

# Directive

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Premier  
& Cabinet

# Case Management and Redeployment Guidelines

## July 2011



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## 1. Revision history

Version	Approval Date	Next Review Date	Amendment notes
1	21/06/2011	21/12/2011	

## 2. Introduction

The Case Management and Redeployment Guidelines have been prepared to assist in the application of the NSW Government's policy for [Managing Excess Employees](#) introduced in [Premier's Memorandum 2011-11 Changes to the Management of Excess Employees](#). They should be applied in accordance with this policy and Memorandum.

The guidelines are provided to assist:

- agencies manage excess employees who choose to pursue redeployment
- excess employees, agency case managers, and recruiting agencies with the process for matching, priority assessing and redeploying excess employees.

### 2.1 Coverage

These guidelines apply to excess employees who choose to pursue redeployment, their home agencies and recruiting agencies in the NSW Government Service. The guidelines may also be used to assist agencies with their internal placement processes when undertaking organisational change.

## 3. Summary of case management and redeployment processes

1. An excess employee declines the voluntary redundancy offer and chooses to pursue redeployment during the three month retention period.
2. The excess employee is provided with ongoing case management by their home agency.
3. The excess employee pursues redeployment through the job matching and priority assessment process:
  - a) Department of Premier & Cabinet (DPC) provides the daily Mobility Candidate Report (job matching report) to the case manager.
  - b) The case manager and the excess employee review potential suitable jobs and decide upon a match.
  - c) The case manager refers the excess employee to the recruiting agency.
  - d) The recruiting agency suspends advertising and undertakes priority assessment of the excess employee.
  - e) The recruiting agency notifies the employee's home agency of outcome.
  - f) If successful, the excess employee is redeployed.
4. If the excess employee has not left the service or been redeployed at the conclusion of the three month retention period, the employee is made forcibly redundant.

## **4. Roles and responsibilities in case management and redeployment**

### **4.1 Public Sector Workforce, Department of Premier and Cabinet**

- Provides policy advice to agencies on the management of excess employees in the Government Service.
- Provides home agencies with Government Service job vacancies for job matching via the Mobility Candidate Report.
- May assist with individual redeployment actions.

### **4.2 Excess employee's home agency**

- Is responsible for excess employees throughout the retention period.
- Provides case management assistance to excess employees.
- Allows excess employees to undertake job seeking activities during the retention period.
- Has an internal policy or process that enables the redeployment of their own excess employees within the agency.
- Releases excess employees for temporary, trial or permanent placements.

### **4.3 Excess employee**

- Proactively participates in redeployment, including participating in the priority assessment process within appropriate timeframes.

### **4.4 Recruiting agency**

- Submits eligible jobs for redeployment matching.
- Suspends recruitment if a match is identified.
- Priority assesses matched excess employees within appropriate timeframes.
- Makes fair assessments of excess employees' ability to perform in jobs.

## **5. Case management**

Agencies must provide case management services to excess employees for the duration of the retention period. Agencies must nominate at least one case manager who is responsible for managing their excess employees. In small agencies, the role may be performed in conjunction with other HR responsibilities. In large agencies, or in agencies with a significant number of excess employees, it may be appropriate to appoint dedicated case managers. Agencies undergoing large scale restructuring may consider establishing a career transition unit to coordinate assistance for employees. Alternatively, any agency, regardless of size, may outsource case management to an appropriate qualified external provider.

Case managers are responsible for ensuring that excess employees who pursue redeployment:

- are properly informed about their options and entitlements
- have access to career transition assistance
- are assisted in their search for redeployment opportunities.

### 5.1 Career transition assistance

Home agencies are responsible for providing career transition assistance to excess employees for the duration of the retention period. Home agencies should, in consultation with the excess employee, develop an individual redeployment plan to assist the employee to identify skills gaps, training requirements and redeployment opportunities. Agencies should include in a redeployment plan the use of any services that may assist the employee. Typical services include the following:

- professional vocational counselling regarding career transition, job seeking skills, training opportunities and occupational information
- stress management counselling
- programs to upgrade existing skills or acquire new skills, including payment of compulsory fees, training allowances, books and equipment and assistance with trade or skill certification
- assistance with job placement.

