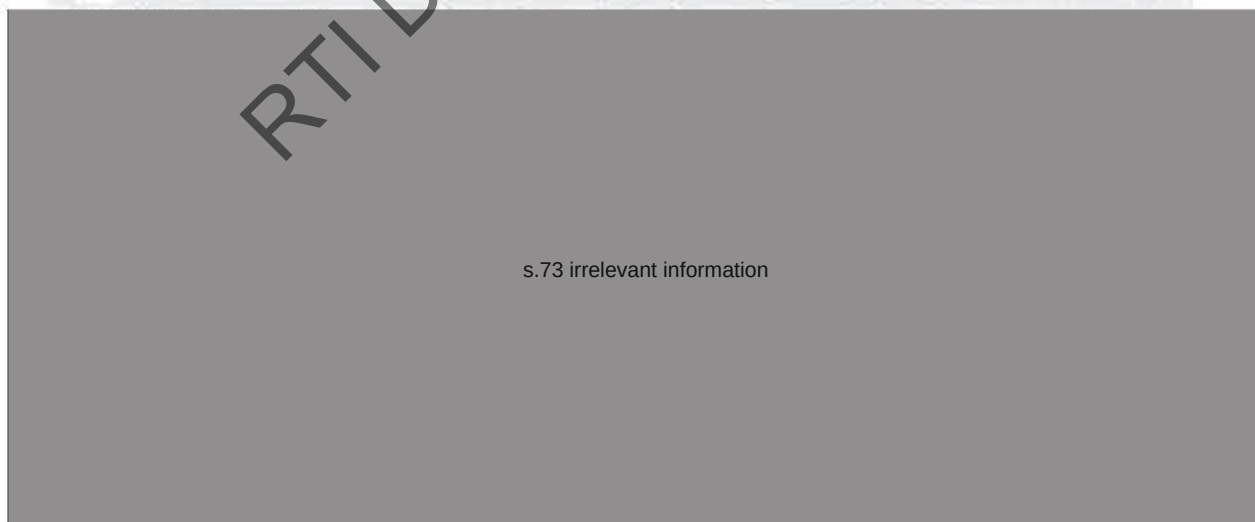
Agenda

Item	Responsible	Timing (mins)



Action Items from Previous Meeting 13/07/2012

Item No.	Detail	Responsible	Status	Due Date
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**Business and Corporate Partnership
BRIEFING NOTE**

BOARD:
Dated: / /

TO: Corporate Partnership Public Sector Renewal Board

FROM: Group Executive, Business and Corporate Partnerships, DNRM and DEWS

SUBJECT: Collective six-agency Human Resources response to the EMP/ERP process

RECOMMENDATION

It is recommended that the Board:

- **note** the outlined collective six-agency approach to the EMP/ERP process.

BACKGROUND

- Directors-General of the six agencies serviced by the Business and Corporate Partnership requested a consistent Human Resources response to the EMP/ERP process.
- The Partnership's Human Resources Network formed a working group with representatives from each corporate hub to develop standard information, tools and resources for staff.

KEY ISSUES

- The process has established a precedent for HR collaboration across the six agencies.
- The Working Group approached this task equitably, dividing resources equally across the three hubs to review and develop consistent materials.
- Focus has been on a consistent approach to all facets of the EMP/ERP process (e.g. common application of legislation, united approach in relation to union negotiations).
- Work will continue on providing a common set of support materials for staff and managers involved in EMP/ERP processes and to collectively fine tune any materials based on the experiences and feedback of managers and staff.
- The collective approach allows for some flexibility in:
 - the selection and implementation of alternative placement options at a business area level
 - the use of selection tools to facilitate suitability assessment processes
 - Internal HR business processes
- Materials were approved through normal internal channels and posted to intranets as follows:
 - EHP and NPRSR – Wednesday 8 August
 - DAFF, DTESB, DNRM, DEWS – Friday 10 August
- The standard tools are:
 - Employees Requiring Placement Procedure
 - Guide for Managers
 - ERP Case Manager Role Statement
 - FAQs for Voluntary Redundancy
 - Suitability Report (which includes a guide to undertaking suitability assessment process and provision to outline why an officer is deemed unsuitable)
 - Role Profile (which includes details of key capabilities and the facility to invite employees to apply)
 - ERP Flowchart
 - Complaints Management Process Information Sheet
- The six agencies have also agreed to use the following PSC templates to support the agreed process:
 - Letters
 - Referee Report
 - Resume
 - Registration form
 - Factsheets
 - ERP FAQs

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- EHP/NPRSR has elected to use an additional ERP FAQ due to the specific business learning from a recent workplace change process for the Office of Climate Change.

RESOURCE CONSIDERATIONS

- Human Resources anticipates:
 - Potential reduction in confusion or complaints relating to the processes given the union consultation; the development of standardised information to staff; and the focus on supporting managers (e.g. specific manager guides).
 - More effective use of HR resources, with ongoing shared workloads across the Partnership (this process has clearly shown we can all benefit from collective wisdom and specific areas of experience across the Partnership).

CONSULTATION

- Unions have been consulted on the final documents and, where appropriate, feedback has been incorporated.

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ANDERSON Jodie

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Subject:

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[EHP intranet](#)

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EMPLOYEES REQUIRING PLACEMENT PROCEDURE

Review: August 2013

Version 1.0

1. PURPOSE

This procedure outlines the processes for the management of permanent employees who require placement as a result of workplace change. The processes support Government workforce alignment strategies.

For the purpose of this procedure, Employees Requiring Placement (ERP), are employees:

- whose position becomes surplus to departmental requirements resulting in their substantive role becoming redundant; and
- who are unable to be allocated a substantive role following workplace change.

The ERP process does not apply to employees seeking alternative placement as a result of:

- medical decisions deeming incapacity (mental or physical) to perform their substantive role (refer to PSC Management of transitioning medical Employees Requiring Placement Factsheet)
- disciplinary action
- requests for transfer

This procedure must be read in conjunction with:

- Public Service Commission Directive - Employees requiring placement 06/12
- Public Service Commission Directive - Early retirement, redundancy and retrenchment 04/12

2. AUTHORITY

Public Service Act 2008 – sections 25, 42, 48, 53, 55, 133, 134, 138 and 178.

3. APPLICATION

These arrangements apply to tenured (permanent) public service employees (officers and permanent general employees), including tenured senior executives (SE) and senior officers (SO), as defined under the *Public Service Act 2008*.

These arrangements do not apply to:

- employees engaged under section 122 of the Public Service Act 2008
- senior executives that do not have tenure
- temporary general employees
- temporary employees
- casual employees
- trainees
- cadets
- external contractors/consultants
- volunteers.

4. RESPONSIBILITIES

Delegates ensure that:

- management within business areas must engage with Human Resources, Corporate Services regarding strategies for workplace change, establishment and workforce management with respect to employees deemed as surplus
- review and approve the redundant positions and employees deemed as surplus
- employees are only approved as an employee requiring placement status if they meet the definition described under this procedure and all alternative placement options, within their respective business area, have been considered
- Human Resources, Corporate Services have been advised on all matters of workplace change
- employees likely to be impacted by workplace change are advised in a timely, appropriate and consistent manner
- their responsibilities, and those of managers/supervisors, are adhered to in regard to ERP processes and ensure action is taken in a transparent, fair and equitable manner
- ERP details are provided to Human Resources, Corporate Services for recording on the departmental and Public Service Commission (PSC) ERP registers
- employees are considered for permanent vacancies and temporary vacancies (greater than six [6] months), in accordance with the departmental and PSC central process, before proceeding to fill any vacancies
- suitability assessment processes and placement recommendations are transparent prior to approval of appointments and clearly address whether an employee is considered to have the skills and abilities necessary to meet the requirements of the role to a satisfactory level, given a reasonable period of training and on-the-job experience, and are fit to undertake the role with reasonable adjustment, if required
- employees are provided with support, information and resources to ensure an understanding of what is required of them and from the department.

Managers ensure that:

- all vacancies are submitted through the Establishment Management Program (EMP) processes
Important note: Ranger vacancies within NPRSR are currently exempt from the EMP process.
- ERP processes are conducted in a transparent, fair and equitable manner, in particular when:
 - determining which employees are identified as surplus as a result of workplace change
 - assessing the suitability of employees impacted by workplace change
 - advising and managing the choices/decisions of employees
 - identifying alternative placement options and
 - selecting employees for placement
- regular contact is maintained with Human Resources for guidance/updates on workplace change and employee placement
- all employees undergo a suitability assessment process for vacancies in which they have expressed interest
- appropriate supervision of employees placed in their area of responsibility
- they work with employees and supervisors to support the implementation of placement strategies (and work trials if required)
- provision of training, local induction and on-the-job experience to ensure employees are able to successfully undertake the duties required
- suitable and meaningful duties relevant to the classification level for employees are provided whilst awaiting permanent placement.

Supervisors must:

- provide referee statements in accordance with the prescribed requirements of the PSC Directive 06/12 'Employees requiring placement' when requested to do so by the Case Manager
- identify and provide suitable and meaningful duties relevant to the classification level for employees whilst awaiting permanent placement
- provide employees with reasonable time to access advice and support services in order to provide the best possible outcome for employees and the department
- provide employees with reasonable time to prepare for assessment processes and apply for advertised vacancies at level and below their substantive level, if elected by the employee
- provide employees with the information required and the opportunities to be effectively assessed for vacant positions
- liaise with employees and the appointed Case Manager to provide the best possible outcome for employees and the department.

Human Resources will:

- maintain a register of employees requiring placement and appropriate records to support decisions and actions under the directive
- provide advice and guidance to ensure fair and equitable processes are undertaken with respect to the workforce alignment strategies, alternative placement options, employee advice and decisions, selection of employees for alternative placement
- monitor employee progress and status to ensure compliance with process
- attend to internal and external reporting requirements to provide appropriate information about ERP processes
- provide employees with information about relevant positions available to be filled within the department
- provide advice to employees and management on placement processes, salary arrangements, and applicable relocation expenses (if necessary)
- immediately appoint a Case Manager for each employee requiring placement
- review suitability assessment reports and, where required, return them to business areas to undertake further assessment activities
- undertake reviews of employees requiring placement with the PSC.

Case Manager will:

- 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 matters relating to the employee requiring placement including advising of suitable vacancies, assisting with process requirements and liaison with Human Resources and PSC as necessary
- contact the employee within 24 hours of their decision not to accept a voluntary redundancy from the formal offer and maintain regular contact (a minimum of once per week) until permanent placement occurs
- obtain the employee's resume, role category preferences, referee contact details and the referee statement as prescribed in this procedure
- provide a copy of the referee statement to the employee
- 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.

