

SESLHD PROCEDURE COVER SHEET



Health
South Eastern Sydney
Local Health District

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SUMMARY	This document sets out the procedures for managing organisational restructures and re-design within SESLHD including: <ul style="list-style-type: none"> ○ Managing the restructure process ○ Managing redeployment of affected and excess staff; and ○ Managing offers of voluntary redundancy ○ Managing involuntary redundancy

COMPLIANCE WITH THIS DOCUMENT IS MANDATORY

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1. POLICY STATEMENT

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

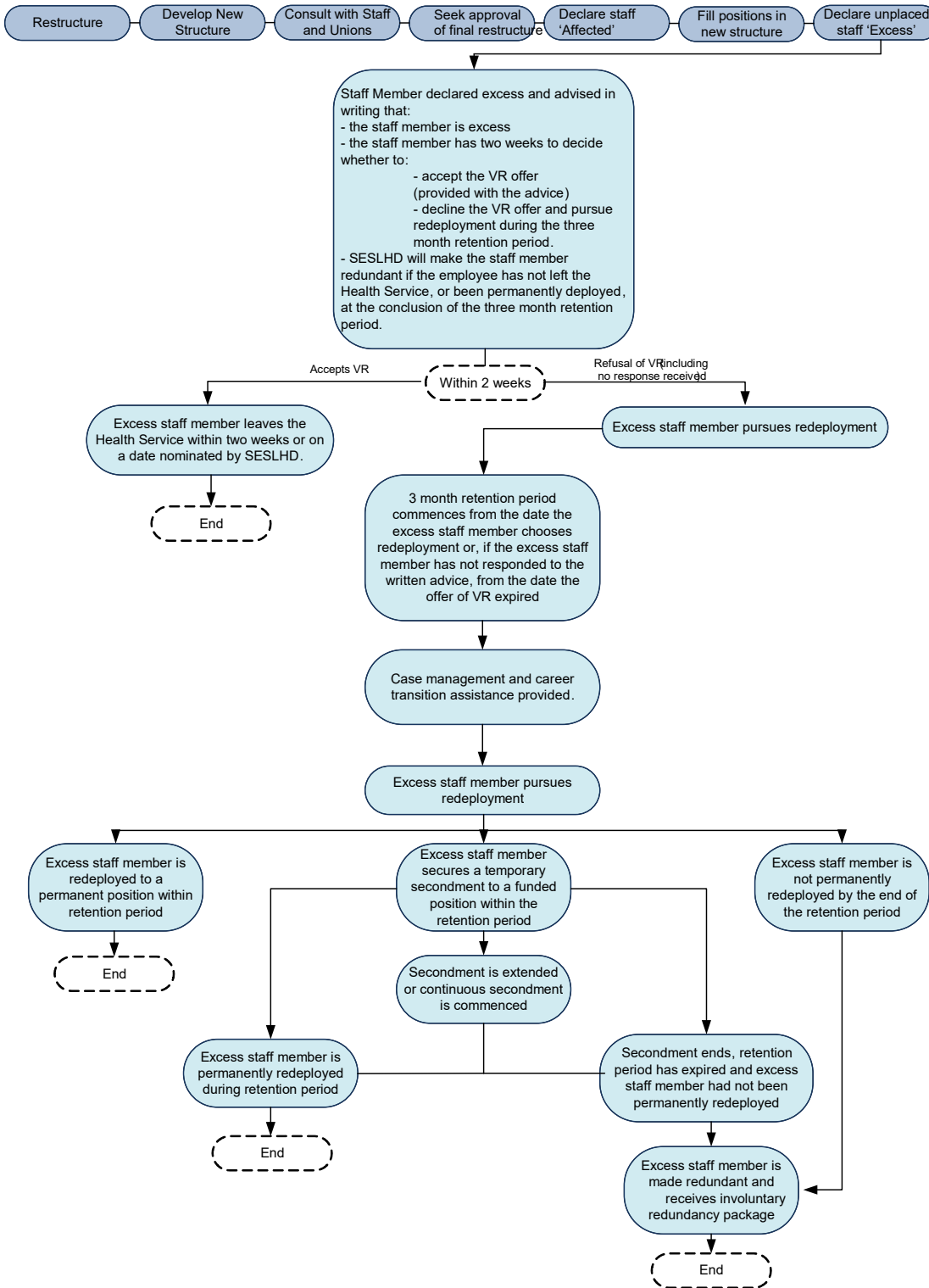
From time to time, SESLHD implements a range of workplace change initiatives, which may include organisational realignment or restructuring of work units. These initiatives all have the potential to affect staff, and must be managed in accordance with [NSW Health Policy Directive PD2012_021 - Managing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