Where there is no in-house expertise in career transition counselling and skills development, agencies should engage a qualified external provider to deliver these services.

### 5.2 Providing information to DPC

Agencies are required to provide contact details (including email addresses) of all agency case managers to Public Sector Workforce (PSW), DPC, via [excess\\_reporting@dpc.nsw.gov.au](mailto:excess_reporting@dpc.nsw.gov.au). This will allow PSW to send case managers the Mobility Candidate Report for daily redeployment job matching.

Agency case managers register excess employees as candidates on the jobs.nsw e-Recruitment system. Contact e-Recruitment at [support@jobs.nsw.gov.au](mailto:support@jobs.nsw.gov.au) or 1800 562 679 for assistance with this process.

### 5.3 Redeployment job matching

#### 5.3.1 Preparation

The case manager (or external provider where applicable) should meet with the excess employee at the earliest opportunity to prepare a redeployment plan and assist the employee prepare an up to date resumé. Familiarising themselves with the



excess employee's [capabilities](#) and experience will assist in identifying suitable job matching opportunities.

### 5.3.2 Job Matching

Case managers must:

- work with excess employees to identify potential job matches suitable for redeployment
- assist excess employees with the priority assessment process
- approve suitable job matches for excess employees and contact the recruiting agency to notify of a match
- monitor the progress of priority assessments
- monitor the progress of trial placements.

Further information on case management during redeployment job matching is provided in section 6 of this document.

## 6. Redeployment

Redeployment is the permanent placement of an excess employee into a funded position (job) on an agency's establishment. Redeployment can occur within the excess employee's home agency and across the Government Service.

Excess employees may be placed in any suitable job vacancy without advertising. Excess employees are also entitled to priority assessment for eligible permanent and temporary jobs before they are advertised and in preference to regular applicants.

Priority assessments determine whether an excess employee:

- a) meets the selection criteria for the position, or
- b) is likely to perform adequately in the position in a reasonable period of time if provided with appropriate training and support.

The priority assessment process is different from merit selection. However, where more than one excess employee is seeking redeployment to the same vacancy, selection is by competitive merit selection between those excess employees.

Excess employees are redeployed using section 87 of the [Public Sector Employment and Management Act 2002](#).

### 6.1 Eligibility

All excess employees who decline the offer of voluntary redundancy (VR) are entitled to redeployment job matching and priority assessment during the retention period. Redeployment job matching and priority assessment are not available to:

- excess employees whose retention periods have expired (e.g. those on temporary secondment or assignment or in a trial placement whose retention periods have expired). These employees remain eligible for temporary and permanent vacancies filled through standard processes.
- employees in relation to whom action is underway to terminate their services (other than through forced redundancy).

## 6.2 Timeframes

Excess employees who decline the offer of VR have three months to pursue redeployment. The three month retention period demands that priority assessments are arranged, conducted and concluded as quickly as possible in order to maximise redeployment opportunities for excess employees. However, this does not mean that priority assessments should be conducted without due care and attention.

It is recommended that each priority assessment takes no more than seven working days to complete.

Below is the suggested timeframe for the priority assessment process:

Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7
<ul style="list-style-type: none"> <li>• Match made by COB.</li> </ul>	<ul style="list-style-type: none"> <li>• Excess employee contacted by recruiting agency and asked to submit resumé and attend an interview.</li> </ul>	<ul style="list-style-type: none"> <li>• Excess employee submits resumé.</li> </ul>		<ul style="list-style-type: none"> <li>• Priority Assessment interview held.</li> <li>• Referees contacted.</li> </ul>	<ul style="list-style-type: none"> <li>• Priority assessment report prepared.</li> <li>• Approvals and sign-off obtained.</li> </ul>	<ul style="list-style-type: none"> <li>• Excess employee informed of result and provided with priority assessment report.</li> </ul>

### 6.2.1 Strategies for managing timeframes

The excess employee, home agency and recruiting agency all play a role in ensuring that priority assessments are conducted within the appropriate timeframes.

