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**DEPARTMENT OF ECONOMIC DEVELOPMENT,  
JOBS, TRANSPORT AND RESOURCES**

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Change Management Implementation Plan

Transport Group

Thursday 17 November 2016

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## **1. PURPOSE**

This Change Management Implementation Plan sets out the rationale, principles and process regarding the proposed change to the Transport Group within the Department of Economic Development, Jobs, Transport and Resources (DEDJTR).

## **2. BACKGROUND INFORMATION**

The intention to create Transport for Victoria (TfV) was announced in June 2016. TfV will be a new transport agency that will have overarching responsibility for the whole transport portfolio and sit within the DEDJTR.

The Transport Group within DEDJTR requires the reorganisation of some functions to bring together the planning, management and coordination of Victoria's transport system. As part of this, identified staff from VicRoads and PTV formally transferred into the Department and became DEDJTR employees on 7 September 2016. An interim structure for the Transport Group within DEDJTR also took effect on this day. The interim structure was a functional realignment of similar functions and roles that existed within DEDJTR, VicRoads and PTV.

The interim structure has provided an opportunity for staff with similar functions to work together for a period of time and to establish what structural arrangements will meet our future needs.

## **3. WHY IS THE TRANSPORT GROUP CHANGING?**

Victoria is facing a period of intense growth and change, with the population predicted to reach ten million by 2051. Melbourne is predicted to grow from 4.5 million people to almost 8 million in the next 20 years.

Freight movements are forecast to treble to support State growth and they will largely use the same infrastructure that is used to move people, putting more pressure on, and between, the transport system.

In addition to the rising number of people using the transport system, the needs and expectations of people will continue to change rapidly. As the transport system grows and travel options increase, users rightly expect their journey be simple and connected.

Meeting these challenges is possible if the transport system is planned, developed and operated on an integrated basis across all transport modes. That is why Transport for Victoria is being established.

Like Transport for London and similar agencies in major cities around the world; the planning, managing and coordinating of Victoria's transport system will come together.

There will be a focus on providing a single source for information about our road, train, tram, bus, taxi and freight networks, making it simpler and easier for Victorians to get the transport information they need.

The Transport Group will focus on planning for the future of Victoria's transport system, ensuring it grows as the community, economy and technology changes.

#### 4. OVERVIEW OF PROPOSED CHANGE

There is no change to the high level structure of the Transport Group within DEDJTR. The five key functional areas remain the core structure of the group, with the divisions:

- Policy and Reform
- Network Planning
- Asset and Network Development
- Rolling Stock Development
- System Performance

In addition, the Office of the Lead Deputy Secretary – Transport has been established to provide support and assistance functions.

The key features of the proposed change include:

- All Transport Group staff are matched to positions in the proposed structure.
- There are no job losses.
- New positions have been created that will provide job and development opportunities.
- Majority of branches remain unchanged with some proposed changes within branches (details for each division in Attachment B).

The specific proposed changes for each division are detailed in Attachment B.

#### 5. RATIONALE AND INTENDED BENEFITS

There are a number of benefits of the Transport Group structure:

- Brings together the planning, management and coordination of the State's transport system, with integrated advice to government supporting portfolio-wide planning and strategic outcomes
- Provides a strong focus on users and places them at the centre of our work
- Strategic planning underpinned by a strong evidence base of data and user inputs
- Develops a flexible approach to planning, network and asset management ensuring it allows for future needs
- Structure facilitates stronger collaboration across Transport Group divisions and the transport portfolio.

#### 6. OUTCOMES FOR EMPLOYEES

All employees will be matched to a position following enactment of the change process. Matched is defined as:

- **Matched** – where the position remains significantly unchanged and there are the same number of employees and positions, upon enactment of the new structure the employee is directly appointed to the position.



## 7. TRANSPORT GROUP EMPLOYEE PROFILE

The impact of the proposed changes are outlined in the table below.

Classification	Current structure			Proposed structure			
	Positions	Vacant	Total	No. positions	Vacant positions	New Positions	Total
VPS 2	18	1	19	18	1	0	19
VPS 3	27	4	31	26	3	0	29
VPS 4	69	12	81	73	9	0	82
VPS 5	87	14	101	83	17	1	101
VPS 6	83	27	110	83	21	3	107
PS(E) / STS	17	9	26	18	2	2	22
EO	25	9	34	25	6	4	35
<b>TOTALS:</b>	<b>326</b>	<b>76</b>	<b>402</b>	<b>326</b>	<b>59</b>	<b>10</b>	<b>395</b>

Note: Current position numbers are correct at 17 November 2016 and may be subject to change due to employee movement.

Note: the above figures include the overall divisional positions including those held in the Office of the Lead Deputy Secretary.

## 8. CONSULTATION AND COMMUNICATION PRINCIPLES

- Communication about change/s will be regular and informative.
- All employees will be treated fairly and with respect.
- Managers will take a lead role in communicating with and supporting their teams throughout the change process. Managers are critical in this change process and must be kept in the loop, consulted and supported.
- Managers and employees who are directly affected (ie. reporting line changes from interim structure) are advised about changes prior to a Transport Group announcement.
- Managers and employees need to be consulted about the purpose and rationale for these proposed changes, and be provided with an opportunity to discuss this further.
- Managers and employees will be provided with relevant information to help them understand and respond to the proposed changes.
- Meaningful consultation will occur with the union – the CPSU.
- All employees are encouraged to participate in the process and to contact their relevant union if needed.
- The CPSU will be advised of proposed changes as required by the Victorian Public Service Enterprise Agreement 2016 (VPS Enterprise Agreement).

## 9. SOURCING PRINCIPLES

Below are the principles that underpin the department's sourcing practices.

