WA Police
Service Definition & Resource Model Program

Managers and Officers in Charge Toolkit
April 2014

Contents

Document Purpose

The following document is intended as a guide for Managers and Officers in Charge (OICs) to assist you with communicating to your direct reports about the Service Definition & Resource Model (SDRM) program and in particular, framing discussions around changes to teams and individuals as a result of the program.

This pack includes:

- An overview of the Manager's role in the SDRM program;
- Overview of the SDRM implementation timeframe;
- A set of Guiding Principles for communicating about SDRM;
- Processes and Timeframes for communicating;
- Key messages for staff;
- Checklist of the recommended minimum interactions with staff; and
- Guidance for conducting interviews and reviewing CVs.

Further Support

For questions or support regarding the SDRM Program, contact the SDRM Program Team:

- AC Paul Zanetti   9222 1934
- Mr Les Bechelli   9222 1389
- Ms Bindiya Puri   9263 2313

For support regarding Human Resource processes and procedures, contact the Human Resource Reform Implementation Team:

- Lee Clissa   9260 7600
- Tony Clark   9260 7601
- Dianne Hopkinson   9260 7627
- Matt Davis   9260 7680

SUPPORTING THE FRONTLINE 2020 PRINCIPLES

- Leaner across the agency;
- Greater control over policing activities;
- Elevated focus on demand reduction; and
- Locally-focussed policing is the priority.

Overview

Your role in the SDRM Program

As a Manager or Officer In Charge (OIC), it is your role to inform staff of SDRM Program outcomes as they relate to your business area, and to guide your direct reports through the transition from the current structure to the future way of working.

Change may be challenging and stressful for many and, as a WAPOL leader, it is your responsibility to actively lead your team in order to minimise the impact for individuals and provide continuity of service to the community.

What you should be communicating

- Provide context to teams of the SDRM program's process and timeline as contained within this pack.

- Cascade panel outcomes at each stage of the SDRM program as it relates to your team.

- Provide guidance and direction to direct reports on how they can prepare for the process and what steps they are required to complete as detailed within this pack.

- Provide support to adversely impacted direct reports.

- Provide information around the timeframe for implementation once it is confirmed.

- Celebrate success and be open about difficulties.

- Position WA Police as proactive in reform.

What you shouldn't be communicating

- The SDRM program should not be used as a performance management discussion with staff members.

- Staff members should **not** be told that their position is being abolished before a fair and equitable process has been followed.

- Impacted individuals should only be identified and formally communicated to **AFTER** implementation plans have been approved.

SDRM Program Overview

The Service Definition and Resource Model (SDRM) program marks an important starting point for Frontline 2020. All business areas within WA Police will have the opportunity to take part in this process and contribute to the reform agenda as the activity is deployed over three phases.

Once complete, SDRM will provide a clear understanding of the services being delivered across WAPOL and deliver an evidence based framework to assist in future resource allocations & deployment, negotiations with Government and articulation of services the agency provides for external agencies and the resource and implications of these.