Case managers should:

- ensure they are familiar with the excess employee’s capabilities and experience
- monitor each step of the process and follow up on job matching referrals and priority assessments as required.

Excess employees should:

- start updating their resumé as soon as the job match is made so that it addresses the requirements of the position
- ensure their referees are alerted to the job match and are available to be contacted
- begin to prepare for the priority assessment interview.

Recruiting agencies should:

- ensure that the submitted job advertisement is complete, and that the contact officer is available to answer enquiries
- assume that a match will be made, convene a panel and prepare any additional assessment methods
- establish an internal approval process for priority assessment reports.

### **6.3 Redeployment job matching**

#### **6.3.1 Submitting jobs for redeployment job matching**

All participating agencies are required to make eligible jobs available for redeployment matching for three working days before they are advertised on *jobs.nsw*. DPC can provide information and assistance to individual agencies on positions that may be exempt from the redeployment matching process.

Jobs are made available for job matching via the Mobility Candidate Report (see section 6.3.2). Job requisitions must be complete when approved. Contact officers listed in the requisition must be available to answer queries from case managers and excess employees as soon as the job is approved for filling.

#### **6.3.2 The Mobility Candidate Report**

The Mobility Candidate Report is sent to agency case managers listed with PSW on the morning of each working day. This report contains eligible jobs that have been approved for filling by recruiting agencies during the previous working day.

The report also contains system-generated matches based on the job, location and salary details provided by the recruiter and case manager.

#### **6.3.3 Identifying suitable matches**

The following criteria for identifying suitable job matches apply:

- the excess employee can meet the selection criteria for the position, or
- the excess employee 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 grade or salary to the excess employee's former substantive position (or lower, if the employee consents). Refer to section 6.3.4 for guidance on salary matching
- the position is within reasonable commuting distance, or at any other location agreed to by the excess employee.

Agency case managers review the Mobility Candidate Report for jobs that may be matched to their excess employees. Where a job appears suitable, the case manager provides those job details to the excess employee and discusses the suitability of the match. Every effort should be made to ensure the job is suitable before the match is made. The case manager and the excess employee should obtain the position description and any other relevant information from the enquiries officer. Unsuitable matches delay the process for the recruiting agency.

If a suitable job match is identified, the case manager has three working days (including the day the Mobility Candidate Report was received) to notify the recruiting agency by completing and sending the Matching Referral Form (see Appendix 1). Where possible, the employee's current resumé, addressing the selection criteria for the job, should be included with the referral.

Where an employee has been matched to a job, the recruiting agency suspends advertising until the priority assessment is finalised.

### 6.3.4 Salary matching guide

As a general principle, excess employees must be matched to positions of equivalent grade or salary, with some allowance for small variations. The salary matching guide is designed to achieve fair redeployment outcomes for these employees. It must not be used to circumvent the principles of merit selection or to effect indiscriminate promotions within an employee's award.

#### 6.3.4.1 Salary matching within award classifications

Excess employees may be matched to positions at the same grade and salary within their award classification. The discussion below uses the Crown Employees (Administrative and Clerical Officers – Salaries) Award to provide examples, however the principles can be applied to any Government Service Salaries Award.

- Where double-banding of grades is common practice, excess employees may be matched to positions at the same double-banding as their former substantive position. For example, an excess employee Clerk Grade 7/8 can be matched to a Clerk Grade 7/8 position.