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

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

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2. BACKGROUND

This document is a procedural guide to [NSW Health Policy Directive PD2012_021 - Managing Excess Staff of the NSW Health Service](#) when managing change in SESLHD.

The definitions under Section 1.2 of [PD2012_021](#) also apply to this document:

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

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

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

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

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

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

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

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

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

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the position is located within reasonable commuting distance, or at any other location agreed to by the excess staff member.

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

3. RESPONSIBILITIES

3.1 Excess Staff will:

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

3.2 People and Culture Business Partners will:

- Provide support to managers in the development of the Restructure Plan and consultation with unions
- Seek in-principle approval from Ministry of Health Workplace Relations branch to progress restructure to consultation, and to seek approval for voluntary redundancies (if applicable)
- Request Voluntary Redundancy estimates for excess staff members from HealthShare
- Register the status of excess and affected staff within the NSW Health Recruitment and Onboarding System (ROB)
- Ensure they are familiar with the staff member's capabilities and experience, and their preferences for employment
- Develop an individual Redeployment Plan to assist the staff member to identify skills gaps, and training requirements
- Act as Case Manager and meet with excess staff on a regular basis
- Facilitate the job matching and redeployment process for affected and excess staff
- Provide support and assistance to the staff member if they express an interest in transferring to another LHD, or another NSW public sector agency
- Monitor the progress of priority assessments using the Priority Assessment form (Attachment 3A)
- Monitor the progress of trial placements, and excess staff members on temporary contracts
- Identify suitable vacant positions at grade prior to processing them for advertising
- Provide reports to the Ministry of Health as required regarding excess employees, voluntary redundancies offered, and case management of excess employees.

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3.3 Managers will (in consultation with People and Culture Business Partners):

- Develop a Restructure Plan proposal and seek in-principle approval from, Tier 2 Director, and Chief Executive
- Consult with staff and unions on restructure proposals
- Declare staff 'affected' and advise staff in writing
- Advise the Chief Executive via brief (Attachment 3B) of excess staff members and seek approval to offer voluntary redundancies
- Release excess staff for redeployment opportunities as soon as practicable
- Accept excess staff into funded vacancies
- Allocate 'meaningful' work funded from within the cost centre, to excess staff until they accept a voluntary redundancy or are permanently redeployed, or are made involuntarily redundant
- A stepwise checklist to support Managers in the restructure process is available at Attachment 3C.

3.4 General Managers/Service Directors will:

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

3.5 Chief Executive will:

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

4. PROCEDURE – MANAGING THE RESTRUCTURE PROCESS

4.1 Developing a New Structure and In-Principle Approval

4.1.1 Managers seeking to restructure a unit or area must develop a Restructure Consultation Document (Attachment 4A) This should include:

- Background and reason for the restructure
- Objectives of the restructure
- Likely impact on services and functions
- Likely impact on funding
- Current and proposed organisation chart
- Current and proposed FTE establishment
- Current and proposed position descriptions (as graded by the relevant Grading Committee)
- Classifications and locations of staff affected (particularly the positions to be deleted)
- Proposed method of filling positions in the new structure
- Timetable for implementation, including consultation and staff information sessions
- Availability of counselling and vocational assessment services
- Estimated number of staff likely to be redeployed and the number of voluntary redundancies likely to be offered subject to appropriate approval.