Employee Requiring Placement (ERP) will:

- work cooperatively with the department to implement new workforce arrangements
- participate actively in the placement process which includes:
 - completing the registration process as required
 - responding to correspondence within the specified timeframes
 - Indicating whether they wish to be considered for placement at level only and/or for placements at specified levels below their substantive level
 - maintain regular contact with their Case Manager and participate in the development and implementation of an action plan
 - provide a current resume, name and contact information of two referees and nominating three role categories in which they have the most skills and experience
 - considering matched vacancies and ensuring they are available to meet with assessment panels
 - participating in appropriate job application and suitability assessment processes as requested
 - accepting reasonable placement and re-training opportunities
 - proactively apply for all suitable advertised vacancies at their substantive classification level, and keeping a record of applications.

Queensland Shared Services (QSS) will:

- provide voluntary redundancy and retrenchment calculations upon request from the Executive Director, Human Resources, Corporate Services
- process employee separations including payments for voluntary redundancies and retrenchments where applicable
- process transfer and re-deployment placements.

Public Service Commission (PSC) will:

- together with the department, conduct reviews of the progress of employees requiring placement
- facilitate the central ERP process for referred vacancies from all departments
- liaise with departmental contact officers to provide details of vacancies from the central pool
- review suitability assessments for employees being considered for vacancies from the central pool and refer back to departments for further assessment as required.

5. DELEGATIONS

The requirements of this procedure overrule the Human Resource Delegations and should be read in conjunction with the Authorisations and Establishment Management Program requirements.

6. DEFINITIONS AND GLOSSARY OF TERMS

Business Area Contact – the contact person detailed on the Establishment Management Program Approval Request Form/Business Case

Case Manager – a Human Resource representative assigned to actively assist the individual employee and line manager in the placement process to secure a permanent placement.

Delegate – Deputy Directors-General of respective business areas

Establishment Management Program (EMP) – the whole of government establishment management process introduced by the PSC and, implemented in the department, as a result of the 2012 machinery-of-government changes. The program incorporates a vacancy review process that is designed to ensure recruitment decisions regarding vacancies are aligned with Government priorities and filled so as there is no detriment to service delivery for clients.

Employee Requiring Placement (ERP) - an employee who has been unable to be substantively allocated to a role following workplace change (a surplus employee) and includes a person who is surplus as a result of being unattached from their role (relinquishment). It does not include persons who need or are seeking alternative placements as a result of decisions under sections 178 (mental or physical incapacity) or 188 (discipline action) of the *Public Service Act 2008* or following a transfer request.

Permanent - The status of an employee that denotes tenure in accordance with the *Public Service Act 2008*.

Receiving Department - a department which has referred a vacancy and/or to which an ERP is placed on a permanent or temporary basis and may be the same as the releasing department.

Re-deploy - the transfer of an employee to a lower classification level, with their consent.

Referred Vacancy - a vacancy unable to be filled with a departmental ERP and has been referred to the PSC to identify suitable ERP from the central register.

Releasing Department - the department in which an ERP holds tenure.

Substantive position - the position to which an employee has been permanently appointed

Suitable/Suitability Assessment - An ERP is suitable for a role at the same classification level or a lower classification level if they demonstrate the minimum skills necessary to meet the requirements of the role to a satisfactory level, given a reasonable period of training and on-the-job experience, and are fit to undertake the role with reasonable adjustment if necessary.

Suitability Report - a statement outlining the assessment of the employee's suitability against key attributes for the role. Where an employee is assessed as unsuitable, the report must address why reasonable training, induction and on-the-job experience would not enable the employee to satisfactorily undertake the role.

Transfer - Means to move an employee to a permanent alternative role at level. (Conditions of such transfers are provided in Directive 'Transfers within and between classification levels and systems')

Workplace Change - decisions that affect the services and programs delivered by the department, its workforce structures or establishment.

Work trial - The placement of a registered employee in a vacant permanent role for a maximum of three months (as per Directive) for the purpose of determining their suitability.

7. PROCEDURE

Step 1 Workplace change and alternative placement options

Following the approval of the revised organisational and structural arrangements, an assessment of the impacts on the workgroup, workforce and individuals must be undertaken to inform the determination of appropriate workforce realignment and alternative placement strategies. These could include:

a) Direct Transfer

Where a role in the effected unit remains unchanged and currently filled by a permanent employee, the employee is to remain in that role.

In assessing whether an employee can be moved into a position on the basis of a like-to-like transfer, a matching process can be undertaken and 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 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.

b) Seek interest in a voluntary redundancy

Employees affected by workplace change could be invited 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 reduction of the number of AO3 Administration Officers in a particular business area). 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
- An employee may choose not to accept a redundancy if one is offered and may choose to pursue alternative placements
- Does not negate the department's responsibility to attempt to identify internal alternative permanent placements at level for surplus employees

c) 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) are 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.

The employee's suitability is assessed against the key attributes of the role.

If employees are invited to express interest, prior knowledge will be used to determine their suitability. Where there is insufficient prior knowledge, the employee may be required to provide and/or participate in one (or a combination) of the following:

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

A referee check or additional verification activities could be undertaken. (Refer to the suitability assessment section for further information).

d) 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 employees 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.

Step 2 Identification of employees declared as surplus

If an employee has not successfully transferred into a substantive position in the new organisational structure within the business area, they are declared surplus.

The business area will submit a list of positions and employees identified as surplus to the delegate. The delegate must approve the positions that have been deemed redundant. Details of the substantive holders of the redundant positions, employees declared surplus, are provided to the Executive Director, Human Resources, Corporate Services.

Step 3 Notification of ERP options

A formal Options letter will be prepared by Human Resources, Corporate Services which includes two options for the employee to consider:

- an invitation to accept a voluntary redundancy offer (in accordance with Directive 04/12 'Early retirement, redundancy and retrenchment') or
- be considered for alternative placement i.e. pursue transfer and/or re-deployment opportunities

The letter will direct the employee to the [GovNet site](#) to access the voluntary redundancy estimate self-assessment calculator which has been developed to give an estimate of a voluntary redundancy payment.

From the day of receipt, the employee will have 14 days to respond by completing the Decision Form indicating their decision.

If the employee accepts the voluntary redundancy, the employee's exit date will be confirmed.

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

If the employee does not advise of their decision, in writing, within the two week period, the employee will be considered to have elected to pursue the transfer and/or re-deployment opportunities.

Step 4 Acceptance of a voluntary redundancy offer

Once the employee has determined which offer they wish to accept, they must complete and submit the Decision Form to Human Resources, Corporate Services.

Human Resources will review the form and where the employee has chosen to accept the voluntary offer provide written confirmation to the employee acknowledging their decision and advising of the separation date. The employee's manager will complete and forward separation documentation to QSS.

Step 5 ERP registration

If the employee does not return the Decision form or has indicated on the Decision Form they wish to pursue transfer and/or re-deployment opportunities, Human Resources, Corporate Services will:

- assign a Case Manager
- arrange for the employee to be recorded on the Departmental ERP and PSC Central Placement registers
- send the employee an ERP registration letter and relevant forms
- review existing department vacancies.

Important note: The employee has a period of four (4) months to secure an alternative placement prior to the commencement of the review process (detailed below). This period commences from the date the employee is registered on the PSC Central Placement register.

The Case Manager will then contact the employee within 24 hours to:

- obtain a copy of their current resume and contact details of two referees
- complete and submit the PSC Registration form and required supporting documents which includes whether they wish to be considered for:
 - Placement in roles at level only (via transfer); and/or
 - Placement at levels below their current substantive classification level (re-deployment) detailing the lowest classification level to which they consent to being re-deployed
 - Nominations for three role categories in which they have the most skill and experience

The Case Manager will contact the manager/supervisor to obtain one referee statement which must include information about the employee's work performance and conduct.

The employee will be provided with a copy of the referee statement and given an opportunity to respond to any adverse comments. The Case Manager will consider any response and determine whether a revised referee statement should be obtained.

The referee statement will be used to provide a declaration of satisfactory conduct and performance to the PSC as part of the registration process. Where the referee statement for an ERP contains adverse information, the employee may not be registered on the Central Placement Register until the matters identified in the statement have been resolved.

At the time of the request, the referee must be advised their obligation to provide truthful and relevant information in accordance with the provisions of Directive 06/12 and the Code of Conduct.

Human Resources will maintain the departmental ERP register with the following information:

- preferences and status of each ERP placement
- referee statement, resume etc. as obtained by the Case Manager
- placement levels (and locations if relevant) to which the employee has consented being transferred and/or re-deployed
- updated and relevant case information provided by the Case Managers
- placement offers and outcomes for each employee.

The information contained in the departmental register may be provided to the PSC for use in the central placement process across all departments.

Step 6 Departmental ERP placement process

Requests to fill all vacancies (temporary or permanent) are submitted through the Establishment Management Process (EMP).

Important note: Ranger vacancies within NPRSR are currently exempt from the EMP process.

If approval is given to fill the vacancy, Human Resources will:

- review the ERP register and identify possible matches for the vacancy
- forward the vacancy details to the employee and their Case Manager
- forward ERP details to Business Area Contact.

The employee may then contact the Business Area Contact to obtain the Role Description. Following consideration the employee will lodge their interest to be assessed for the role.

The Business Area Contact will facilitate a suitability assessment process for each of the employees who have expressed interest. If required, the employee will be contacted to participate in additional assessment processes. (Refer to suitability assessment section for further information.)

At the conclusion of the suitability assessment process the Business Area Contact will submit the finalised suitability assessment report to the delegate for consideration.

The delegate will provide the report to Human Resources for review. At this time, Human Resources, Corporate Services may choose to refer the report back to the Business Area Contact for further suitability assessment activities to be undertaken.

If a suitable employee has been selected, the business area will make an offer to the employee.

If deemed suitable, one of the following offers (whichever is relevant) will be made:

- transfer direction (in accordance with Section 133 of the *Public Service Act 2008*) or
- re-deployment.

The employee will have five (5) working days to advise of their acceptance or refusal. If accepted, a start date (usually no longer than two weeks) will be agreed.

If an employee declines the first offer, the business area must advise Human Resources, Corporate Services. The employee will remain on the departmental register.

If an employee accepts permanent redeployment to a lower level position, there is no right of return to a role at the higher level, once the placement to the lower classification level is finalised, unless through promotion on merit.

If no departmental ERP are deemed suitable, Human Resources will refer the vacancy to the PSC for consideration under the central placement process.

Important note: The employee has one (1) opportunity to refuse either a departmental transfer direction or PSC transfer direction, without having to demonstrate grounds. After this opportunity is exhausted, subsequent transfer directions will be managed in accordance with Section 134 of the *Public Service Act 2008*. This may result in termination of employment if the officer cannot establish they have reasonable grounds for the refusal.