- Where double-banding of grades is common practice, but an excess employee's former substantive position was a single grade, the excess employee may be matched to the appropriate double banded grading. For example, an excess employee Clerk Grade 7 can be matched to a Clerk Grade 7/8 position; however a Clerk Grade 6 would not be matched to a Clerk Grade 7/8 position.
- Where a position's classification is a single band, excess employees whose former position was double banded can only be matched to that position if they were on an incremental step that corresponds with the single grade. For example, an excess employee Clerk Grade 11/12, at minimum 11, cannot be matched to a Clerk Grade 12 position, however an excess employee Clerk Grade 11/12, at minimum 12, can.
- Where single grades are common, excess employees can only be matched to positions at the same single grade of their former substantive position. For example, Senior Officer Grade 2 to Senior Officer 2.

### 6.3.4.2 Salary matching across different award classifications

This methodology is applied where excess employees are matched to positions with award classifications that differ to the award classifications of their former substantive positions.

Two criteria must be applied when matching in this scenario:

- 1) 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 employee's former substantive position.
- 2) The excess employee's current salary point within the award classification salary range of their former substantive position has to be within the award classification salary range of the matched position.

For example:

An excess employee's former substantive position was a DPWS Professional Staff Grade 3, Year 1\* under the Crown Employees (Department of Commerce) Award 2008. The award classification salary range for this position is:

Year 1 \$86,736\*  
Year 2 \$89,428  
Year 3 \$92,835  
Year 4 \$95,675

The excess employee is seeking to be matched to a Clerk Grade 9/10 position with an award classification salary range of \$89,067 to \$98,160.

- 1) Multiply the maximum of the employee's range by 105% to give the maximum acceptable salary:  $105\% \times \$95,675 = \$100,459$ . The maximum salary of the proposed match (\$98,160) is below the maximum acceptable salary. This condition is satisfied.
- 2) Determine whether the excess employee's salary point is within the range of the position. The excess employee's salary point (\$86,736) is outside of the position's salary range (\$89,067 to \$98,160). This condition is not satisfied, and the match cannot be made.

If, however, the excess employee's former substantive salary was DPWS Professional Staff Grade 3, Year 2, the match could have been made as the Year 2 salary point (\$89,428) is within the range of the matched position (\$89,067 to \$98,160).

If a priority assessment is successful, refer to Chapter 2-16.8.2. of the Personnel Handbook for advice on determining the rate of commencement pay in these circumstances.

### **6.3.5 Matching clerical officers and equivalent**

In certain circumstances redeployment opportunities for lower graded positions such as Clerical Officers may be limited (for instance, in rural areas). Agencies may seek advice from DPC about matching options for these groups of employees.

### **6.3.6 Matching to positions below grade and salary maintenance**

An excess employee may choose to be matched to a position of lower grade or salary than their substantive grade or salary. If an excess employee is placed in a position of lower grade or salary they are entitled to three months salary maintenance at their former salary. The salary maintenance 'top-up' is paid by the excess employee's home agency. A typical arrangement would be that the recruiting agency pays the employee at their substantive salary and the home agency reimburses the recruiting agency once the salary maintenance period has expired.

### **6.3.7 Matching to temporary positions**

During the retention period, an excess employee may choose to accept a temporary secondment (including a trial placement) or assignment under sections 86, 86A or 88 of the Public Sector Employment and Management Act 2002.

If this occurs, the excess employee's retention period will continue during the secondment. If the retention period ends during the secondment, the employee will remain employed for the period of the secondment. When the secondment ends, and if the excess employee has not secured permanent redeployment, an extension of the secondment or a contiguous secondment, the excess employee will be made forcibly redundant.

### 6.3.8 Part time positions and employees

Where an excess employee's job status is permanent full time, but the employee is working in a part-time capacity, the employee can elect to be matched to permanent part time jobs. Where the employee is successful in priority assessment for, and accepts redeployment to, a part time job, they give up their right to full time entitlements.

A part time excess employee may wish to be matched to full time jobs, but retain their former (part-time) working arrangement. It is up to the recruiting agency to decide whether they can accommodate such an arrangement, considering operational requirements of the position and the possibility of flexible working arrangements.