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- 4.1.2 Discuss any restructuring with People and Culture Business Partners to ensure any and all industrial requirements are met and positions are graded appropriately in line with grading requirements.
- 4.1.3 The Manager must submit the proposed restructure to the relevant General Manager/Service Director, and Chief Executive and seek in-principle approval.

4.2 Consultation with Staff and Union/s

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

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

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

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4.3 Consultation with Staff / Affected Staff Formally Advised

4.3.1 Local management should consult with staff prior to consultation with the union/s. This can be done via a letter to staff and a staff consultation meeting, or a presentation, or, individual meetings. A template letter to affected staff is available at Attachment 4D, and should include the following:

- The time and date for any staff consultation meeting
- An outline of the Restructuring Plan proposal
- The likely impact on their position (e.g., position not affected, position may be deleted)
- Entitlements under the policy if they do become excess, such as the option for voluntary redundancy, or redeployment priority consideration; and
- Employee Assistance Program (EAP) contact details.

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

4.4 Assessment of Staff and Union Comments

4.4.1 Management must review and consider any feedback provided by staff and the union/s. A template for analysing feedback has been included in Attachment 4E.

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

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

4.5 Approval of Restructure

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

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

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

4.6 Filling Positions in the New Structure

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

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

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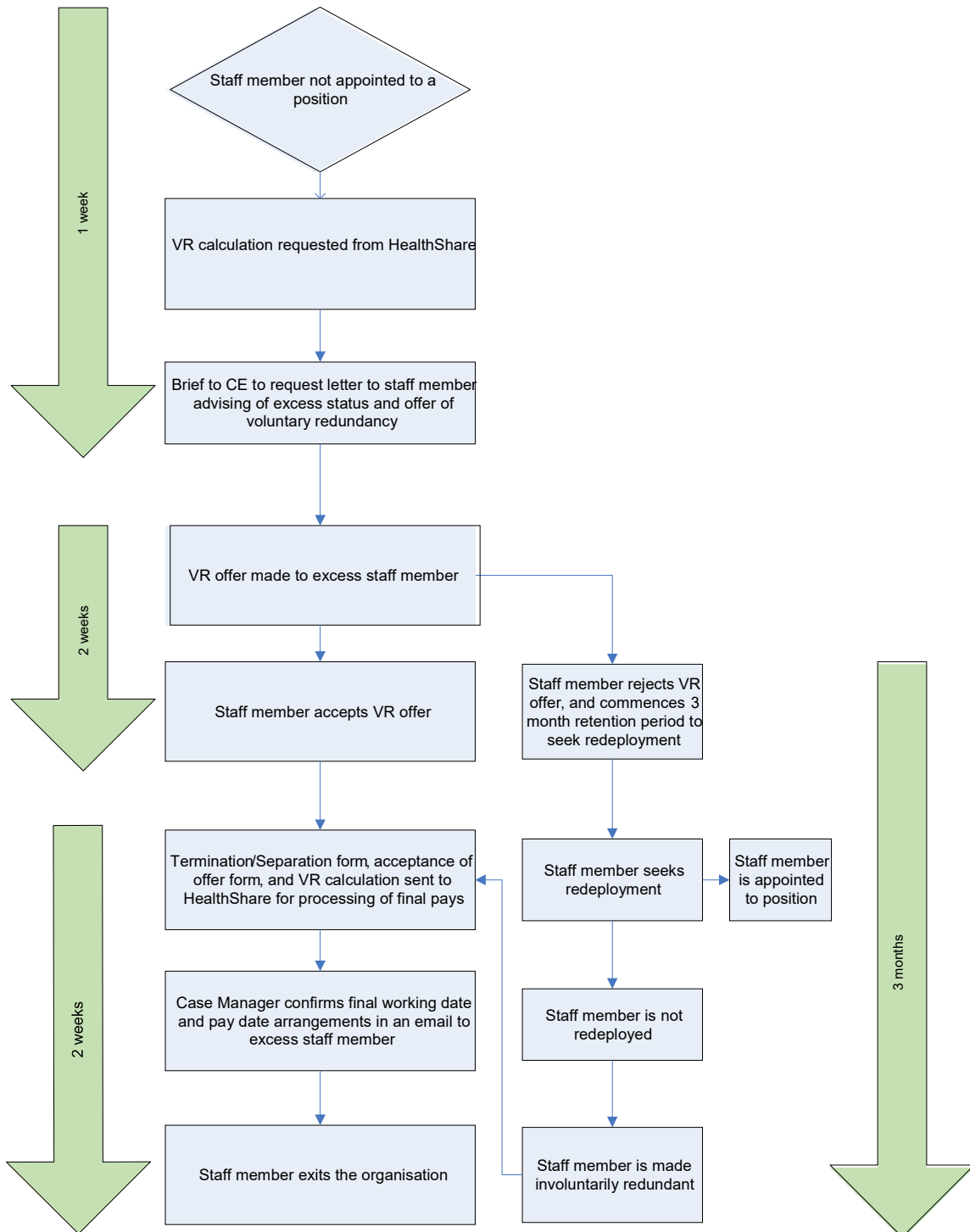
- 4.6.3 Where there are a number of affected staff with the skills and experience required for a position in the new structure at their existing grade and classification, Expressions of Interest for the position should be called for.
- 4.6.4 Expressions of Interest from affected staff will be assessed using merit-based criteria by a selection panel. Interviews should be offered to all affected staff who meet the selection criteria. Staff members who are unsuccessful in their expression of interest interview must be advised of the outcome in writing.
- 4.6.5 Advice should be sought from People and Culture Business Partners regarding methods to use to recruit to remaining unfilled positions. At this stage, People and Culture Business Partners may refer existing excess staff (e.g. from previous restructures) for a priority interview.
- 4.6.6 Positions not filled through this process may then be advertised on ROB, in line with NSW Health recruitment policies.