Step 7 PSC central placement process

The PSC will coordinate a centralised ERP process across all departments. All departmental employees requiring placement will also be registered for consideration in the central process.

Human Resources will liaise regularly with the PSC about the:

- registration and placement opportunities for departmental employees through the PSC Central Placement Register; and
- filling of referred vacancies as determined through the Establishment Management Program (after all departmental placement options have been exhausted)

Upon receipt of the completed ERP registration information, the PSC will review all referred vacancies to determine possible matches. This review should take no longer than seven (7) working days.

Where the PSC identifies a suitable match between the employee's skills and a vacancy, a suitability assessment will be undertaken by the receiving department (i.e. the department filling the vacancy).

The PSC will contact the Departmental ERP Contact Officer to advise them of the match. The contact officer will provide the Case Manager with the vacancy information. The Case Manager will liaise between the employee and the receiving department throughout the suitability assessment process.

The employee must participate in the suitability assessment process. (Refer to Suitability Assessment section for further information)

The suitability assessment process should take no more than seven (7) working days. If deemed suitable, offers will be made in accordance with the departmental process as detailed above.

If this offer is the first offer for the employee, and they decline the offer, they will remain in the PSC central placement pool.

Important note: The employee has one (1) opportunity to refuse either a departmental transfer direction or PSC transfer direction, without having to demonstrate grounds. After this opportunity is exhausted, subsequent transfer directions will be managed in accordance with Section 134 of the *Public Service Act 2008*. This may result in termination of employment if the officer cannot establish they have reasonable grounds for the refusal.

Step 8 Review

When an employee has been registered as an ERP for four (4) months, a review of the placement process will be undertaken between the department and the PSC.

The Executive Director, Human Resources, Corporate Services will advise the employee, in writing, of the upcoming review, four (4) weeks before the review period is due to expire. The employee is then invited to respond with additional information in relation to the efforts to secure permanent placement by the due date in the written advice.

The department, in conjunction with the PSC, may initiate a review at an earlier time if it considers reasonable placement efforts have been undertaken and/or a transfer opportunity is unlikely to occur as a result of the employee's specialist skill set or location.

Important note: The four (4) month review period is not suspended for any reason including absences, work trials and temporary placements.

The Case Manager will provide a final status report, including the employee's response to the PSC.

- If it is beneficial to continue to pursue placement opportunities, a further review date of no more than three (3) months from the date of completion of the review will be nominated, providing there are no exceptional circumstances.

If it is determined that reasonable placement efforts have been undertaken and it is decided it is not appropriate to continue these efforts, the retrenchment provisions of Directive 04/12 will apply.

At this time, the employee will be advised in writing of the intention for retrenchment and reasons for the decision. The employee will be provided with an opportunity to respond with reasons as to why they should not be retrenched before a final decision is made.

The employee will have ten (10) days in which to provide a response in writing to Human Resources, Corporate Services. The response will then be considered by the delegate and, if the delegate accepts the reasons provided by the employee, written advice revoking the retrenchment decision will be provided to the employee and the placement process resumes.

If the delegate does not accept the reasons provided by the employee, written advice confirming the retrenchment decision and advising the separation date will be forwarded to the employee. Arrangements will also be made to provide the relevant documentation to QSS for processing.

Step 9 Suitability Assessment

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

The assessment of suitability requires the review of the resume, referee statement against the minimum requirements of the role. If there is insufficient information in the employee's resume, other selection tools may be used.

An employee is considered suitable for a role if they have the skills and experience to meet the minimum requirements of the role, given a reasonable period of training and on-the-job training.

A suitability assessment must be directed at determining whether an ERP has the minimum skills to undertake the requirements of the role to a satisfactory level, if provided with reasonable retraining, induction and reasonable adjustment (if necessary).

An assessment panel, of no less than two (2) members, will conduct the suitability assessment. The panels are responsible for ensuring that fair and transparent processes are undertaken to assess employees requiring placement and assist with the placement of tenured employees.

At the conclusion of the suitability assessment process the panel will submit the finalised suitability assessment report to the delegate for consideration.

The delegate will provide the report to Human Resources for review. At this time, Human Resources, Corporate Services may choose to refer the report back to the panel for further suitability assessment activities to be undertaken.

Following the review, if an employee is deemed suitable, arrangements will be made to affect their transfer in accordance with the provisions of the relevant directives.

If deemed unsuitable, employees will be notified of the outcome of the suitability assessment and reasons in writing.

For vacancies under the PSC Central Placement Process, Human Resources will provide the report to PSC for review.

Step 10 Work trials and temporary placement of ERP

Work trials (permanent positions only)

Where the suitability of an ERP 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.

Unless otherwise agreed, the releasing business area to which the employee is substantively appointed is responsible for meeting salary and associated costs for the period of the work trial.

The work trial will be considered to be the suitability assessment process and must be documented accordingly.

A work trial should be structured to ensure that the applicant is properly managed. The manager to whom the applicant reports should provide the applicant with clear information about performance and conduct expectations and should also identify the development, support and feedback that the applicant requires to achieve the performance levels required. The manager/supervisor should meet with the applicant on a regular basis and be provided with timely and balanced feedback to monitor progress and provide additional support as required.

The final assessment must take into consideration the ability of the employee to undertake the role long term with retraining, reasonable adjustment or other development assistance including additional experience in the role.

The final assessment of the work trail will be actioned in accordance with the suitability assessment process as outlined above.

Temporary placements

The department must consider ERP for both permanent and temporary vacancies (greater than 6 months) before proceeding to fill a vacancy by any other means.

If an ERP is placed in a temporary vacancy within the department or within another department, the employee retains permanent tenure as an officer within the releasing department.

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

The employee is to remain registered with the department as an ERP during both work trials and temporary placements, and may apply for other vacancies during any placement periods.

Important note: The four (4) month review period is not suspended for any reason including work trials and temporary placements.

Step 11 Salary maintenance for transfer and re-deployment

Transfer

An employee who is transferred at level to another business area or department is to be paid their salary and any applicable allowances by the receiving business area or department from the date of duty.

Employees transferred into a permanent role across streams of a classification system will be paid in accordance with the Directive relating to 'transfer within and between classification levels and systems'.

Re-deployment

An employee who is re-deployed is to be paid by the receiving business area or department at the highest pay-point of their new classification level plus any applicable allowances.

The employee is entitled, for a period of 12 months following redeployment, to be paid the salary and allowances applicable to the substantive role which they held prior to redeployment. The releasing business area or department is to fund the difference between salary and allowances to be paid by the receiving agency and the salary and allowances the employee would have been entitled to if they had remained in their substantive position. The employee will not receive any pay point increments during this period but will receive salary increases determined by the applicable industrial instrument in the receiving service area or department.

For tenured senior executives who have been redeployed, the arrangements outlined above are to include any additional remuneration packaging arrangements specified in a current directive relating the senior executive employment conditions or senior officer employment conditions, as applicable.

Where an employee is transferred or accepts redeployment to a role which is subject to different conditions established by award or certified agreement then the employee is to assume the conditions of the role, with the exception of the 12 month salary maintenance period detailed above.

Step 12 Salary arrangements for secondment and temporary engagements

Salary costs for an employee placed at level in a temporary vacancy in another service area or secondment to another department are to be met by the receiving service area or department.

Where an employee accepts a temporary placement in another service area or secondment to another department at a salary level lower than their substantive level, the income difference will be paid by the releasing department. This provision includes differences in salary due to conditions established by award and certified agreements.

Salary maintenance paid during temporary engagements and secondments will count towards the twelve (12) month salary maintenance period unless otherwise determined.

8. FORMS

ERP Registration Form
ERP Suitability Report & Guide
Referee Report
Resume Template

9. OTHER RESOURCES AND LINKS

The following HR policy and procedure categories of the former departments continue to apply:

- Recruitment and Selection
- Transfer
- Establishment Management Program
- Employee Exit Arrangements (including Housing arrangements where relevant)

Related Legislation or Standard

[Public Service Act 2008](#)

Related Government Guidelines or Policy

[Directive 1/10 - Recruitment and selection](#)

[Directive 19/10 – Appeals](#)

[Directive 04/12 – Early retirement, redundancy and retrenchment](#)

[Directive 06/12 – Employees requiring placement](#)

[Directive 11/11 – Transfer and appointment expenses](#)

[Directive 7/10 – Transfer within and between classification levels and systems](#)

Supporting Resources

ERP process flowchart

ERP Guide for Managers

PSC Fact Sheets

[Voluntary Redundancy Estimate – Self Assessment Calculator](#)

Voluntary Redundancy Frequently Asked Questions

10. EMPLOYEE COMPLAINTS AND APPEALS

An employee who is the subject of an administrative decision or action is entitled to lodge a complaint in accordance with the Departmental 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 or the website at www.psc.qld.gov.au.

11. EFFECTIVE DATE

This procedure applies from the date of approval.

12. TRANSITIONAL ARRANGEMENTS

An employee who had been registered as an employee requiring placement (irrespective of the reason) under PSC Directive 12/09 'Employment arrangements following workplace change' will be deemed to be an employee requiring placement under PSC Directive 06/12 'Employees requiring placement'.

13. FURTHER INFORMATION

Should you require any further information or clarification, please contact Human Resources, Corporate Services as follows:

EHP and NPRSR	employeeplacements@ehp.qld.gov.au
DNRM and DEWS	ERP@dnrm.qld.gov.au
DAFF and DTESB	HRDAFF@daff.qld.gov.au

14. ADDITIONAL SUPPORT

Additional support for individual employees and managers is available through the departmental Employee Assistance Program. The service provider details are as follows:

PPC Worldwide
Phone: 1800 604 640
www.ppconline.info/au

Employees may also contact their Case Manager and/or local HR Officer. Unions can also provide advice and support to their members.

15. APPROVAL

Signed:

Danielle Anderson
Deputy Director-General, Corporate Services
Department of Environment and Heritage and Protection and
Department of National Parks, Recreation, Sport and Racing

Date:

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.