Permanent part time excess employees who:

- wish to be matched to full time jobs and change their job status to full time
- wish to be matched to part-time jobs of more hours

may do so, as long as the salary matching guide is observed when the full time equivalent salaries are compared (section 6.3.4).

### 6.3.9 Matching and the end of the retention period

At the conclusion of an excess employee's retention period all unresolved matches and priority assessments are annulled.

From this point on, excess employees who have not been made forcibly redundant as they are on secondments (including trial placements) or assignments lose their entitlement to priority job matching and assessment. However, they remain eligible for temporary and permanent vacancies filled through standard process.

## 6.4 The priority assessment

A priority assessment is different from standard merit recruitment. In a priority assessment, excess employees are assessed for suitability for a job before the job is advertised and independent of other applicants. The assessment determines whether an excess employee meets the selection criteria for the position or is likely to perform adequately in the position in a reasonable period of time (usually three months), given access to appropriate training and support.

Agencies may consider the full range of selection tools for priority assessments. It should be noted, however, that given the short timeframes in which priority assessments must be conducted, agencies need to consider the most efficient and effective selection methods available.

All priority assessments must, at a minimum, comprise of:

1. an interview supported by a resumé
2. two referee checks.

### 6.4.1 Initiating the priority assessment

Once notified of a match, the recruiting agency should, within one working day, contact the excess employee and:

1. invite them to submit a resumé addressing the selection criteria by close of business the next working day. An excess employee may, if they choose, submit an application addressing each selection criteria individually, but must do so within the nominated timeframe.
2. invite them to attend a priority assessment interview on an agreed date that is within three working days of the contact. The excess employee should be allowed reasonable time to prepare for the interview.

### 6.4.2 The resumé

Unlike standard merit selection, a resumé supplied for a priority assessment is not used to shortlist the applicant. It is used to support the priority assessment interview. Under no circumstances can the recruiting agency 'cull' an excess employee from the priority assessment process on the strength of a resumé alone.

In their resúmes, excess employees should address the selection criteria for the job. The resumé must also contain the names and contact numbers of two referees. The excess employee may need to modify or update their resumé each time they are matched to a job. Agency case managers can provide guidance to excess employees with their resumé if required.

### 6.4.3 The interview

The recruiting agency must conduct a priority assessment interview with the excess employee.

Interview questions are based on the selection criteria as in a merit selection interview. The panel can prompt the excess employee, rephrase questions or ask further questions during the interview where necessary to ensure a thorough assessment is made.

If it has not been done already, a selection panel should be convened immediately when a match is made. Ideally, priority assessment panels should consist of at least two members, one being the convenor. However, due to the time constraints on conducting priority assessments, the convenor only may interview an excess employee. An independent panel member is not required but may be appropriate in some cases.



Where a panel is convened, every effort should be made for the panel to reflect merit selection guidelines (e.g. one male one female), however, this may not be feasible due to time constraints.

### **6.4.4 Referee checks**

For each priority assessment, excess employees must provide two current referees. One referee should be a current or recent supervisor. Both referees are to be contacted by the convenor or panel as part of the general assessment process, not merely in the case where the excess employee is to be recommended for the position. This should be done within one working day of the interview. The panel is to consider the referee report(s) along with the interview and resumé in deciding on the suitability of the excess employee for the job.

Referee comments should be summarised and included in the priority assessment report. The convenor should inform the referee that the employee will receive a copy of the priority assessment report, and advise them that their comments, though not directly quoted, will be summarised and made available via the report.

### **6.4.5 The priority assessment report**

The selection panel assesses the excess employee's capabilities against the selection criteria as demonstrated through the employee's resumé, interview, referee checks and performance in any other assessment method used.

The panel's assessment and recommendation are outlined on the Priority Assessment Report (see Appendix 2). The report details how the excess employee meets or does not meet each selection criteria and, in the latter case, whether the employee is likely to perform adequately in the position in a reasonable period of time, given access to appropriate training and support. The report also includes an overall assessment as to whether or not the employee is recommended for the job.