4.7 Declaring Staff Excess

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

With the Chief Executive's approval, excess staff are provided with two options; acceptance of an offer of voluntary redundancy, or, declining the offer of a voluntary redundancy and expressing interest in pursuing redeployment. Excess staff who receive an offer of a voluntary redundancy must make a decision within 14 days of receiving their offer. Excess staff who decline a voluntary redundancy will be assigned a People & Culture Business Partner as their Case Manager and will commence a three month retention period where the Case Manager assists them with finding suitable redeployment. Where suitable redeployment within three calendar months does not occur, the excess staff member may be made involuntarily redundant. The excess staff member will then receive the involuntary redundancy payment as per section 7 of [NSW Health Policy Directive PD2012_021 - Managing Excess Staff of the NSW Health Service](#).

5. Managing Offers of Voluntary Redundancy



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5. PROCEDURE – MANAGING OFFERS OF VOLUNTARY REDUNDANCY

5.1 Voluntary Redundancy

- 5.1.1 Managers should, in consultation with People and Culture Business Partners complete a brief (Attachment 3B) to the Chief Executive to approve and sign the letter declaring the staff member excess and offering a voluntary redundancy.
- 5.1.2 Excess staff must be advised in writing by the Chief Executive that they are excess. A template letter is available at Attachment 5A, and should include:
- Advice that they are excess in accordance with [NSW Health Policy Directive PD2012_021 - Managing Excess Staff in the NSW Health Service](#)
 - The two options available; acceptance of an offer of voluntary redundancy, or, rejection of the offer of voluntary redundancy and expression of the desire to seek redeployment
 - The services and information sources available, including:
 - counselling services and case management services;
 - career transition retraining opportunities;
 - Case Manager and Employee Assistance Program contact details.
 - Their entitlement to priority consideration for redeployment at existing salary
 - The applicability of salary maintenance; and
 - A copy of NSW Health Policy Directive PD2012_021 - Managing Excess Staff of the NSW Health Service.
- 5.1.3 Staff that are excluded from eligibility for a voluntary redundancy package are:
- Casual and temporary employees who are engaged for limited terms of employment;
 - Staff who are presently on parental leave (eligible after returning to work from parental leave).

