

# Metropolitan Local Government Reform



## Information Sheet

Organisational review and restructure,  
including filling positions in the new  
structure

Decision Day to Post October 2015

Prepared for the Metropolitan Reform Implementation Committee by the Human Resources Subcommittee

## Contents

Organisational review and restructure.....	3
<b>Table 1: Decision Day to 30 June 2015 .....</b>	<b>3</b>
<b>Table 2: 1 July 2015 to October 2015 elections .....</b>	<b>5</b>
<b>Table 3: Post October 2015 .....</b>	<b>6</b>
• Key tasks .....	8
Suggested process for filling positions in the new final structure .....	9

# Organisational review and restructure

**Table 1: Decision Day to 30 June 2015**

Timeline	Responsibility	Action	References/ Outcome
October 2014	LIC <sup>1</sup> and CEOs <sup>2</sup>	Adopt guiding principles for your process	Suggested guiding principles
	LIC and CEOs <sup>3</sup>	Review key elements of the change management process	Change management Culture Risk
	LIC and CEOs	Prepare a plan on how you will review current structures and develop an interim structure in consultation with staff	Change management Culture Risk
November 2014	LIC and CEOs	Review each local government's Strategic Community Plan priorities and strategies, Corporate Business Plan, Asset, Workforce and Long Term Financial Plans	Plans for each local government
	LIC and CEOs	Identify and document interim service and governance priorities and strategies for the new interim organisation	Draft SCP, CBP
December 2014	LIC and CEOs	Review the current workforce in terms of future requirements, identify any	WFP Toolkit Draft WFP including AM

<sup>1</sup> LIC has oversight role.

<sup>2</sup> CEOs provide information and advice and manage and arrange for work to be undertaken. A CEO keeps staff informed at each stage of the process.

<sup>3</sup> LICs, in consultation with CEOs, identify when to refer matters back to the council of each local government for information or decision as appropriate or required.

<b>Timeline</b>	<b>Responsibility</b>	<b>Action</b>	<b>References/ Outcome</b>
		gaps and associated asset and financial requirements	and LTFP requirements
January 2015	LIC and CEOs	Begin development of an interim structure of the new organisation	Organisational chart
February 2015	LIC and CEOs	Identify legislative and industrial relations requirements relating to each employee, discuss these with the employee so able to make appropriate arrangements with respect to the employee as the restructure process is gradually put in place	Legislative requirements Draft HR plan
March 2015	CEO	Review industrial arrangements for each local government and manage negotiation of arrangements for the new organisation	Appropriate EBA/ other arrangements
March 2015	LIC	Develop position description (PD) for an interim CEO, make submission to SAT for remuneration determination	Draft PD and remuneration determination
April 2015	LIC and CEOs	Firm up proposed interim organisational structure and consider possible future employee arrangements	Interim organisational structure
May 2015	CEO	Discuss proposed interim organisational structure and possible future employee arrangements with employees.  Discuss the process for filling positions within the proposed interim organisational structure with employees.	Interim organisational structure  Legislative, industrial arrangements
June 2015	LIC and CEOs	Interim service and governance priorities and strategies, organisational structure, industrial arrangements, individual employee arrangements are prepared by 30 June 2015	Interim arrangements

Timeline	Responsibility	Action	References/ Outcome
30 June 2015	Council and CEO	Abolition of some local governments, legislative requirements are met and transfer of operations to new local government has been arranged	Necessary arrangements are in place

**Table 2: 1 July 2015 to October 2015 elections**

Timeline	Responsibility	Action	Reference/Outcome
1 July 2015	Commissioner <sup>4</sup> or Council <sup>5</sup>	Endorses Interim CEO PD and appoints Interim CEO for up to 12 months	Interim CEO PD Flowchart re CEO and Commissioner arrangements
		Endorses interim organisational structure	Draft interim structure
		Endorses transition of employees to the interim structure, including employees of the continuing local government and employees of joining local governments	Suggested approach for transition of employees to interim structure
July to October 2015	Commissioner or Council	Function as the council of the local government	Flowchart re CEO and Commissioner arrangements

---

<sup>4</sup> Commissioner if amalgamation or where Minister has dismissed Council(s) in a boundary change reform process.

<sup>5</sup> Council of remaining local government where there is a boundary change reform process.

Timeline	Responsibility	Action	Reference/Outcome
	Interim CEO <sup>6</sup>	Interim CEO takes up CEO functions	Flowchart re CEO and Commissioner arrangements
	Interim CEO	Manages acting arrangements of senior officers and employment arrangements of other employees in the interim structure	Change management Culture Risk Suggested approach for transition of employees to interim structure
	Interim CEO	Manages industrial arrangements/ negotiations	Legislation

**Table 3: Post October 2015**

Timeline	Responsibility	Action	Reference/Outcome
October 2015	Interim CEO or a person other than the interim CEO or the WA Electoral Commissioner is returning officer	Local government elections, inaugural on date fixed by Governor's Order where local government formed by amalgamation (S4.2) / ordinary on 3 <sup>rd</sup> Saturday of October, or some other date determined, where formed by boundary change	Council elected for local government formed by amalgamation /elections may result in new members of council where boundary change process and ordinary election

---

<sup>6</sup> It may be possible for the Commissioner who will be appointed to the new local government from 1 July 2015, to come across discussions of interim CEO arrangements and the interim organisational structure prior to that date, thus providing some continuity.