Priority Assessment Report comments must:

- address the selection criteria specifically
- be free from inappropriate personal comments and comments not related to the selection criteria
- include referee feedback
- where the employee did not meet one or more selection criteria, be constructive, not negative.

The priority assessment report is approved in line with the recruiting agency's recruitment procedures and delegations relating to excess employees.

### 6.4.6 Unsuccessful assessment

An unsuccessful priority assessment report must be forwarded to the agency case manager who will discuss the outcome with the excess employee. Any concerns regarding the outcome should be discussed with the convenor within one working day of the report being received. Regardless of any concerns of the excess employee, it is recommended that the convenor contacts the excess employee directly to explain why they are not recommended, and provide constructive feedback that explains:

- where the employee has not demonstrated the ability to meet specific selection criteria immediately or within a reasonable period of time given access to appropriate training
- any selection criteria that the employee demonstrated they met, and the employee's strengths
- areas where the employee might need additional training and development

Where no concerns are raised, or once there is agreement between the case manager and the recruiting agency that the assessment is complete, the recruiter may post the job for external advertising on *jobs.nsw*.

An unsuccessful priority assessment report can be a useful tool to help the excess employee address weaknesses and develop strategies for future assessments.

### 6.4.7 Successful assessment

If the excess employee is successful, and the excess employee is recommended for appointment or a trial placement, the recruiting agency contacts the case manager to coordinate the placement (e.g. to determine the start date and arrange the transfer of payroll details and leave entitlements). The recruiting agency must also finalise the recruitment on *jobs.nsw*.

Appropriate pre-employment checks must be carried out in accordance with the agency's usual procedures.

Where the position is below the excess employee's substantive salary and the employee is entitled to salary maintenance, the home agency will initiate an arrangement so the employee is paid at their substantive rate for the remaining salary maintenance period. This would usually involve the recruiting agency paying the employee at their substantive salary and the home agency reimbursing the recruiting agency once the salary maintenance period has expired.

#### 6.4.7.1 Trial placement

Recruiting agencies must make every effort to determine the excess employee's suitability during the priority assessment and recommend permanent appointment in the first instance. Where there may be some doubt as to the excess employee's

ability to adequately perform in the role, recruiting agencies may offer the excess employee a trial placement of three to six months. The purpose of the trial is to ensure an excess employee is suitable and/or to provide training and experience that enables the excess employee to perform in the position. Trial placements of over six months are generally not recommended.

During a trial placement, the recruiting agency must provide the excess employee with regular supervision, training and feedback on their progress. Recruiting agencies should make every effort to assist the employee address any concerns during the placement. Throughout the placement, recruiting agencies should keep records of any concerns raised regarding the employee's suitability and efforts made to address them.

Case managers should maintain contact with the excess employee and the recruiting agency during the entire trial placement to monitor the employee's performance and address any performance concerns, including determining whether the home agency might provide any additional support.

At the conclusion of a successful trial placement, the employee is appointed to the position.

Where the excess employee has not been able to perform adequately in the position after a trial placement, the recruiting agency completes another priority assessment report, providing reasons why the placement is not satisfactory. Where the employee's retention period has expired, the employee is made forcibly redundant by their home agency.

### **6.4.8 Resolving priority assessments**

Where the excess employee or case manager has concerns regarding the process or the outcome of an unsuccessful assessment or trial placement that has taken place within the home agency, all parties must work together without delay to resolve the matter.

Where the contentious priority assessment or trial placement relates to a cross-sector match (i.e., outside of the home agency) all parties must work together in the first instance to resolve the matter. Where the matter cannot be resolved, DPC should be contacted to review the assessment process or the outcome.

Excess employees should be aware that they will be made forcibly redundant when their retention period expires regardless of the status of any unresolved priority assessment.