5.2 Process for offering Voluntary Redundancy – managed in consultation with People and Culture Business Partners

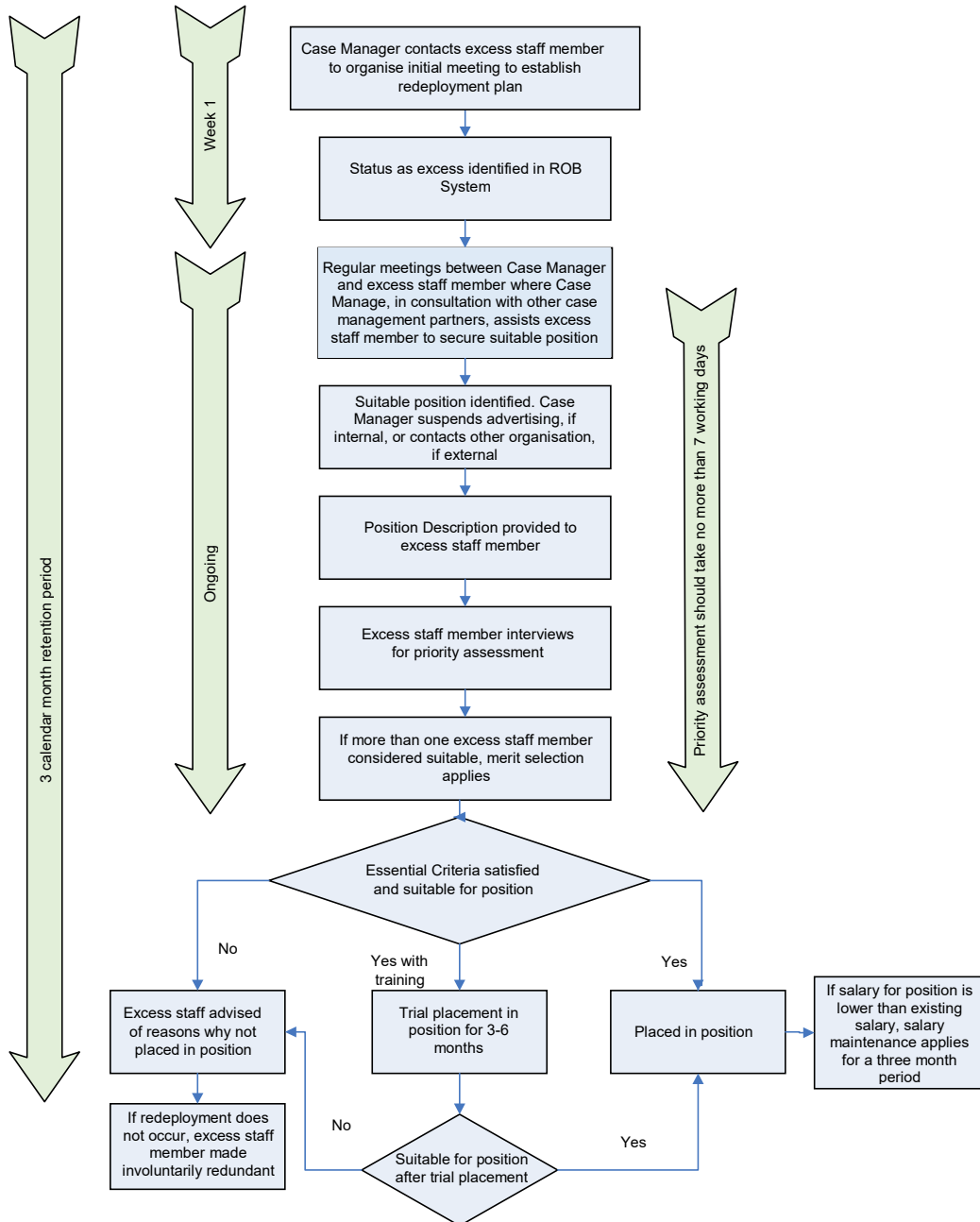
- 5.2.1 Staff will be contacted by the Case Manager in consultation with the department manager. They will be advised that they will receive a letter declaring them excess to the organisation and giving them two weeks to choose between accepting an offer of voluntary redundancy and exiting SESLHD within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