- Following enactment of the new structure, all vacant positions will be advertised across DEDJTR and externally at the same time, following standard recruitment processes. Vacant positions will be open to all employees and contractors.
- Employees submitting an application for a vacant position will be required to submit a cover letter addressing the key selection criteria and a copy of their resume listing referees as per the department's standard recruitment process.
- Where there is only one applicant for a vacant position, an assessment process including an interview must be conducted with the outcome recorded on a selection report.
- Priority consideration will be given to DEDJTR redeployees in the first instance.
- Appointments will be based on merit and applicants will be assessed against the key selection criteria.

## 10. RECRUITMENT PROCESS

When the new structure is enacted the recruitment process will involve two steps:

### **STEP 1: Matching to positions in the new structure**

Following enactment employees will receive a letter confirming the position that they are matched to in the new structure.

### **STEP 2: DEDJTR wide and external recruitment – VPS wide / external to the VPS.**

Vacant positions will be advertised across DEDJTR and externally (i.e. VPS wide/external to the VPS including VicRoads and PTV) at the same time. Vacant positions will be advertised in line with the department's standard recruitment processes.

## 11. PROCESS STEPS AND INDICATIVE DATES

Steps	Process	Who is involved	Support	Indicative dates
1.	<p><b>Formal consultation</b></p> <p>Announcement of proposed changes as per clause 10 of VPS Enterprise Agreement:</p> <ul style="list-style-type: none"> <li>▪ Proposed Branch / Division / Group structure is presented to all Group/Division employees, including the: <ul style="list-style-type: none"> <li>- rationale and benefits for the change</li> <li>- impacts of the change</li> <li>- proposed timeframes and process following consultation.</li> </ul> </li> <li>▪ Advice sent to relevant unions.</li> </ul>	Divisional Leaders	HR Team	17 Nov – 30 Nov 16
2.	<p><b>Alternative proposals</b></p> <ul style="list-style-type: none"> <li>▪ Alternative proposals are considered (timeline should include adequate consideration time).</li> <li>▪ Responses provided to all employees who submitted alternative proposals.</li> <li>▪ Any agreed changes are made to the organisational structure.</li> <li>▪ Any employees affected by further changes to the structure are individually informed.</li> </ul>	Divisional Leaders	HR Team	1 Dec – 12 Dec 16
3.	<p><b>New structure is announced and enactment date confirmed</b></p> <ul style="list-style-type: none"> <li>▪ Divisional leaders communicate to all employees confirming the new structure via email.</li> <li>▪ Advice sent to relevant unions.</li> </ul>	Lead Deputy Secretary Divisional Leaders	HR Team	13 Dec 16
4.	<p><b>Confirming outcomes</b></p> <p>Employees are advised in writing that they are matched to a position in the new structure.</p>	Divisional Leaders	HR Team	16 Dec 16
5.	<p><b>Recruitment to the new structure</b></p> <p>All vacant positions are advertised in DEDJTR and externally including VicRoads and PTV. Selection processes undertaken.</p>	HR Team	HR Team	16 Dec 16- Feb 17



## **Victorian Public Service Enterprise Agreement 2016**

### **Part 2 Communication, Consultation and Dispute Resolution**

#### **10. Implementation of Change**

**10.1** Where the Employer has developed a proposal for major change likely to have a significant effect on Employees, such as a restructure of the workplace, the introduction of new technology or changes to existing work practices of Employees, the Employer will advise:

- (a) the relevant Employees and the relevant Union covered by this Agreement of the proposed change as soon as practicable after the proposal has been made.
- (b) the relevant Employees and the relevant Union covered by this Agreement of the likely effects on the Employees' working conditions and responsibilities.
- (c) of the rationale and intended benefits of any change, including improvements to productivity, if applicable.

**10.2** For the purpose of this clause, a major change is **likely to have a significant effect on Employees** if it results in:

- (a) the termination of the employment of Employees;
- (b) major change to the composition, operation or size of the Employer's workforce or to the skills required of Employees;
- (c) the elimination or diminution of job opportunities (including opportunities for promotion or tenure);
- (d) the alteration of hours of work;
- (e) the need to retrain Employees;
- (f) the need to relocate Employees to another workplace;
- (g) the restructuring of jobs.

**10.3 Relevant employees** means the Employees who may be affected by a change referred to in clause 10.1.

**10.4** The Employer will:

- (a) regularly consult with relevant Employees and the relevant Union covered by this Agreement; and



- (b) give prompt consideration to matters raised by the Employees or the Employees relevant Union covered by this Agreement; and
- (c) where appropriate provide training for the Employees to assist them to integrate successfully into the new structure.

**10.5** In accordance with this clause, the relevant Employees and the relevant Union covered by this Agreement may submit alternative proposals which will meet the indicated rationale and benefits of the proposal.

- (a) Such alternative proposals must be submitted in a timely manner so as not to lead to an unreasonable delay in the introduction of any contemplated change.
- (b) If such a proposal is made the Employer must give considered reasons to the affected Employees and the relevant Union covered by this Agreement if the Employer does not accept its proposals.
- (c) Indicative reasonable timeframes are as follows:

<b>Step in process</b>	<b>Number of working days in which to perform each step</b>
Employer advises Employees and relevant Union covered by this Agreement	
Response from Employees or the relevant Union covered by this Agreement	5 days following receipt of written advice from Employer
Meeting convened (if requested)	5 days following request for meeting
Further Employer response (if relevant)	5 days following meeting
Alternative proposal from Employees or relevant Union covered by this Agreement (if applicable)	10 days following receipt of Employer response
Employer response to any alternative proposal	10 days following receipt of alternative proposal

**10.6** Any dispute concerning the Parties' obligations under this clause shall be dealt with in accordance with **clause 12** (Resolution of Disputes).