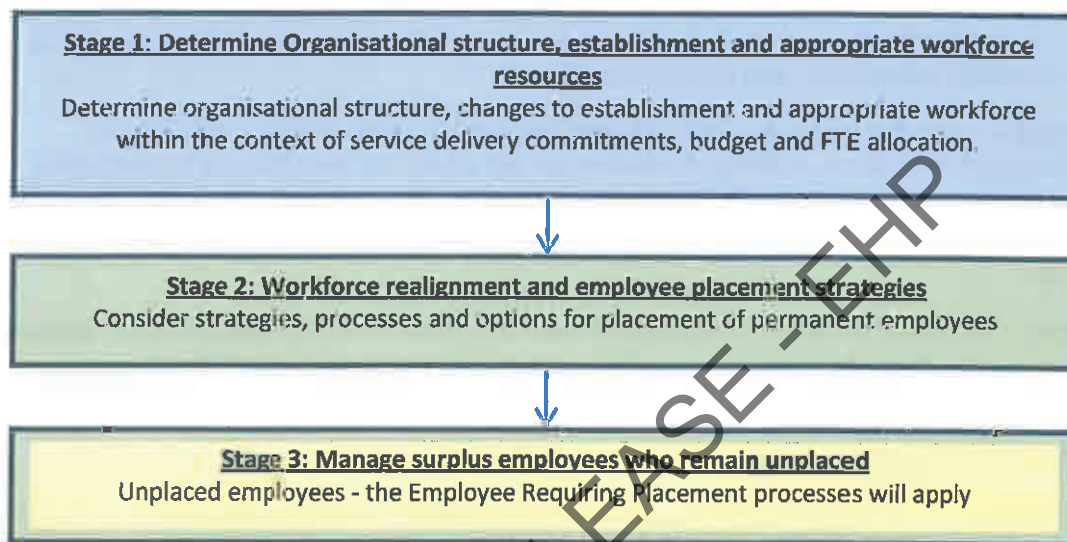
Strategies to effect workforce placements following workplace changes

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 employees 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?

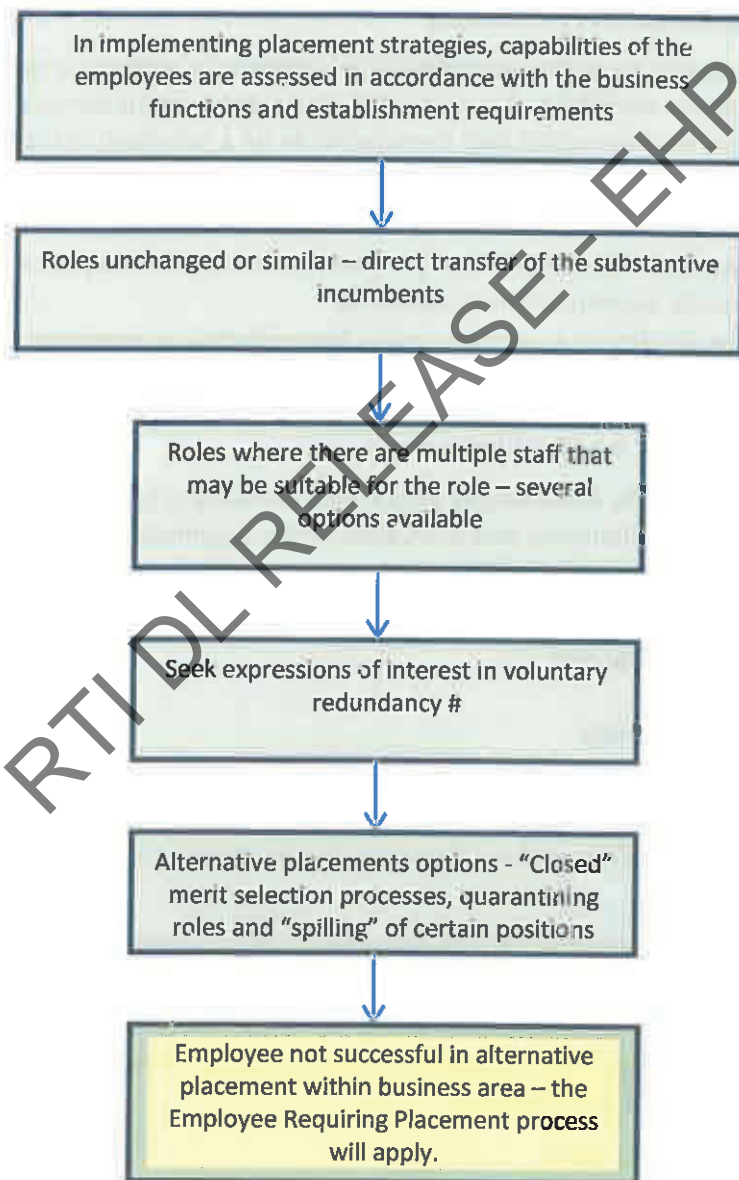
Stage 2: Workforce Realignment and alternative employee placement strategies

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 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 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.

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.

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) are 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.

Following the decision that the role is redundant and the employee declared surplus, a formal letter will be provided by the Manager 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.

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.

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.

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.

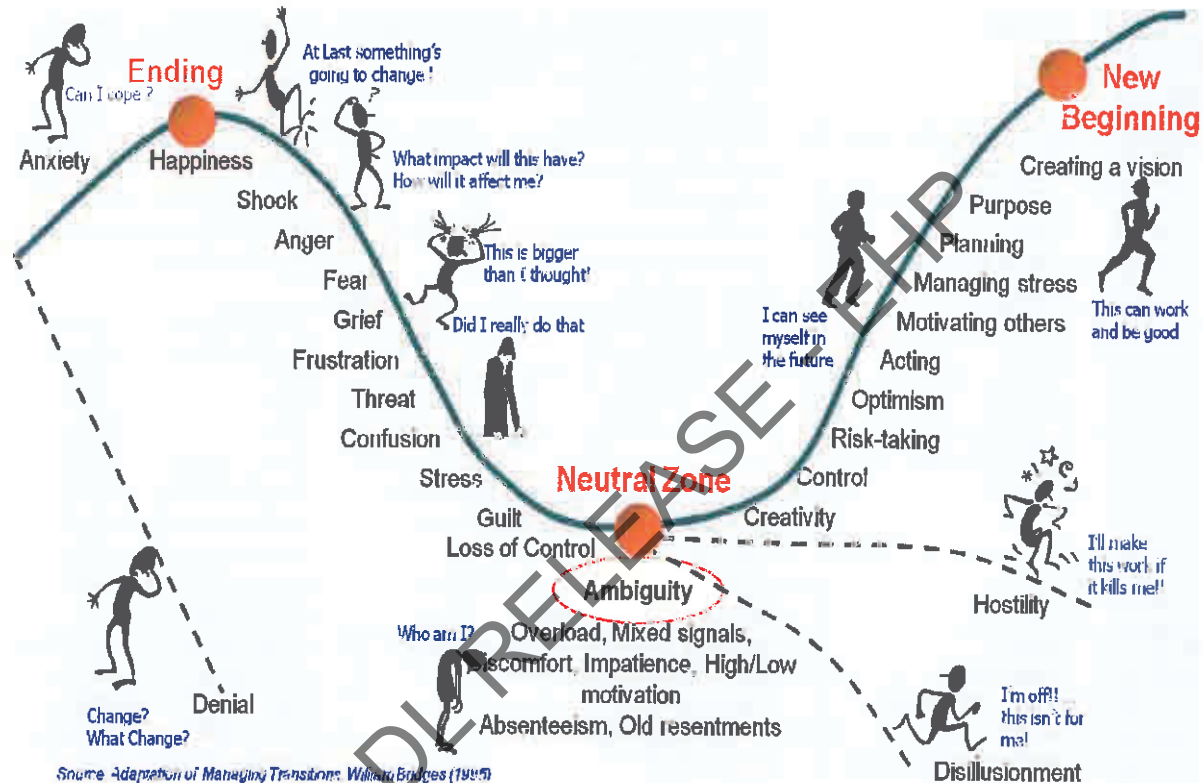
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The Individual and Change

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 may 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 Employee Placement Conversation

This section provides managers with strategies on how best to conduct the 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 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 department's 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/>

RTI DL RELEASE - EHP

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](#)

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 employees:

For Aboriginal and Torres Strait Islander employees, an Indigenous case manager may be available to case manage and discuss issues.

August 2012

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:	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.

Employee/s considered

Name:	Employee No:	Department

Assessment process

Process and techniques used to assess suitability:

In consideration of the position requirements specified in the (role description/role profile), the following information was assessed:

- Employee Requiring Placement Registration Form/s
- Referee report/s
- Resume

Please attach any relevant selection documentation.

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).

2 | Page

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

--

Overall statement regarding unsuitability for this role

--

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.

ANDERSON Jodie

From: Anderson Danielle
Sent: Monday, 6 August 2012 8:40 AM
To: EHP EMG
Cc: Himstedt Dale
Subject: Employees Requiring Placement - Procedures and supporting documentation
Attachments: EHP-NPRSR-ERP Guide for Managers-310712-FINAL.docx; Frequently Asked Questions FINALVersion.doc.docx; ERP Case Manager Role Statement Final draft.doc; DRAFT-employees-requiring-placement-procedure-v1 0 31-07-2012.docx; ERP Flowchart Final.pdf; faq_vr.pdf

Good morning EMG members

Comments from the Together Union on the employees requiring placement procedure, flowchart, guide for managers, templates and frequently asked questions are due back to Human Resources today. We are not expecting any major changes from the Union. The procedure and associated documents will be available on the Intranet by Wednesday.

Please find attached an advance copy of the documents for your information.

Regards

sch4p4(6) Personal information



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.

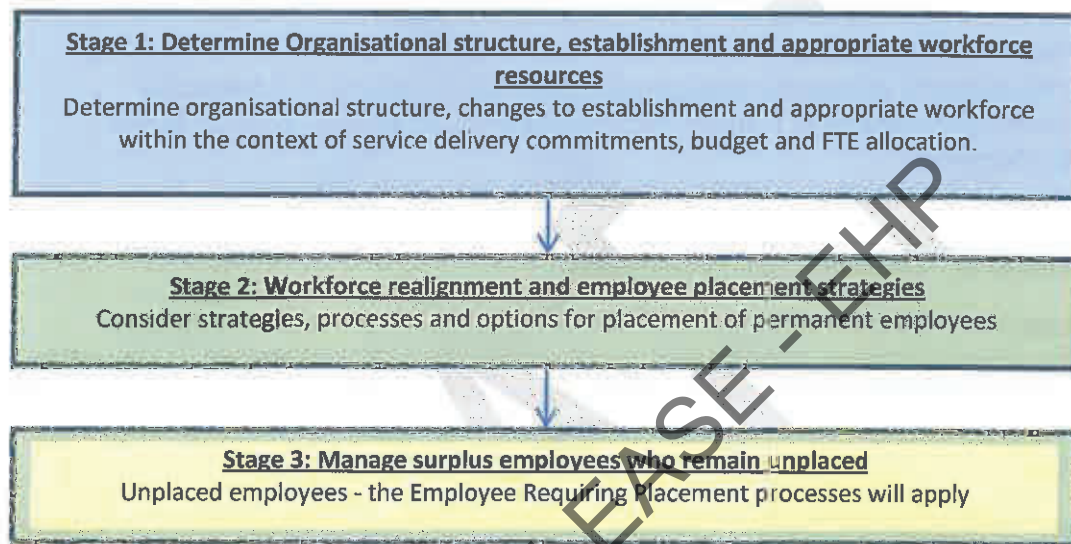
Strategies to effect workforce placements following workplace changes

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?