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- 5.2.3 A staff member who has been offered a voluntary redundancy should accept or decline the offer in writing using the Acceptance Form (Attachment 5B). The staff member's acceptance or non-acceptance of a voluntary redundancy offer will be acknowledged in writing by People and Culture Business Partners.
- 5.2.4 Where an excess staff member has been offered a voluntary redundancy and has declined the offer, they will be case managed to seek alternative employment.
- 5.2.5 SESLHD may consider 'position swaps' between an excess staff member who has declined a voluntary redundancy offer and another staff member who is not affected and who is interested in a voluntary redundancy. Where this occurs, the excess staff member must have the appropriate skills, knowledge and experience to fulfil the role and a matching interview conducted. The appropriate delegated officer must approve the placement of the excess staff member to the 'swap' position, and any voluntary offer being made to the other staff member. The costs of the voluntary redundancy payment will be borne by the restructuring business unit, not the business unit of the 'position swap' employee.
- 5.2.6 If the staff member accepts the offer of voluntary redundancy, they must:
- Sign the Acceptance Form;
 - Sign a termination/separation form;
 - Complete a final timesheet.
- 5.2.7 HealthShare require all of the above documents (and a copy of the voluntary redundancy calculation) to process the voluntary redundancy package payment.
- 5.2.8 The Voluntary Redundancy Acceptance Form contains an undertaking that if the staff member is re-employed (including temporary, part-time, casual, consultancy or in a contracting capacity) in a NSW public sector services position during the period covered by their severance pay, they are required to refund SESLHD the proportion of the severance payment that overlaps with the period of re-employment. The repayment covers the severance component and the additional voluntary redundancy acceptance payment, but excludes payment in lieu of notice.

6. Managing Redeployment of Excess Staff



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6. PROCEDURE – MANAGING REDEPLOYMENT OF EXCESS STAFF

6.1 Redeployment

- 6.1.1 Redeployment is SESLHD's primary objective for excess staff who reject a voluntary redundancy offer, and is a collaborative process between the Case Manager, other case manager partners, the departmental Manager/Supervisor, and the excess staff member. It is SESLHD's aim to redeploy excess staff within the three month retention period.
- 6.1.2 In the first instance, all redeployment opportunities involving placement into positions at equivalent salary must be explored. When there are no suitable positions at equivalent salary, excess staff may with agreement be redeployed into any available funded position that they are capable of performing.
- 6.1.3 In terms of classification and grade, redeployment should be considered in the following order:
- Appointment to a position at the same classification and grade;
 - Appointment to a position of equivalent salary (*i.e. within 5% of the staff member's existing salary - the maximum salary in the award classification salary range of the matched position must be within 5% of the maximum salary of the award classification salary range of the excess staff member's former substantive position*) at a different classification and/or grade;
 - Appointment to a position of lower salary (and receive salary maintenance for a three month period and priority consideration in line with [NSW Health Policy Directive PD2012_021 - Managing Excess Staff of the NSW Health Service](#)).

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

- 6.1.4 In terms of location, and taking into consideration the preferences of the excess staff member, redeployment should be considered in the following order:
- Appointment to a position in the same location and in the same division of the facility or service
 - Appointment to a position in the same location as the facility or service
 - Appointment to a position in line with the preferences of the displaced staff member.

6.2 Priority Consideration for Vacant Positions

- 6.2.1 'Affected' and 'Excess' staff members have priority consideration for vacant positions over other internal and external applicants. 'Excess' staff members have priority over 'affected' staff. 'Affected' staff members have priority within their current Health Service over other affected staff from other Health Services.
- 6.2.2 While priority assessment is not available beyond the NSW Health Service, the Case Manager should take reasonable steps to offer support and assistance to excess staff members who express an interest in transferring to another NSW public sector agency.

