

CED Workforce Management Approach

All Staff Townhall 28th May

Talking Points

Slide 1. Cover Slide

- Acknowledgement of country
- Introduce Panel

Slide 2. This financial year has had significant challenges...

- I'd like to start by talking about the year. By acknowledging that it's been a tough year fiscally, and operationally. And I'd like to take a moment to value the hard work we've done together.
- We have been tackling a substantial cash management issue, but our people have continued to deliver essential services for the community, even in the tough fiscal environment.
- There are geopolitical issues affecting our costs and international supply chain issues in the fuel space.
- Working through this has been a challenge, but you've all leant in and we've been in it together
 - We have taken meaningful steps to reduce workforce budget pressures by taking early, disciplined action to tighten spending controls and making early decisions instead of waiting until problems grew.
 - In January we had a \$25m cash deficit. It's now May and our deficit has reduced to \$3m. This is no mean feat.
 - We put in place the pay 9 cap on FTE which has been fundamental to holding steady the growth in our employee expenses. There have been some challenges in adjusting, but we've managed, and we're still delivering.
 - We're redesigning process, removing duplication and streamlining. Focusing on impact rather than activity. We're focusing more on the

outcomes with greatest value and looking for opportunities to do things differently. Please continue, even ramp up, those efforts.

Slide 3 ...But the challenge isn't over—it's structural.

- We're a very large organisation and had, until this year, been consistently growing for many years. This growth was important for us to deliver on and respond to Government priorities at the time, but we now need to align our workforce to what we can sustainably deliver against our budget, focussing on our key priority areas for our community and the Government we serve.
- Inflation and the rising price of diesel, as well as works we deferred from this year to next to manage our cash position will add pressure to our financial position in the future. In short, the total cost of running the business is increasing year-on-year.
- We are not facing a one-year problem.
- It will become ever more challenging to continue to deliver our core service levels into the future.
- To remain sustainable long-term, our cost base needs structural realignment.
- We don't want to keep having the budget conversation – but set us on the right path financially early on and for the future.

Slide 4. We are opening a portfolio-wide EOI process for consideration in a Voluntary Redundancy round

- To support the long-term sustainability of the public service and to deliver on Government priorities within budget, a voluntary redundancy process is open to Directors-General to reduce FTE.
- CED has chosen to run a voluntary redundancy program to align the size of our workforce with our budget, and to ensure financial sustainability for the Directorate going forward.
- A Voluntary redundancy, sometimes referred to as a VR, means you can choose to leave your job under agreed conditions.
- The program is voluntary and based on expressions of interest. This means employees can choose to nominate if they would like to leave their job in ACTPS under agreed conditions, but nominating does not mean a redundancy will automatically be granted, or that it must be taken.

- Nominations will be considered by an assessment panel, with decisions based on business needs, capability and government priorities. The process is not targeted to specific individuals or teams.
- The expression of interest process has been chosen because it provides choice for employees and supports a fair and transparent approach.

Slide 5. Some areas are excluded from this

- The VR EOI process will not be open Transport Canberra Bus (including Transport Officers and Support School Transport) and Fleet Services Operational Staff, and positions identified to transfer to Digital Canberra (DCBR).
 - Transport Canberra teams deliver an essential transport service for the community which is aligned to the current workforce size. A new network is planned for July. We are unable to quickly reduce or change network and service levels, and the public transport network has an essential role for the community in the current global liquid fuel supply situation.
 - Employees identified to move to DCBR on 1 July will become employees of DCBR, and will no longer be CED employees. In principle agreement has been reached between DG's on positions identified as part of this move, subject to consultation that is underway right now.
- Note if asked. TC Bus Ops and Fleet Services Senior Managers (SOGA's) and administrative personnel will, however, be considered included.

Slide 6. So, what's the process?

- I am just going to talk you through this at a high-level. This information, and more detail on each step, will be available on intranet hub after this. We will also make available, and keep updating, a set of FAQs.
- The first step is the EOI Process: This will be open for 2.5 weeks. From today until midnight Sunday 14th June.
- You can submit a form online, which is accessible through mobile devices. A paper-based form will be available if needed.
- Next, all EOIs will be assessed by a panel of Executive Branch Managers.
- The panel will consider set criteria of public safety, service criticality, government priorities, and specific operational needs. The assessment process will ensure we balance workforce reduction, while also maintaining critical services. I'll talk more about that in the next slide.

- EOs will either be deemed eligible or ineligible for a VR. If you are ineligible, you will be notified in writing of that. If your EO is eligible you will also be notified in writing and invited to a voluntary short chat with one of our People, Safety and Culture team.
- At this meeting you will receive your formal offer, an estimate of your payout, and further information about financial counselling available to you. This meeting and the formal letter you receive triggers your consideration period.
- At this point, you have 1 month to consider the offer, seek financial advice and ensure the decision is right for you. You can formally take up the offer anytime in this 1 month.
- If you accept the you will receive a final letter outlining the offboarding process and final date of employment.
- If you decline the offer you will receive a letter acknowledging your decision. No further action will be taken and you will remain in your position.