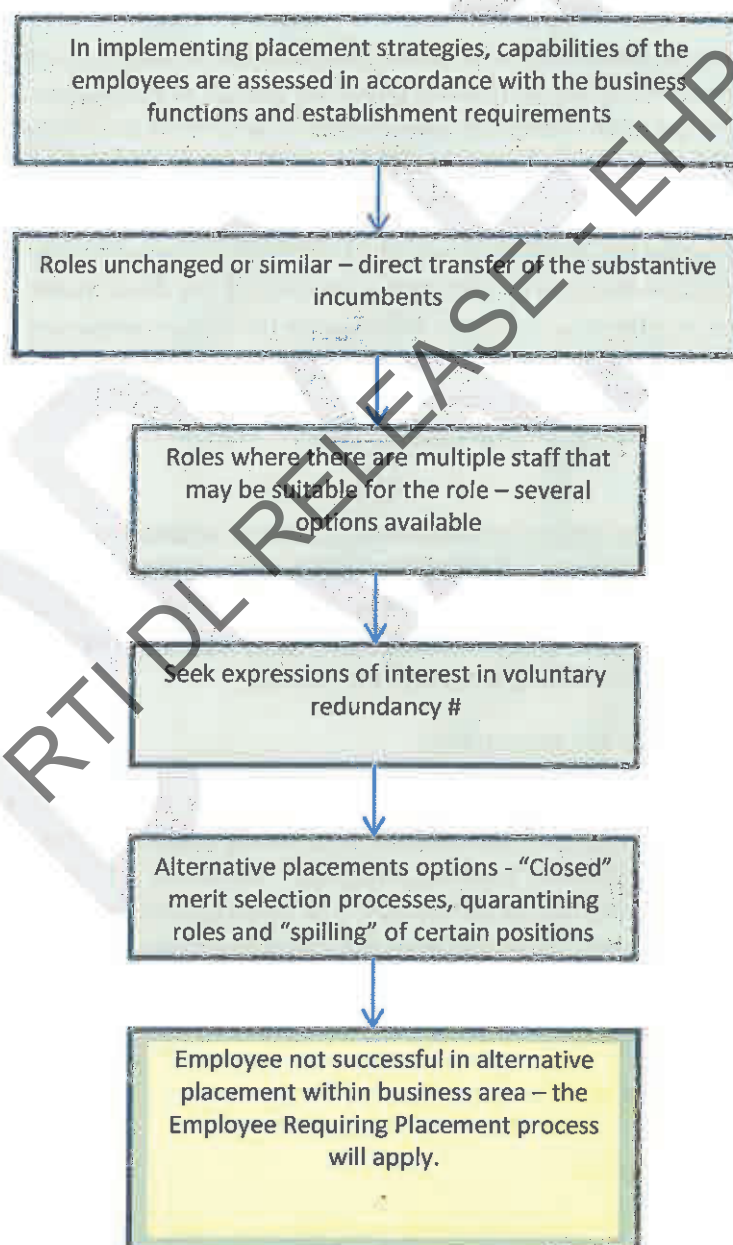
Stage 2: Workforce Realignment and alternative employee placement strategies

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:

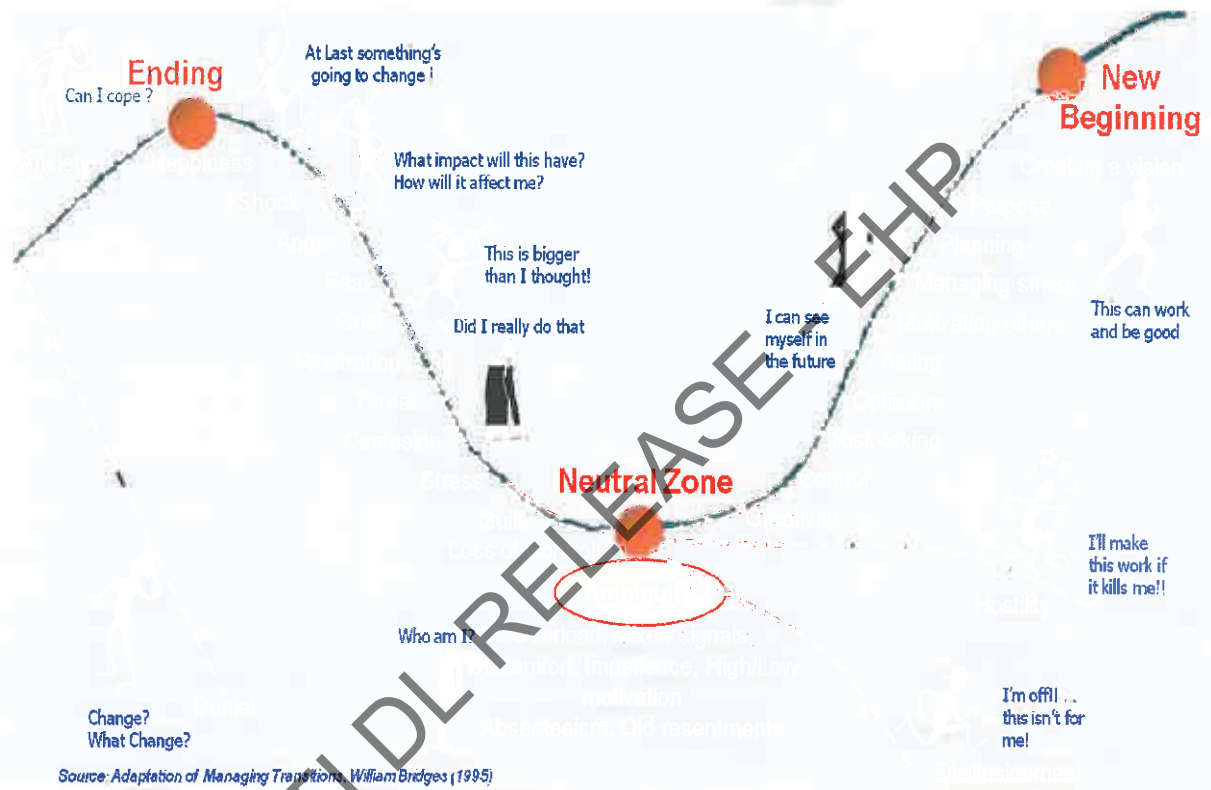
- the employee maintains their status as a permanent employee but their position has become surplus to the requirements of the department
- a case manager will be dedicated to the employee to provide support and advice in relation to the ERP process
- Human Resources, Corporate Services will assist in 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

...can't be clear of the
...they will come
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...away to find a better
...The answers are
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	Emotion	Some Behaviours	Manager Action
Endings, losing, letting go	Denial	<ul style="list-style-type: none"> Blipping/battering Indifferent Evasion Scepticism Refusal to accept reality of situation 	<ul style="list-style-type: none"> Accept the reality of the change Accept the uncertainty of the change Accept the uncertainty of the change Accept the uncertainty of the change Accept the uncertainty of the change
	Anger	<ul style="list-style-type: none"> Grumbling Irritation Rage Mistakes Disengagement Sabotage 	<ul style="list-style-type: none"> Accept the reality of the change Accept the uncertainty of the change Accept the uncertainty of the change Accept the uncertainty of the change Accept the uncertainty of the change
Neutral Zone	Bargaining	<ul style="list-style-type: none"> Attempts to control the situation Attempts to get away Making a deal promise 	<ul style="list-style-type: none"> Accept the reality of the change Accept the uncertainty of the change Accept the uncertainty of the change Accept the uncertainty of the change
	Anxiety	<ul style="list-style-type: none"> Resentful Silence Look Nervous Stressed Drop in life expectancy and productivity 	<ul style="list-style-type: none"> Accept the reality of the change Accept the uncertainty of the change Accept the uncertainty of the change Accept the uncertainty of the change Accept the uncertainty of the change
	Sadness/Depression	<ul style="list-style-type: none"> Silence Withdrawal Appears 'down' Tearful Signs of fatigue and despair Reduced effort 	<ul style="list-style-type: none"> Accept the reality of the change Accept the uncertainty of the change Accept the uncertainty of the change Accept the uncertainty of the change Accept the uncertainty of the change
New Beginnings	Acceptance/Involvement	<ul style="list-style-type: none"> Openness Happiness Moving from passive acceptance to active involvement Engaging with assisting others 	<ul style="list-style-type: none"> Accept the reality of the change Accept the uncertainty of the change Accept the uncertainty of the change Accept the uncertainty of the change
	Enthusiasm	<ul style="list-style-type: none"> Ability to embrace change where they find a new order Conflict between organisation and personal goals resolved Takes initiative 	<ul style="list-style-type: none"> Accept the reality of the change Accept the uncertainty of the change Accept the uncertainty of the change Accept the uncertainty of the change

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: <https://www.psc.qld.gov.au/>

Departmental Resources

HR Procedure 'Employees requiring placement'

FAQs - Employees Requiring Placement

Case Manager Role Statement

Suitability Assessment Guide

Toolkit for 'Leading Change and Transition'

Further information is available from Human Resources, Corporate Services:

Marisa Paolini, Manager, Workforce Strategy and Capability, 389 63929

marisa.paolini@ehp.qld.gov.au

Randall Swain, Manager, Employee Relations, 389 63388

randall.swain@ehp.qld.gov.au

Eric Baddeley, Manager, Workforce Analysis and Recruitment, 323 93188

eric.baddeley@ehp.qld.gov.au



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:

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.

- 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.
- 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](#)



EHP - NPRSR

Case Manager of Employee/s Requiring Placement 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.

As per the department's ERP procedure you will assist the employee through the ERP process and will:

- Contact the employee within 24 hours of the decision not to accept a voluntary redundancy and maintain regular contact (a minimum of once per week) until permanent placement 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 matters 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 this procedure 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. ☐

Human Resources has a number of products that can assist case managers during this period including:

- [A toolkit for leading change and transition](#)
 - Building Resilience and Dealing with Stress workshop (2 hrs - face to face)
 - Preparing your CV and Applying for Jobs workshop (2 hrs - face to face)
 - Applying for jobs Toolkit (needs to be developed)
 - [Capability and Leadership Framework Self Assessment forms](#)
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.

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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

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17. Finalise and close case file.