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

6.3 Case Management

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

- Source any retraining that facilitates redeployment

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- Access to professional vocational counselling about career transition
 - Assistance in upgrading and
 - Assistance with job placement, including resume and interview skills.
- 6.3.1 As soon as possible, the Case Manager should register the staff member excess via the ROB system.
- 6.3.2 The Case Manager will make contact with the excess staff member via telephone and in writing. At this time they will request that the staff member provide information regarding their skills, experience and areas of employment that they are interested in. A Staff Redeployment Plan is available at Attachment 6B.
- 6.3.3 At this time, the initial meeting between the Case Manager and excess employee will be organised. The excess staff member should maintain regular communication with the Case Manager and keep their manager informed of the status of the process. An information sheet for excess and affected staff is available at Attachment 6C.
- 6.3.4 At the first meeting the Case Manager must:
- Discuss the role of the Case Manager and outline the excess staff member's obligations throughout the redeployment process
 - Discuss with the excess staff member any skill gaps and their preferences for SESLHD training programs that may assist with redeployment
 - Review the staff member's resume and most recent job application to identify if they need assistance with job search skills. For example, if the excess person needs assistance, they should be offered attendance at relevant Learning and Development courses
 - Discuss with the staff member their preferences for redeployment in terms of areas/locations/departments they are interested in working.
 - Develop a redeployment plan with the excess staff member
 - Create a 'case' file for each affected and excess employee to maintain all required documentation.
- 6.3.5 For each and every meeting, the Case Manager must:
- Discuss the attempts the excess staff member has made to find a position
 - Download appropriate positions from the ROB system and discuss them with the excess staff member
 - Assist the excess staff member to identify and apply for suitable positions. When a suitable position is identified, the Case Manager is to notify the recruiting department/organisation by completing and sending the Matching Referral Form. Attachment 6D is a template Redeployment Position Matching Referral Form
 - Document positions that the excess person has applied for and the outcome of the applications
 - Discuss unsuccessful applications with the staff member to identify areas that require development e.g. referring to course on interviewing techniques etc. and

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- Discuss with the excess staff member other opportunities within the NSW Public Sector, such as positions on the 'I Work for NSW' website (**Note:** excess staff do not have priority assessment for positions outside of NSW Health)
 - Record in the case file any discussions held with the excess staff member.
- 6.3.6 The Case Manager will liaise with Convenors of selection panels and arrange a priority assessment by completing and sending the Redeployment Position Matching Referral Form (Attachment 6D). Once the Selection panel has assessed the excess staff member's capabilities against the selection criteria, as demonstrated through the staff member's resume, interview, and reference checks, the panel's assessment and recommendations are documented in the Priority Assessment Report. (Attachment 3A). This forms the content for the post-interview discussion between the Case Manager and the excess staff member.
- 6.3.7 If a position is identified external to SESLHD but in a NSW Public Health System organisation (e.g. another Local Health District, the Ambulance Service etc), the Case Manager will contact the Contact Officer to begin the process of priority assessment for the position.
- 6.3.8 If the excess staff member is not applying for positions or not actively engaging in the search for redeployment, the Case Manager should document this and report it to the Head of People and Culture Business Partnering and Employee Relations.
- 6.3.9 If the excess staff member is offered redeployment and they decline, the Case Manager must report this to the Director People and Culture, who is responsible for determining an appropriate course of action for resolution. If the issue escalates to the Ministry of Health before being resolved, the following applies:
- Under s116C of the *Health Services Act 1997*, the Health Secretary of the Ministry of Health may direct the transfer of an excess staff member to another position within NSW Health
 - An excess staff member may appeal a transfer to the Directed Transfer Review Committee (refer to Attachment 4 of NSW Health PD2012_021)
 - If the excess staff member has no valid reason for refusing the transfer, subject to the outcome of an appeal, the Director General may dismiss the staff member.