<b>Timeline</b>	<b>Responsibility</b>	<b>Action</b>	<b>Reference/Outcome</b>
October 2015 onwards	Council	Considers what will be required of permanent CEO and develop PD accordingly. Make arrangements for appointment of permanent CEO, including approval of position description and submission to Salaries and Allowances Tribunal for determination of remuneration	Legislative requirements
	Council and CEO	Review draft SCP, CBP, consult with community when appropriate, determine service and governance priorities and strategies for the new organisation	SCP, CBP, WFP, AMP, LTFP
	CEO	Reviews workforce requirements and WFP is adjusted	Revised WFP, AM and LTFP requirements
	Council	Approves a final organisational structure	Final Organisational structure
	CEO	Manages appointment of senior officers; development of	Change management Culture Risk

Timeline	Responsibility	Action	Reference/Outcome
		PDs for positions with staff; appointment of employees in the final structure	Organisational restructure and suggested process for filling positions

## Key tasks

- ✓ Review key human resource management principles and considerations in the process of organisational restructure.
- ✓ Review the key elements of the change management process.
- ✓ In consultation with staff, prepare a change management plan for the restructuring process.
- ✓ Review each local government's Strategic Community Plan priorities and strategies, Corporate Business Plans, asset and workforce plans and long term financial plans and budgets.
- ✓ Identify interim service and governance priorities and strategies for the new interim organisation.
- ✓ Review the current workforce in terms of future requirements and identify any gaps as well as implications for assets and financial planning.
- ✓ In consultation with staff, prepare an interim new organisational structure to meet identified requirements.
- ✓ Implement the restructure process in close consultation with employees and keeping employees informed of progress.
- ✓ Identify legislative and industrial relations requirements relating to each employee, discuss these with each employee and make appropriate arrangements in relation to each employee.
- ✓ Review and negotiate new industrial arrangements for the new organisation as appropriate.
- ✓ Review and implement a permanent organisational structure and finalise permanent appointment of employees.

More information on Organisational Review and Restructure can be accessed in the Organisational Structure section of the Local Government Reform Toolkit as follows:

The Interim Organisational Structure – Considerations document contained in Interim Organisational Structure



## Suggested process for filling positions in the new final structure

The following suggested process for filling the new final organisational structure is consistent with the guiding principles for organisational change, especially fairness, equity and transparency.

- A suggested process is as follows:
  - ✓ direct transfer of employees where positions remain unchanged and are currently filled with a permanent employee
  - ✓ transfer to similar positions (at level) where there is an equal number of employees and positions available
  - ✓ a merit selection process (at level) where there are more employees than positions available
  - ✓ a competitive recruitment process where there are no employees available at the level of the position
- Staff who are not able to be placed in the new structure, or whose employment with a local government is finishing, may have their employment terminated and be entitled to redundancy pay in accordance with industrial arrangements or to a payment in accordance with the *Local Government Act 1995*. Staff entitlement with respect to continuation of employment for up to 2 years also needs to be considered.
- Some employees may decide to take up new opportunities made available during this process, or with another local government or employer in another sector.
- Staff employed on a contract basis and/or whose contract is finishing would be able to apply for vacant positions advertised at the conclusion of the appointment of permanent officers in the new structure.
- Managers have an important role in informing and assisting employees as much as possible through the change process.
- Employees have the responsibility to recognise that it is important for them to participate in the change processes, raise matters of concern, actively pursue appropriate opportunities and carefully consider all options open to them in making decisions.
- Some staff may find the change process difficult. Staff should be supported through the process and have access to assistance through human resources and any available employee assistance programs and industrial arrangements.

More information on filling positions in the new final structure can be accessed in the Human Resources Management section of the Local Government Reform Toolkit as follows: The Workforce Transition Checklist under the HRM Policy and Procedure

**Disclaimer:** The information and advice within this document is provided voluntarily by Department of Local Government and Communities as a public service. The information and advice is provided in good faith and is derived from sources believed to be reliable and accurate. No representation or warranty, express or implied, is made as to the accuracy, completeness or fitness for purpose of this document. The reader of this document should satisfy him or herself concerning its application to their situation. The State of Western Australia, the Department of Local Government and Communities and their officers expressly disclaim liability for any act or omission occurring in reliance on this document or for any consequences of such act or omission. Current as at September 2014.

Organisational review and restructure, including filling positions in the new structure is available for viewing and download from the Department of Local Government and Communities website: [www.dlqc.wa.gov.au](http://www.dlqc.wa.gov.au)

For more information, please contact:

Department of Local Government and Communities  
Gordon Stephenson House, 140 William Street, Perth WA 6000  
GPO Box R1250, Perth WA 6844

Telephone: (08) 6551 8700 Fax: (08) 6552 1555

Freecall: 1800 620 511 (Country only)

Email: [info@dlqc.wa.gov.au](mailto:info@dlqc.wa.gov.au) Website: [www.dlqc.wa.gov.au](http://www.dlqc.wa.gov.au)

Translating and Interpreting Service (TIS) – Tel: 13 14 50