

Contents

Section One – Introducing Significant Change	5
Significant Change/Effects Defined	5
Consultation	8
Section Two – Strategy before Implementing Redundancies	10
Planning	10
Voluntary Redundancy	12
Who to Retain?.....	13
Competency Based Selection	13
Performance Based Selection.....	14
Retention Based on Seniority (“First On, Last Off”).....	14
Seeking Alternative Roles	15
Who to Advise and When.....	16
Tips on Communication.....	17
Section Three – Managing the “Human Element”	19
Preparing Answers to Difficult Questions	19
Employee Assistance Program	19
Outplacement Services	19
Training	20
Ex-gratia Payment.....	20
Extended Notice Period.....	21
Section Four – The Legal Framework and Other Derivatives	22
Legislation	22
Industrial Instrument.....	22
National System Employers	23
State System Employers	23
Contract of Employment.....	23
Company Policies.....	24
Section Five – The Process of Implementing Redundancies for National System Employers.....	25
Consultation	25
15 or More Employees Redundant.....	25
Avoiding Claims.....	26
Payment	28
Section Six – The Process of Implementing Redundancies for State System Employers.....	34
Significant Change and Redundancy Obligation and Entitlement Derivatives	34
Consultation	35
Notification.....	35
Avoiding Claims.....	36
Payment	37
Transfer to Lower Paid Duties.....	38

Section Seven – Managing the Workforce Following Significant Change	39
Workloads	39
Stress Levels	39
Uncertainty and Concern over Job Security	40
Staff Engagement and Motivation Levels	41
Section Eight – Stand Down	42
National System Employers and Stand Down	42
State System Employers and Stand Down	45
Section Nine – Transfer of Business	46
National System Employers and Transfer of Business	46
State System Employers and Transmission of Business	55
National System Purchasing State Public Sector Organisation	57
Practical Management Tips in Transfer of Business	60
Appendix – Forms	62
– Checklist – Redundancy – Employers	62
– Checklist - Significant Change - Employee Communications	62
– Checklist - Significant Change - Introduction	62
– Checklist - Significant Change - Job Redesign	62
– Checklist - Significant Change - Job Redesign	62
– Form 4.39 – Notice to Centrelink of Proposed Terminations (National System Employers)	62
– Form 4.40 – Centrelink – Notification of Redundancy (Non-National System Employers)	62
– Form 4.41 – Statement of Service	62
– Form F45A - Redundancy - F45A (Application to Vary Redundancy Pay)	62
– Letter - Redundancy – Termination	62
– Letter – Significant Change – Variation to Contract of Employment	62
– Checklist – Stand Down – Employers	62
– Letter - Stand Down – Employee Cannot Be Usefully Employed	62
– Letter – Significant Change - Due to Operational Changes	62
– Letter – Transfer of Business – National Associated Entities New Employer	62
– Letter – Transfer of Business – National Associated Entities Old Employer	62
– Letter – Transfer of Business – National Non-associated Entities New Employer	62
– Letter – Transfer of Business – National Non-associated Entities Old Employer	62
– Letter – Transfer of Business - Consultation Follow Up	62
– Record - Redundancy - Selection Pro-forma	62
– Record - Significant Change -Timeline on Employee Communications	62
– Spreadsheet - Redundancy - Skills Matrix, Selection Process	62
– Termination, Change and Redundancy General Order	62