6.4 Salary Maintenance

- 6.4.1 If an excess staff member is placed with their agreement in a position at a lower grade or salary, they are entitled to three calendar months' salary maintenance at their former salary.
- 6.4.2 Salary maintenance provision only applies to the actual salary (the hourly rate) and does not include shift penalties or allowances or motor vehicles

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- 6.4.3 If a full time staff member elects to be matched to a part time position, the employee gives up their right to full time entitlements.
- 6.4.4 Staff who were formally displaced and were receiving salary maintenance under the provisions of NSW Health Policy Directive PD2007_085 - Managing Displaced Staff of the NSW Health Service as at 30 April 2012 will continue to be entitled to the salary maintenance provisions of that Policy Directive, which were:
- If existing salary is less than Clerk Grade 10 under the Crown Employees (Public Sector - Salaries 2008) Award – salary maintenance is indefinite
 - If existing salary is equal to or greater than Clerk Grade 10 under the Crown Employees (Public Sector - Salaries 2008) Award – salary maintenance applies for 3 years, and then the salary for the employee reverts to the maximum rate of Clerk Grade 10 (Public Sector salaries) indefinitely (unless they subsequently apply and are successful for another position).

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

Refer to Attachment 3 of [NSW Health Policy Directive PD2012_021 - Managing Excess Staff of NSW Health Service](#) for further information regarding transitional arrangements for salary maintenance staff under PD2007_085.

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

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7. DOCUMENTATION

Responsibilities (Refer to Section 3)

[Attachment 3A – Form: Priority Assessment Report form](#)

[Attachment 3B – Template: Brief to CE Requesting Approval to Declare Staff Excess](#)

[Attachment 3C – Resource: Stepwise Restructure Checklist for Managers](#)

Managing the Restructure Process (Refer to Section 4)

[Attachment 4A – Template: Restructure Consultation Paper](#)

[Attachment 4B – Letter: Union Consultation for Minor Changes](#)

[Attachment 4C – Letter: Union Consultation \(for further letters seek advice from People and Culture Business Partners\)](#)

[Attachment 4D – Letter: Affected Staff](#)

[Attachment 4E – Feedback Analysis Template](#)

[Attachment 4F – Letter: Union Advice on Final Structure](#)

[Attachment 4G – Information Sheet: Frequently Asked Questions – Restructure Process](#)

Managing Offers of Voluntary Redundancy (Refer to Section 5)

[Attachment 5A – Letter: Excess Staff](#)

[Attachment 5B – Form: Excess Staff Member Voluntary Redundancy or Redeployment Acceptance Form](#)

[Attachment 5C – Information Sheet: Frequently Asked Questions - Managing Offers of Voluntary Redundancy](#)

Managing Redeployment of Excess Staff (Refer to Section 6)

[Attachment 6A – Letter: To Staff Member Introducing Case Manager](#)

[Attachment 6B – Form: Staff Redeployment Plan Form](#)

[Attachment 6C – Information Sheet: Information for Excess and Affected Staff](#)

[Attachment 6D – Form: Redeployment Position Matching Referral Form](#)

[Attachment 6E – Information Sheet: Frequently Asked Questions - Priority Assessments](#)

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8. AUDIT

Not required

9. REFERENCES

[NSW Health Policy Directive PD2012_021 - Managing Excess Staff of the NSW Health Service](#)

10. REVISION AND APPROVAL HISTORY

Date	Revision No.	Author and Approval
August 09	0	Workforce Services Approved by Chief Executive in Area Executive Team meeting 27.7.09.
June 2012	1	L. Johnson, Workforce Services.
March 2013	1	Approved by S. Litchfield, Director Workforce Services.
April 2013	1	Approved by DET
May 2014	1.5	EAP Contact Details updated.
July 2016	1.6	Minor amendments due to restructures and to update templates
July 2018	2	Minor amendments made to position titles.
July 2018	2	Updates endorsed by Executive Sponsor
November 2022	3	Minor amendments. Approved by Executive Sponsor.