☐

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

☐

Stage 5: Retrenchment

19. Continue to support ERP through retrenchment process

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RTI DL RELEASE - EHP



EMPLOYEES REQUIRING PLACEMENT PROCEDURE

Review: July 2013

Version 1.0

1. PURPOSE

This procedure outlines the processes for the management of permanent employees who require placement as a result of workplace change. The principles and processes support Government workforce alignment strategies.

For the purpose of this procedure, Employees Requiring Placement (ERP), are employees:

- whose position becomes surplus to departmental requirements resulting in their substantive role becoming redundant; and
- who are unable to be allocated a substantive role following workplace change.

The ERP process **does not** apply to employees seeking alternative placement as a result of:

- medical decisions deeming incapacity (mental or physical) to perform their substantive role
- disciplinary action
- requests for transfer

This procedure must be read in conjunction with:

- Public Service Commission Directive - Employees requiring placement
- Public Service Commission Directive - Early retirement, redundancy and retrenchment

2. AUTHORITY

Public Service Act 2008 – sections 25, 42, 46, 53, 55, 133, 134, 138 and 178.

3. APPLICATION

These arrangements apply to tenured (permanent) public service employees (officers and permanent general employees), including tenured senior executives (SE) and senior officers (SO), as defined under the *Public Service Act 2008*.

These arrangements do not apply to:

- employees engaged under section 122 of the Public Service Act 2008
- senior executives that do not have tenure
- temporary general employees
- temporary employees
- casual employees
- trainees
- cadets
- external contractors/consultants
- volunteers.

4. RESPONSIBILITIES

Delegates ensure that:

- management within business areas must engage with Human Resources, Corporate Services regarding strategies for workplace change, establishment and workforce management with respect to employees deemed as surplus
- review and approve the redundant positions and employees deemed as surplus
- employees are only approved as an employee requiring placement status if they meet the definition described under this procedure and all alternative placement options, within their respective business area, have been considered
- Human Resources, Corporate Services have been advised on all matters of workplace change
- employees likely to be impacted by workplace change are advised in a timely, appropriate and consistent manner
- their responsibilities, and those of managers/supervisors, are adhered to in regard to ERP processes and ensure action is taken in a transparent, fair and equitable manner
- ERP details are provided to Human Resources, Corporate Services for recording on the departmental and Public Service Commission (PSC) ERP registers
- employees are considered for permanent vacancies and temporary vacancies (greater than six [6] months), in accordance with the departmental and PSC central process, before proceeding to fill any vacancies
- suitability assessment processes and selection recommendations are transparent and compliant prior to approval of appointments and clearly address whether an employee is considered to have the skills and abilities necessary to meet the requirements of the role to a satisfactory level, given a reasonable period of training and on-the-job experience, and are fit to undertake the role with reasonable adjustment, if required
- employees are provided with support, information and resources to ensure an understanding of what is required of them and from the department.

Managers ensure:

- all vacancies are submitted through the Establishment Management Program (EMP) processes
- **Important note:** Ranger vacancies within NPRSR are currently exempt from the EMP process.
- ERP processes are conducted in a transparent, fair and equitable manner, in particular when:
 - determining which employees are identified as surplus as a result of workplace change
 - assessing the suitability of employees impacted by workplace change
 - advising and managing the choices/decisions of employees
 - identifying alternative placement options and
 - selecting employees for placement
- regular contact is maintained with Human Resources for guidance/updates on workplace change and employee placement
- all employees undergo a suitability assessment process for vacancies in which they have expressed interest
- appropriate supervision of employees placed in their area of responsibility
- they work with employees and supervisors to support the implementation of placement strategies (and work trials if required)
- provision of training, local induction and on-the-job experience to ensure employees are able to successfully undertake the duties required
- identify and provide suitable and meaningful duties relevant to the classification level for employees whilst awaiting permanent placement.

Supervisors must:

- provide referee statements in accordance with the prescribed requirements of the PSC Directive 06/12 'Employees requiring placement' when requested to do so by the Case Manager
- identify and provide suitable and meaningful duties relevant to the classification level for employees whilst awaiting permanent placement
- provide employees with reasonable time to access advice and support services in order to provide the best possible outcome for employees and the department
- provide employees with reasonable time to prepare for assessment processes and apply for advertised vacancies at level and below their substantive level, if elected by the employee
- provide employees with the information required and the opportunities to be effectively assessed for vacant positions
- liaise with employees and the appointed Case Manager to provide the best possible outcome for employees and the department.

Human Resources will:

- maintain a register of employees requiring placement and appropriate records to support decisions and actions under the directive
- provide advice and guidance to ensure fair and equitable processes are undertaken with respect to the workforce alignment strategies, alternative placement options, employee advice and decisions, selection of employees for alternative placement
- monitor employee progress and status to ensure compliance with process
- attend to internal and external reporting requirements to provide appropriate information about ERP processes
- provide employees with information about relevant positions available to be filled within the department
- provide advice to employees and management on placement processes, salary arrangements, and applicable relocation expenses (if necessary)
- immediately appoint a Case Manager for each employee requiring placement
- review suitability assessment reports and, where required, return them to business areas to undertake further assessment activities.

Case Manager will:

- 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 matters relating to the employee requiring placement including advising of suitable vacancies, assisting with process requirements and liaison with Human Resources and PSC as necessary
- contact the employee within 24 hours of their decision not to accept a voluntary redundancy from the formal offer and maintain regular contact (a minimum of once per week) until permanent placement occurs
- obtain the employee's resume, role category preferences, referee contact details and the referee statement as prescribed in this procedure
- provide a copy of the referee statement to the employee
- 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.

Employee Requiring Placement (ERP) will:

- work cooperatively with the department to implement new workforce arrangements
- participate actively in the placement process which includes:
 - completing the registration process as required
 - responding to correspondence within the specified timeframes
 - Indicating whether they wish to be considered for placement at level only and/or for placements at specified levels below their substantive level
 - maintain regular contact with their Case Manager and participate in the development and implementation of an action plan
 - provide a current resume, name and contact information of two referees and nominating three role categories in which they have the most skills and experience
 - considering matched vacancies and ensuring they are available to meet with assessment panels
 - participating in appropriate job application and suitability assessment processes as requested
 - accepting reasonable placement and re-training opportunities
 - proactively apply for all suitable advertised vacancies at their substantive classification level, and keeping a record of applications.

Queensland Shared Services (QSS) will:

- provide voluntary redundancy and retrenchment calculations upon request from the Executive Director, Human Resources, Corporate Services
- process employee separations including payments for voluntary redundancies and retrenchments where applicable
- process transfer and re-deployment placements.

Public Service Commission (PSC) will:

- together with the department, conduct reviews of the progress of employees requiring placement
- facilitate the central ERP process for referred vacancies from all departments
- liaise with departmental contact officers to provide details of vacancies from the central pool
- review suitability assessments for employees being considered for vacancies from the central pool and refer back to departments for further assessment as required.

5. DELEGATIONS

The requirements of this procedure overrule the Human Resource Delegations and should be read in conjunction with the Authorisations and Establishment Management Program requirements.

6. DEFINITIONS AND GLOSSARY OF TERMS

Business Area Contact – the contact person detailed on the Establishment Management Program Approval Request Form

Case Manager – a Human Resource representative assigned to actively assist the individual employee and line manager in the placement process to secure a permanent placement.

Delegate – Deputy Directors-General of respective business areas

Establishment Management Program (EMP) – the whole of government establishment management process introduced by the PSC and, implemented in the department, as a result of the 2012 machinery-of-government changes. The program incorporates a vacancy review process that is designed to ensure recruitment decisions regarding vacancies are aligned with Government priorities and filled so as there is no detriment to service delivery for clients.

Employee Requiring Placement (ERP) – an employee who has been unable to be substantively allocated to a role following workplace change (a surplus employee) and includes a person who is surplus as a result of being unattached from their role (relinquishment). It does not include persons who need or are seeking alternative placements as a result of decisions under sections 178 (mental or physical incapacity) or 188 (discipline action) of the *Public Service Act 2008* or following a transfer request.

Permanent – The status of an employee that denotes tenure in accordance with the *Public Service Act 2008*.

Receiving Department – a department which has referred a vacancy and/or to which an ERP is placed on a permanent or temporary basis and may be the same as the releasing department.

Re-deploy – the transfer of an employee to a lower classification level, with their consent.

Referred Vacancy – a vacancy unable to be filled with a departmental ERP and has been referred to the PSC to identify suitable ERP from the central register.

Releasing Department – the department in which an ERP holds tenure.

Substantive position – the position to which an employee has been permanently appointed

Suitable/Suitability Assessment – An ERP is suitable for a role at the same classification level or a lower classification level if they demonstrate the minimum skills necessary to meet the requirements of the role to a satisfactory level, given a reasonable period of training and on-the-job experience, and are fit to undertake the role with reasonable adjustment if necessary.

Suitability Report – a statement outlining the assessment of the employee's suitability against key attributes for the role. Where an employee is assessed as unsuitable, the report must address why reasonable training, induction and on-the-job experience would not enable the employee to satisfactorily undertake the role.

Transfer – Means to move an employee to a permanent alternative role at level. (Conditions of such transfers are provided in Directive 'Transfers within and between classification levels and systems')

Workplace Change – decisions that affect the services and programs delivered by the department, its workforce structures or establishment.

Work trial – The placement of a registered employee in a vacant permanent role for a maximum of three months (as per Directive) for the purpose of determining their suitability.

7. PROCEDURE

Step 1 Workplace change and alternative placement options

Following the approval of the revised organisational and structural arrangements, an assessment of the impacts on the workgroup, workforce and individuals must be undertaken to inform the determination of appropriate workforce realignment and alternative placement strategies. These could include:

a) Direct Transfer

Where a role in the effected unit remains unchanged and currently filled by a permanent employee, the employee is to remain in that role.

In assessing whether an employee can be moved into a position on the basis of a like-to-like transfer, a matching process can be undertaken and 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.

b) Seek interest in a voluntary redundancy

Employees affected by workplace change could be invited 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 reduction of the number of AO3 Administration Officers in a particular business area). 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?
- An employee may choose not to accept a redundancy if one is offered and may choose to pursue alternative placements?
- Does not negate the department's responsibility to attempt to identify internal alternative permanent placements at level for surplus employees?

c) 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.

The employee's suitability is assessed against the key attributes of the role.

If employees are invited to express interest, prior knowledge will be used to determine their suitability. Where there is insufficient prior knowledge, the employee may be required to provide and/or participate in one (or a combination) of the following:

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

A referee check or additional verification activities could be undertaken. (Refer to the suitability assessment section for further information).

d) 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.

Step 2 Identification of employees declared as surplus

If an employee has not successfully transferred into a substantive position in the new organisational structure, they are declared surplus.

