

Workforce change strategy implementation support guide

The *Workforce change strategy implementation support guide* will assist managers and human resource (HR) professionals in early discussions and preparing a business case when workplace change is being considered and employee(s) will be displaced.

When a workplace is considering change, strategic, tactical and operational planning is essential to develop a workplace change strategy.

Workforce change considerations

Strategic

- What is the background and current organisational context?
- How does the change link to the agency's vision/strategic plan/strategic workforce plan?
- What are the strategic drivers for change? Are they external and/or internal (e.g. policy, technology, processes, roles, culture)?
- Is there an impact on full-time equivalent (FTE) roles? To what extent has the fiscal principle in relation to FTE been considered?
- To what extent have stakeholders (e.g. unions, employees, customers) been involved in the concept and strategy design? How can consultation allow for effective contributions to decision making processes?
- What outcome is sought from the change? What will the end state look like?
- What resourcing options (e.g. contingent, displaced, and repurposing) have been considered?
- Will the change strategy satisfy the organisational change provisions contained within relevant industrial instruments?
- How does the change embody Queensland Government employment security policy and commitment to limit organisational change?
- What are the high-level internal (e.g. employee reductions) and external (e.g. other agencies) implications? How many employees are affected in total?
- Is there a strategic governance forum for the change? Is the change of a large scale and/or cross-department? Should the Public Service Commission (PSC) and the Office of Industrial Relations be included in the forum?
- What is the authorising environment for the change?
- What are the strategic communication and engagement principles?

Tactical

- How many employees will be affected?
- Have you considered employees who are eligible for temporary to permanent conversion?

- What are the key dates and time frames for change?
- What are the known implications for divisions, teams, roles and groups of employees? How many employees are affected in these groups? Does the change impact multiple departments?
- What are the specific considerations for employees included under any departmental employment equity strategies?
- What is the location of the change? Are there particular location-specific employment demographics to consider (e.g. high unemployment, rural/remote limitations on employment options)?
- What is the communication and engagement approach with affected employees, managers and leaders?
- What unions are you consulting? What is the approach and timing for consultation?
- What is the potential scope and process for inviting and considering expressions of interest in relation to voluntary redundancies?
- What career pathways are available for affected employees (e.g. do the same role in a different way, new roles on offer, placement in other agencies)?
- What are the roles and responsibilities of key stakeholders?
- What are the risks, issues and mitigations identified?
- What are the key workforce change principles underpinning the change? For example:
 - all affected employees are supported to transition to a new working environment and employment options are maximised
 - employment security for permanent employees is maximised by prioritising the transfer, deployment or redeployment of affected employees across the sector
 - all affected employees are supported (where required) with individual case management, including facilitating the development of skills and experience
 - voluntary redundancies may be considered should employees advise of their interest
 - during the transition period, appropriate numbers of employees are available to enable the Queensland Government to provide services
 - where relevant, the use of incentives will be considered in order to maximise the opportunity for continued employment outside the Queensland Government while ensuring continuity of service
 - there will be early and detailed planning to support all workforce change, to better enable the sector to collectively manage change processes, and ensure workforce impacts are handled fairly and consistently
 - appropriate union and other stakeholder communication and consultation is undertaken in accordance with relevant Awards and Certified Agreements
 - open and timely employee and stakeholder communication and engagement are essential throughout the process
 - employee assistance programs, including specialist offerings (where appropriate) will be actively applied to assist with career planning and skills development to support continued employment and career pathways
 - the Queensland Government Policy on the Contracting-out of Services.





Operational

- What detailed plans support the strategy (e.g. action and delivery, communication and engagement, governance, risk, issues and support)?
- Are there internal policies relevant to the strategy?

Support

Where workplace change is being considered, and likely to result in the displacement of employees, departments must consult with the PSC on the development of appropriate workforce strategies. This is in accordance with clause 5 of [*Directive 01/22: Supporting employees affected by workplace change*](#).

The PSC will:

- provide whole-of-government strategic advice and guidance on workforce impacts and planning for change
- support agencies to develop workforce change strategies that have consistent messages, application of directives and policies as well as best practice organisational change
- reduce delays in registering displaced employees for placement across the Queensland public service.

For more information, please email employeeplacement@psc.qld.gov.au.