### 6.5 Other considerations

#### 6.5.1 Matching to multiple jobs

Where there are multiple positions for a job advertisement and fewer excess employees are matched than there are positions, the recruiting agency can post the job for external advertising after the three day matching timeframe. Standard recruitment then takes place for the unmatched positions, while priority assessments take place for the matched positions. At no stage can standard applicants be considered at the same time as the matched excess employees. The priority assessments should be conducted before the closing date for standard applications, as per section 6.2.

#### 6.5.2 Multiple excess employees to same jobs

Where there are more excess employees matched than there are positions, the recruiting agency conducts a competitive merit assessment of the employees.

#### 6.5.3 Costs

##### 6.5.3.1 Travel costs

The home agency is to cover any reasonable travel costs incurred by excess employees for the purposes of attending priority assessments.

##### 6.5.3.2 Training and development costs during trial placements

During a trial placement, the recruiting agency should provide reasonable training and support. The home agency should consider, as part of its career transition provisions, any additional, reasonable assistance that may be provided during the trial placement to support the excess employee's ability to perform adequately in the role.

## 7. Related documents

- Agency Change Management Guidelines
- [Managing Excess Employees policy](#)
- [Premier's Memorandum 2011-11 Changes to the Management of Excess Employees](#)

## 8. Glossary

Case manager	An employee within the home agency responsible for case managing excess employees. In small agencies, the role may be performed in conjunction with other HR responsibilities. In large agencies, or in agencies with a significant number of excess employees, it may be appropriate to appoint a dedicated case manager or establish a career transition unit.
Case management	Case management involves ensuring excess employees: <ul style="list-style-type: none"> <li>• are properly informed about their options and entitlements</li> <li>• have access to career transition assistance</li> <li>• are assisted in the search for redeployment opportunities.</li> </ul>
Career transition assistance	Assistance provided to the excess employee in seeking alternative employment or additional training to develop knowledge and skills which are required by public organisations. Career transition assistance may be provided within the home agency or by an external provider.
Excess employee	An employee who is declared excess by their agency when they no longer have a substantive position, as per the <a href="#">Managing Excess Employees</a> policy.
Home agency	The employing agency, or agency from which the employee was declared excess. At all times during the retention period, excess employees remain the responsibility of their home agency.
Mobility Candidate Report	A daily report received by case managers which contains a complete listing of jobs available for redeployment job matching and potential job matches.
NSW Government Service	Identified in the <i>Public Sector Employment and Management Act 2002</i> (PSEM Act) as: <ul style="list-style-type: none"> <li>• Public Service Departments</li> <li>• Non-Public Service Divisions</li> <li>• Special Employment Divisions</li> </ul> <p><b>Public Service Departments</b> are staff employed in departments and agencies listed in Schedule 1, Part 1 of the <i>PSEM Act</i>.</p> <p><b>Non-Public Service Divisions</b> are staff employed in divisions assigned to the statutory bodies listed in Schedule 1, Part 2 of the <i>PSEM Act</i>.</p> <p><b>Special Employment Divisions</b> are staff employed in divisions assigned to the statutory bodies listed in Schedule 1, Part 3 of the <i>PSEM Act</i>.</p>