The business area will submit a list of positions and employees identified as surplus to the delegate. The delegate must approve the positions that have been deemed redundant. Details of the substantive holders of the redundant positions, employees declared surplus, are provided to the Executive Director, Human Resources, Corporate Services.

Step 3 Notification of ERP options

A formal Options letter will be prepared by Human Resources, Corporate Services which includes two options for the employee to consider:

- an invitation to accept a voluntary redundancy offer (in accordance with Directive 04/12 'Early retirement, redundancy and retrenchment') or
- be considered for alternative placement i.e. pursue transfer and/or re-deployment opportunities

The letter will direct the employee to the [GovNet site](#) to access the voluntary redundancy estimate self-assessment calculator which has been developed to give an estimate of a voluntary redundancy payment.

From the day of receipt, the employee will have 14 days to respond by completing the Decision Form indicating their decision.

If the employee accepts the voluntary redundancy, the employee will have up to 14 days to exit the department.

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

If the employee does not advise of their decision, in writing, within the two week period, the employee will be considered to have elected to pursue the transfer and/or re-deployment opportunities.

Step 4 Acceptance of a voluntary redundancy offer

Once the employee has determined which offer they wish to accept, they must complete and submit the Decision Form to Human Resources, Corporate Services.

Human Resources will review the form and where the employee has chosen to accept the voluntary offer provide written confirmation to the employee acknowledging their decision and advising of the separation date. The employee's manager will complete and forward separation documentation to QSS.

Step 5 ERP registration

If the employee does not return the Decision form or has indicated on the Decision Form they wish to pursue transfer and/or re-deployment opportunities, Human Resources, Corporate Services will:

- assign a Case Manager
- arrange for the employee to be recorded on the Departmental ERP and PSC Central Placement registers
- send the employee an ERP registration letter and relevant forms.

Important note: The employee has a period of four (4) months to secure an alternative placement prior to the commencement of the review process (detailed below). This period commences from the date the employee is registered on the PSC Central Placement register.

The Case Manager will then contact the employee within 24 hours to:

- obtain a copy of their current resume and contact details of two referees
- complete and submit the PSC Registration form and required supporting documents which includes whether they wish to be considered for:
 - Placement in roles at level only (via transfer); and/or
 - Placement at levels below their current substantive classification level (re-deployment) detailing the lowest classification level to which they consent to being re-deployed
 - Nominations for three role categories in which they have the most skill and experience

The Case Manager will contact the manager/supervisor to obtain one referee statement which must include information about the employee's work performance and conduct.

The employee will be provided with a copy of the referee statement and given an opportunity to respond to any adverse comments. The Case Manager will consider any response and determine whether a revised referee statement should be obtained.

The referee statement will be used to provide a declaration of satisfactory conduct and performance to the PSC as part of the registration process. Where the referee statement for an ERP contains adverse information, the employee may not be registered on the Central Placement Register until the matters identified in the statement have been resolved.

At the time of the request, the referee must be advised their obligation to provide truthful and relevant information in accordance with the provisions of Directive 06/12 and the Code of Conduct.

Human Resources will maintain the departmental ERP register with the following information:

- preferences and status of each ERP placement
- referee statement, resume etc. as obtained by the Case Manager
- placement levels (and locations if relevant) to which the employee has consented being transferred and/or re-deployed
- updated and relevant case information provided by the Case Managers
- placement offers and outcomes for each employee.

The information contained in the departmental register may be provided to the PSC for use in the central placement process across all departments.

Step 6 Departmental ERP placement process

Requests to fill all vacancies (temporary or permanent) are submitted through the Establishment Management Process (EMP).

Important note: Ranger vacancies within NPSR are currently exempt from the EMP process.

If approval is given to fill the vacancy, Human Resources will:

- review the ERP register and identify possible matches for the vacancy

- forward the vacancy details to the employee and their Case Manager
- forward ERP details to Business Area Contact.

The employee may then contact the Business Area Contact to obtain the Role Description. Following consideration the employee will lodge their interest to be assessed for the role.

The Business Area Contact will facilitate a suitability assessment process for each of the employees who have expressed interest. If required, the employee will be contacted to participate in additional assessment processes. (Refer to suitability assessment section for further information.)

At the conclusion of the suitability assessment process the Business Area Contact will submit the finalised suitability assessment report to the delegate for consideration.

The delegate will provide the report to Human Resources for review. At this time, Human Resources, Corporate Services may choose to refer the report back to the Business Area Contact for further suitability assessment activities to be undertaken.

If a suitable employee has been selected, the business area will make an offer to the employee.

If deemed suitable, one of the following offers (whichever is relevant) will be made:

- transfer direction (in accordance with Section 133 of the *Public Service Act 2008*) or
- re-deployment .

The employee will have five (5) working days to advise of their acceptance or refusal. If accepted, a start date (usually no longer than two weeks) will be agreed.

If an employee declines the first offer, the business area must advise Human Resources, Corporate Services. The employee will remain on the departmental register.

If an employee accepts permanent redeployment to a lower level position, there is no right of return to a role at the higher level, once the placement to the lower classification level is finalised, unless through promotion on merit.

If no departmental ERP are deemed suitable, Human Resources will refer the vacancy to the PSC for consideration under the central placement process.

Important note: The employee has one (1) opportunity to refuse either a departmental transfer direction or PSC transfer direction, without having to demonstrate grounds. After this opportunity is exhausted, subsequent transfer directions will be managed in accordance with Section 134 of the *Public Service Act 2008*. This may result in termination of employment if the officer cannot establish they have reasonable grounds for the refusal.

Step 7 PSC central placement process

The PSC will coordinate a centralised ERP process across all departments. All departmental employees requiring placement will also be registered for consideration in the central process.

Human Resources will liaise regularly with the PSC about the:

- registration and placement opportunities for departmental employees through the PSC Central Placement Register; and
- filling of referred vacancies as determined through the Establishment Management Program (after all departmental placement options have been exhausted)

Upon receipt of the completed ERP registration information, the PSC will review all referred vacancies to determine possible matches. This review should take no longer than seven (7) working days.

Where the PSC identifies a suitable match between the employee's skills and a vacancy, a suitability assessment will be undertaken by the receiving department (i.e. the department filling the vacancy).

The PSC will contact the Departmental ERP Contact Officer to advise them of the match. The contact officer will provide the Case Manager with the vacancy information. The Case Manager will liaise between the employee and the receiving department throughout the suitability assessment process.

The employee must participate in the suitability assessment process. (Refer to Suitability Assessment section for further information)

The suitability assessment process should take no more than seven (7) working days. If deemed suitable, offers will be made in accordance with the departmental process as detailed above.

If this offer is the first offer for the employee, and they decline the offer, they will remain in the PSC central placement pool.

Important note: The employee has one (1) opportunity to refuse either a departmental transfer direction or PSC transfer direction, without having to demonstrate grounds. After this opportunity is exhausted, subsequent transfer directions will be managed in accordance with Section 134 of the *Public Service Act 2008*. This may result in termination of employment if the officer cannot establish they have reasonable grounds for the refusal.

Step 8 Review

When an employee has been registered as an ERP for four (4) months, a review of the placement process will be undertaken between the department and the PSC.

The Executive Director, Human Resources, Corporate Services will advise the employee, in writing, of the upcoming review, four (4) weeks before the review period is due to expire. The employee is then invited to respond with additional information in relation to the efforts to secure permanent placement by the due date in the written advice.

The department, in conjunction with the PSC, may initiate a review at an earlier time if it considers reasonable placement efforts have been undertaken and/or a transfer opportunity is unlikely to occur as a result of the employee's specialist skill set or location.

Important note: The four (4) month review period is not suspended for any reason including absences, work trials and temporary placements.

The Case Manager will provide a final status report, including the employee's response to the PSC.

If it is beneficial to continue to pursue placement opportunities, a further review date of no more than three (3) months from the date of completion of the review will be nominated, providing there are no exceptional circumstances.

If it is determined that reasonable placement efforts have been undertaken and it is decided it is not appropriate to continue these efforts, the retrenchment provisions of Directive 04/12 will apply.

At this time, the employee will be advised in writing of the intention for retrenchment and reasons for the decision. The employee will be provided with an opportunity to respond with reasons as to why they should not be retrenched before a final decision is made.

The employee will have ten (10) days in which to provide a response in writing to Human Resources, Corporate Services. The response will then be considered by the delegate and, if the delegate accepts the reasons provided by the employee, written advice revoking the retrenchment decision will be provided to the employee.

If the delegate does not accept the reasons provided by the employee, written advice confirming the retrenchment decision and advising the separation date will be forwarded to the employee. Arrangements will also be made to provide the relevant documentation to QSS for processing.

Step 9 Suitability Assessment

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

The assessment of suitability requires the review of the resume, referee statement against the minimum requirements of the role. If there is insufficient information in the employee's resume, other selection tools may be used.

An employee is considered suitable for a role if they have the skills and experience to meet the minimum requirements of the role, given a reasonable period of training and on-the-job training.

A suitability assessment must be directed at determining whether an ERP has the minimum skills to undertake the requirements of the role to a satisfactory level, if provided with reasonable retraining, induction and reasonable adjustment (if necessary).

An assessment panel, of no less than two (2) members, will conduct the suitability assessment. The panels are responsible for ensuring that fair and transparent processes are undertaken to assess employees requiring placement and assist with the placement of tenured employees.

At the conclusion of the suitability assessment process the panel will submit the finalised suitability assessment report to the delegate for consideration.

The delegate will provide the report to Human Resources for review. At this time, Human Resources, Corporate Services may choose to refer the report back to the panel for further suitability assessment activities to be undertaken.

Following the review, if an employee is deemed suitable, arrangements will be made to affect their transfer in accordance with the provisions of the relevant directives.

If deemed unsuitable, employees will be notified of the outcome of the suitability assessment and reasons in writing.

For vacancies under the PSC Central Placement Process, Human Resources will provide the report to PSC for review.

Step 10 Work trials and temporary placement of ERP

Work trials (permanent positions only)

Where the suitability of an ERP 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.

Unless otherwise agreed, the releasing business area to which the employee is substantively appointed is responsible for meeting salary and associated costs for the period of the work trial.

The work trial will be considered to be the suitability assessment process and must be documented accordingly.

A work trial should be structured to ensure that the applicant is properly managed. The manager to whom the applicant reports should provide the applicant with clear information about performance and conduct expectations and should also identify the development, support and feedback that the applicant requires to achieve the performance levels required. The manager/supervisor should meet with the applicant on a regular basis and be provided with timely and balanced feedback to monitor progress and provide additional support as required.

The final assessment must take into consideration the ability of the employee to undertake the role long term with retraining, reasonable adjustment or other development assistance including additional experience in the role.