Slide 7. How will assessment work?

- A structured assessment of all EOs allows both the individual and the Directorate to consider whether a VR is the right outcome in each case
- A panel of five EBMs will assess all EOs
 - Tim Rampton
 - Liz Hall
 - Emily Springett
 - Kerry McMurray
 - Ros Malouf
- As mentioned, Assessments will consider public and team safety, service criticality, government priorities, and specific operational needs.
- Executive Group Managers, and through them Executive Branch Managers, will be consulted in the assessment process to understand service delivery and broader workforce impact in making any decision.
- Submitting an EO does not guarantee a VR.

Slide 8. What will this mean for teams afterwards?

- We acknowledge that some will be concerned that after all this we will just ask you to do more, that you might be expected to take on the work of those who leave, or that you might be expected to do work above your level.
- This is not the case. This is an opportunity for us to rebalance our services with the budget available to us. We will be actively engaging with Ministers about prioritising what work we focus on, and some work may cease.
- Your Executives will be supported to:
 - Prioritise their work program - Aligning to service criticality, public safety and government priorities. Some things will need to stop
 - We will actively encourage opportunities for staff mobility. And we will divert resources to where effort is needed
 - Redesign or realign their workforces if required
 - Look at new and novel ways of delivering our work
- A portion of all saved salary budget will be retained within affected branches for that Executive to invest as the team requires (branch redesign, capability uplift, work level uplift).
- In the long-term, getting our budget right structurally will allow us to invest more in our people. To cover the training that's required, to support cultural and wellbeing initiatives.
- The wellbeing of our people is critical to us, including making sure people aren't doing more work or working above their level.

Slide 9. Where do I learn more?

- Employees will receive clear information about the process
 - We'll have an Intranet Hub with all this information, FAQs, regular updates
 - Talking points will be provided to EBMs
 - Talking points will be provided for operational Manager Toolbox Talks
 - An all-staff email will be sent after this.
 - For anyone who missed it, this townhall is being recorded and will be up in a few days
 - We will have Q&A's available and regularly updated
 - You can reach out directly for advice or to have questions answered
- Time will be provided to consider options

- The EOI is open for 2 weeks. This will seem fast, but if your EOI is assessed as eligible for a VR offer, you will have another 1 month to consider your final decision.
- Support will be available to help you make an informed decision
- There is funding for external financial counselling, PSC will meet with everyone being offered a VR, and your Managers are there to support
- Further updates will be shared as needed throughout the process

Slide 10. Additional Support

- The wellbeing of our all our people is critical – whether you are thinking of applying for a VR or wondering what your role will look like if you stay.
- If you are feeling anxious about what this means for you and your team, please seek support from your immediate manager or Executive in the first instance.
- Employee Assistance Provider (EAP), Converge International. EAP provides access to counselling, stress management, and wellbeing resources for ACT Government employees. All services are free, voluntary, and completely confidential. You can make an appointment through the numbers on the screen or links on intranet.
- Before Blue - it's an early intervention mental health coaching program that supports you to prevent or manage stress early and build lifelong skills to improve mental health. It's confidential and free for all employees. Find out more through the intranet.
- Unions play an important role in promoting WH&S and protecting the ACTPS workforce. For information about how to get in touch with unions –visit your directorate intranet.
- There will be links on our VR intranet hub, but you can also search for these on various ACTPS intranet resources.

Slide 11. Questions

- So, just before we go to questions I want to finish by reflecting again on why we're doing this. We need to align our workforce with our budget and priorities, and set ourselves up for success by having a sustainable future workforce. My aim is to not keep talking budget next year, but for our Managers to know the budget they have, that this is realistic and has space to invest in our people, and that we get on with the business of delivering services to our community.
- Our aim here is to create a sustainable workforce where we can properly invest in the capability of our people. Where we prioritise what and how we do things, and where we continue delivering for government and the community now and into the future.

- Throughout this process, we are committed to:
 - Transparency: Keeping you informed, clearly communicating the process and providing the ability for all employees to have their questions answered
 - Fairness and consistency: Applying clear, evidence-based criteria in all decisions
 - Support and wellbeing: Recognising the personal impact of change and ensuring support is available
 - Respect: Treating all employees in line with ACTPS values
- It's a challenging time – I acknowledge that. It's a tough decision for those contemplating a VR. And for those remaining, there will be some concerns on what it means for you and your work afterwards. We're here to support you. I am here to support you.
- Now – over to questions. Mel