## Case Management and Redeployment Guidelines

Priority assessment	The process by which excess employees are assessed for suitability for redeployment to a job before it is advertised and independent of applicants who otherwise apply. A priority assessment is a different process to standard merit recruitment.
Priority assessment report	The recommendation report used in a priority assessment. Unlike standard merit recruitment, the report is made available to the excess employee.
Recruiting agency	The agency with the job vacancy available for redeployment job matching.
Redeployment	The permanent placement of an excess employee into a funded position on an agency's establishment.
Redeployment job matching (job matching)	The matching of excess employees to suitable jobs for priority assessment.
Redeployment plan	A plan developed by the home agency and excess employee identifying skills gaps, training requirements and redeployment opportunities.
Referral	Notification provided to the recruiting agency that an excess employee has been matched to a suitable job for priority assessment.
Salary maintenance	If excess employees are placed in a position at a lower grade or salary they are entitled to three months salary maintenance at their former salary
Secondment	As per Section 86 and 86A of the <i>PSEM Act</i> .
Suitable position	A position: <ul style="list-style-type: none"> <li>• for which the excess employee meets the selection criteria or</li> <li>• in which the excess employee is likely to perform adequately within a reasonable period of time, given access to appropriate training and support, and</li> <li>• which is of equivalent grade or salary to the excess employee's former role (or lower, if the employee consents)</li> <li>• within reasonable commuting distance, or at any other location agreed to by the excess employee</li> </ul>
Voluntary redundancy program	A program in which voluntary redundancies are offered to a group of employees as a result of organisational change. A voluntary redundancy program must be approved by the relevant minister as part of an agency's organisational change management plan. Refer to the <i>Agency Change Management Guidelines</i> for further information.

## Appendix 1 – Redeployment matching referral form



Performance & Development  
Public Sector Workforce  
Department of Premier & Cabinet  
Phone: 9228 4500

### Redeployment Job Matching Referral Form

This form is to be sent to the recruiter for this job

#### Job details

Department	
Agency	
Job title	
Classification/grade	
Location	
Job status (permanent or temporary; full time or part time)	
e-Recruitment reference number	
Job number (if known)	
Salary range	\$

#### Excess employee details

Name	
Department	
Agency	
Classification/grade	
Salary range	\$
Current salary point	\$
Contact number(s)	
Email address	

#### Redeployment case manager details

Name	
Department	
Agency	
Contact number(s)	
Email	

#### Redeployment case manager checklist (✓)

	Employee is excess as per the <a href="#">Managing Excess Employees policy</a> .
	Employee was assessed against ALL job information (selection criteria, location etc.).
	Job is within the appropriate salary range as per section 6.3.4 of the <i>Case Management and Redeployment Guidelines</i> .

**Appendix 2 – Priority assessment report template**



Performance & Development  
 Public Sector Workforce  
 Department of Premier & Cabinet  
 Phone: 9228 4500

## Priority Assessment Report Template

This form is to be returned to the case manager of the excess employee

**Job details**

Department	
Agency	
Job title	
Classification/grade	
Location	
Job status (permanent or temporary; full time or part time)	
e-Recruitment reference number	
Position number	

**Excess employee details**

Name	
Home Department	
Home Agency	

**Assessment date  
 HR contact officer's  
 details**


**Assessment details**

This report is sent to the case manager to discuss with their excess employee. It may be used to help with future applications and interviews to increase redeployment opportunities. Comments must explain how the excess employee does or does not meet the selection criteria for the position and/or the likelihood of them being able to perform adequately in the position in a reasonable period of time, given access to appropriate training and support.

Selection criteria	Comments	Met criteria/able to meet the criteria? (Yes or No)
Insert additional rows as required		



**Overall assessment/comments**

This includes positive and constructive comments about the excess employee, suggestions for training and development or other information to help with future applications and interviews.

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**Recommendation**

Tick (✓) the appropriate recommendation.

	Permanent placement		
	Temporary secondment or assignment	Length of temporary secondment or assignment (include end date)	
	Trial placement	Length of trial placement (include end date)	
	<b>Not Suitable (Convenor should advise employee and provide feedback)</b>		
	Unsuccessful trial placement (where an excess employee commenced a trial placement, was provided with training and regular progress reports but not successful at the end of the trial period.)		

**Panel members' declaration**

Each panel member in signing this declares that they made a fair assessment of the excess employee considering the selection criteria. If the recommendation is unsuccessful after a trial placement, only the convenor or current supervisor is required to sign this section).

Convenor name		Signature	
Convenor phone no		Signature	
Panel member's name		Signature	
Panel member's name		Signature	

**Approval**

Agency CEO or delegate

Name		Date	
Position		Signature	