The final assessment of the work trial will be actioned in accordance with the suitability assessment process as outlined above.

Temporary placements

The department must consider ERP for both permanent and temporary vacancies (greater than 6 months) before proceeding to fill a vacancy by any other means.

If an ERP is placed in a temporary vacancy within the department or within another department, the employee retains permanent tenure as an officer within the releasing department.

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

The employee is to remain registered with the department as an ERP during both work trials and temporary placements, and may apply for other vacancies during any placement periods.

Important note: The four (4) month review period is not suspended for any reason including work trials and temporary placements.

Step 11 Salary maintenance for transfer and re-deployment

Transfer

An employee who is transferred at level to another business area or department is to be paid their salary and any applicable allowances by the receiving business area or department from the date of duty.

Employees transferred into a permanent role across streams of a classification system will be paid in accordance with the Directive relating to 'transfer within and between classification levels and systems'.

Re-deployment

An employee who is re-deployed is to be paid by the receiving business area or department at the highest pay-point of their new classification level plus any applicable allowances.

The employee is entitled, for a period of 12 months following redeployment, to be paid the salary and allowances applicable to the substantive role which they held prior to redeployment. The releasing business area or department is to fund the difference between salary and allowances to be paid by the receiving agency and the salary and allowances the employee would have been entitled to if they had remained in their substantive position. The employee will not receive any pay point increments during this period but will receive salary increases determined by the applicable industrial instrument in the receiving service area or department.

For tenured senior executives who have been redeployed, the arrangements outlined above are to include any additional remuneration packaging arrangements specified in a current directive relating the senior executive employment conditions or senior officer employment conditions, as applicable.

Where an employee is transferred or accepts redeployment to a role which is subject to different conditions established by award or certified agreement then the employee is to assume the conditions of the role, with the exception of the 12 month salary maintenance period detailed above.

Step 12 Salary arrangements for secondment and temporary engagements

Salary costs for an employee placed at level in a temporary vacancy in another service area or secondment to another department are to be met by the receiving service area or department.

Where an employee accepts a temporary placement in another service area or secondment to another department at a salary level lower than their substantive level, the income difference will be paid by the releasing department. This provision includes differences in salary due to conditions established by award and certified agreements.

Salary maintenance paid during temporary engagements and secondments will count towards the twelve (12) month salary maintenance period unless otherwise determined

8. FORMS

ERP Registration Form (*under development*)

[ERP Guide to Suitability Assessments](#)

[Referee Report](#)

[Resume Template](#)

9. OTHER RESOURCES AND LINKS

The following HR policy and procedure categories of the former departments continue to apply:

- Recruitment and Selection
- Transfer
- Establishment Management Program
- Employee Exit Arrangements (including Housing arrangements where relevant)

Related Legislation or Standard

[Public Service Act 2008](#)

Related Government Guidelines or Policy

[Directive 1/10 - Recruitment and selection](#)

[Directive 19/10 – Appeals](#)

[Directive 04/12 – Early retirement, redundancy and retrenchment](#)

[Directive 06/12 – Employees requiring placement](#)

[Directive 11/11 – Transfer and appointment expenses](#)

[Directive 7/10 – Transfer within and between classification levels and systems](#)

Supporting Resources

[ERP process flowchart](#)

ERP Guide for Managers (*under development*)

[ERP Guide to Suitability Assessments](#)

PSC Fact Sheets (*under development*)

[Voluntary Redundancy Estimate – Self Assessment Calculator](#)

[QSuper Redundancy Factsheet](#)

10. EMPLOYEE COMPLAINTS AND APPEALS

An employee who is the subject of an administrative decision or action is entitled to lodge a complaint in accordance with the departmental 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 or the website at www.psc.qld.gov.au.

11. EFFECTIVE DATE

This procedure applies from the date of approval.

12. TRANSITIONAL ARRANGEMENTS

An employee who had been registered as an employee requiring placement (irrespective of the reason) under PSC Directive 12/09 '*Employment arrangements following workplace change*' will be deemed to be an employee requiring placement under PSC Directive 06/12 '*Employees requiring placement*'.

13. FURTHER INFORMATION

Should you require any further information or clarification, please contact Human Resources, Corporate Services as follows:

EHP and NPRSR	employeeplacements@ehp.qld.gov.au
DNRM and DEWS	ERP@dnrm.qld.gov.au
DAFF and DTESB	DAFFHR@daff.qld.gov.au

14. ADDITIONAL SUPPORT

Additional support for individual employees and managers is available through the departmental Employee Assistance Program. The service provider details are as follows:

PPC Worldwide
Phone: 1800 604 640
www.ppconline.info/au

Employees may also contact their Case Manager and/or local HR Officer. Unions can also provide advice and support to their members.

15. STORAGE OF INFORMATION

<To be determined>

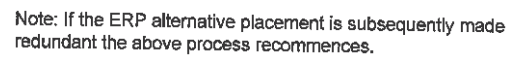
16. APPROVAL

Signed:

Danielle Anderson
Deputy Director-General, Corporate Services
Department of Environment and Heritage and Protection and
Department of National Parks, Recreation, Sport and Racing

Date:

Workplace Change and Placement Process



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ANDERSON Jodie

From: Chesterman Andrew
Sent: Thursday, 2 August 2012 3:26 PM
To: All EHP Staff
Subject: Message from the DG

Follow Up Flag: Follow up
Flag Status: Flagged

Dear EHP

As you are aware, the government is in the process of making significant fiscal and structural changes to the public service. I want to bring you up to date with our plan to commence the implementation of a number of initiatives and continue with others already underway.

The search for savings in the public sector has been conducted over many weeks through an exhaustive process of Agency Examination led by Queensland Treasury. Together with Treasury, EHP has examined programs, activities and spending in our department in order to identify opportunities to realise a range of budget savings. The guiding principle in this process has been the preservation of frontline services.

Today I have asked all Divisions within EHP to commence implementing a range of initiatives designed to progressively reduce our total size over the course of the next 6-12 months to meet our savings projections. It will be via the formal budget process that a total FTE reduction for the department will be confirmed. However some decisions can be implemented now.

This process represents, in some cases, an opportunity for some further restructuring within the department and I recognise this may have significant personal implications for a number of our employees.

Whilst this represents a challenge, I also believe EHP will ultimately become a stronger, more focussed and efficient department as a result of the renewal exercise we are now being asked to embarking upon.

Over the next few days, DDGs will be communicating with staff about the specific programs and activities that will be changed or stopped and how this will impact on business units and individuals. More broadly, the department is also required to commence a review across all of our operations to derive savings.

This will mean that staff members who occupy a position that is directly affected will be offered the choice of taking a Voluntary Redundancy (VR) or registering as an Employee Requiring Placement (ERP). Individuals in this position will need to make their own informed decisions. The department will assign case managers to all staff who choose to become an ERP to assist them in the process of seeking placement.

While some staff will welcome the opportunity of a VR and the associated incentive payment, others will want to remain in the public sector and will find the prospect of becoming an ERP quite stressful. I am sure those of you not directly affected by this exercise, will offer all the support you can to those that need it.

It is important to note that this process is not an open opportunity for all staff to apply for a Voluntary Redundancy.

The Public Service Commission recently gazetted a number of Directives that will guide the public sector through the downsizing exercise before us. The Directives can be accessed via the links below:

- [Early retirement, redundancy and retrenchment](#)
- [Employees Requiring Placement:](#)
- [Workforce Establishment Management Framework](#)

The scaling back across EHP will happen progressively but relatively quickly. My request is that EHP makes significant progress towards its reductions within six months.

Any reduction in the workplace has its challenges for everyone involved. However, with natural attrition, voluntary redundancy and placement into vacant positions I am confident the majority of staff who find themselves in positions that are identified as being redundant will achieve a satisfactory outcome.

While I acknowledge there will be some pain along the road ahead of us, I am confident we will land in a better place, and go on to build a focused environment and heritage protection agency of which we can be proud of. My vision is that we will become the benchmark for other Australian jurisdictions.

In closing, I encourage all staff, particularly those who will be directly affected, to seek information and discuss your situation and options openly and honestly with your managers and colleagues. I can assure you that I have asked the Executive Management Group to remain transparent in our communication and decision making processes.

Regards

Andrew

Andrew Chesterman
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ANDERSON Jodie

From: Anderson Danielle
Sent: Wednesday, 1 August 2012 2:14 PM
To: Glaister John; Chesterman Andrew
Subject: Corporate Partnership Update

Good afternoon John and Andrew

Since the Board meeting held on Friday 13 July 2012 the Corporate Partnership team have made significant progress implementing the service delivery model. Some of the highlights include:

- Conducting 3 staff information sessions on the Corporate Partnership
- Conducting the inaugural Audit and Risk Committee meeting for 5 departments
- Creation of finance systems to support 6 new departments
- Developed a consistent approach for 6 departments regarding the PSC directives on early retirement, redundancy and retrenchment; employees requiring placement; and workforce establishment management framework - action from the Board meeting
- Established the Partnership HR, finance and communication networks - Each network meets weekly
- Established working groups for policy and procedures; measurement and reporting; and systems
- Commenced work on diagnosing the "as is state" from March 2012 - action from the Board meeting
- Prepared 6 Ministerial briefing notes on the delivery of strategic corporate services across multiple agencies, through the partnership approach - action from the Board meeting
- Support from the Public Sector Renewal Team to work with Corporate Service groups to identify data currently captured and to develop a matrix to provide Directors-General with transparency on Corporate Partnership performance - action from the Board meeting

There are some areas of improvement that we will continue to work on embedding of the service delivery model. These areas include:

- Meeting with the Chair of the governance committees to develop the agenda before the scheduled governance meeting
- Nominating a Head of Corporate to lead the development of a consistent approach to policy and procedure across the 6 departments
- Update the 6 Directors-General on progress between Board meetings
- Continue to build the key performance indicators to measure efficiency, effectiveness and consistency of the Corporate Partnership in line with the Directors-General performance indicators

The next steps include:

- Finalising Partnering Agreements for sign off by the Directors-General
- Finalising the finance strategy for the Partnership model
- Drive key developments on:
 - Service Delivery Strategy, including customer engagement
 - Communication platforms with both internal staff and customers
 - Performance measurements and reporting to improve effectiveness and efficiency
- Establish a framework for developing consistent policy and procedures across 6 departments
- Finalise templates for Corporate Partnership briefing notes, presentations and communication
- Continue to work with Public Sector Renewal Program colleagues to raise the profile of the partnership model with central agencies and Cabinet

Please contact me if you require more information.

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George Strait, Et al

sch4p4(6) Personal information

RTI DL RELEASE - EHP