Phases of the review process:
Phase 1 - Corporate & Business Support Areas
Phase 2 - Police Specialists & Operational Support
Phase 3 - Frontline Police Facilities
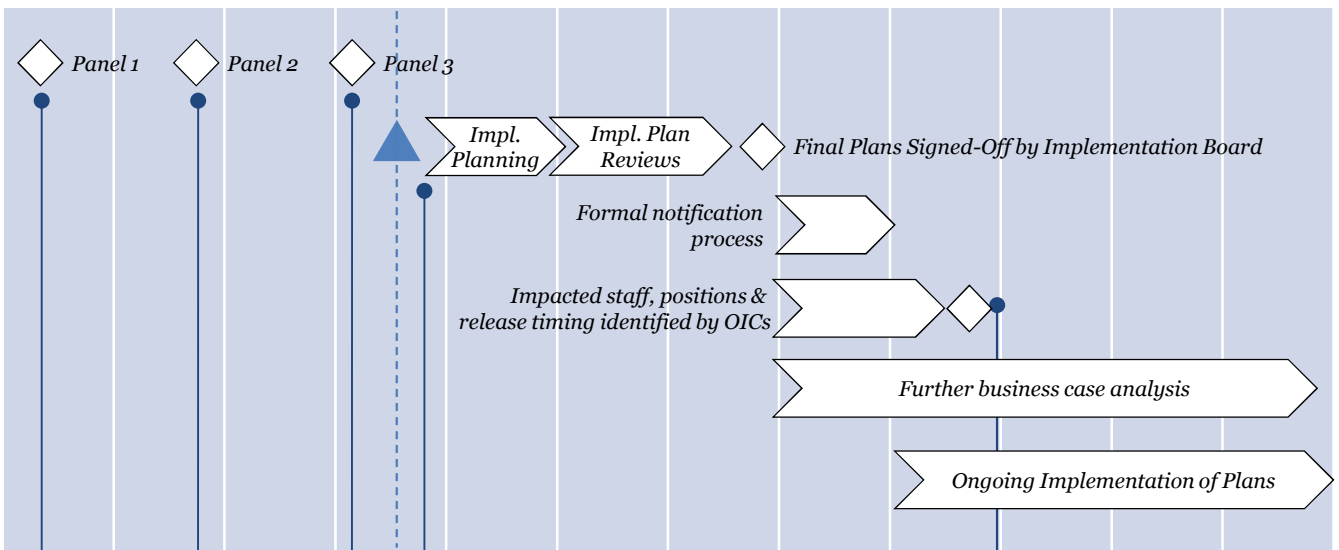
SDRM Panel Focus

Each phase of the SDRM Program comprises three panel milestones. The focus of these are:

Panel 1   **Service definition and costing**: A structured analysis of resources, costs and their application. It is a focus on services you provide and not on organisation structure.

Panel 2   **Draft Proposals**: Identify and evaluate the impact of changes in demand for services, variations in service levels, and method changes where efficiency improvements enable provision of the same service for a lower cost.

Panel 3   **Final Proposals**: Recommendations for Commissioner's Executive Team to evaluate services & alternatives.

SDRM Implementation Timeline

Phase 1 — *Corporate Services*
- Implementation Planning
- Impl. Plan Reviews
- Final Plans Signed-Off by Implementation Board
- Formal notification process
- Impacted staff, positions & release timing identified by OICs
- Portfolios to advise BRB Team of impacted staff
- Further business case analysis
- Ongoing Implementation of Plans

Phase 2 — *Police Specialists & Operational Support*
- Panel 1
- Panel 2
- Panel 3
- Impl. Planning
- Final Plans Signed-Off by Implementation Board
- Formal notification process
- Impacted staff, positions & release timing identified by OICs
- Further business case analysis
- Ongoing Implementation of Plans

Phase 3 — *Frontline Police Facilities*
- Panel 1
- Panel 2
- Panel 3
- Impl. Planning
- Phase 1 Initial Panel Recommendations
- Phase 2 Initial Panel Recommendations
- Phase 3 Initial Panel Recommendations

Month

Q4	Q1 2014			Q2 2014			Q3 2014			Q4 2014			Q1 2015			Q2 2015	
Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May

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Communication Milestones

Communication messaging required at key project milestones

Panel 1 — Panel 2 — Panel 3

Impl. Planning → Impl. Plan Reviews → Final Plans Signed-Off by Implementation Board

Formal notification process

Impacted staff, positions & release timing identified by OICs

Further business case analysis

Ongoing Implementation of Plans

- Communicate timeframe for implementation.
- If required, explain Business Case Analysis Process.
- Provide individual outcomes.

- Explain a fair & equitable process will be followed to identify adversely impacted individuals.
- Advise timeframe for implementation if known.
- Explain what steps staff can take now i.e. start preparing CV.

- Provide a summary of Panel 2 outcomes.
- Clarify that no decisions have been reached as yet.
- Advise when final sign-off will be.
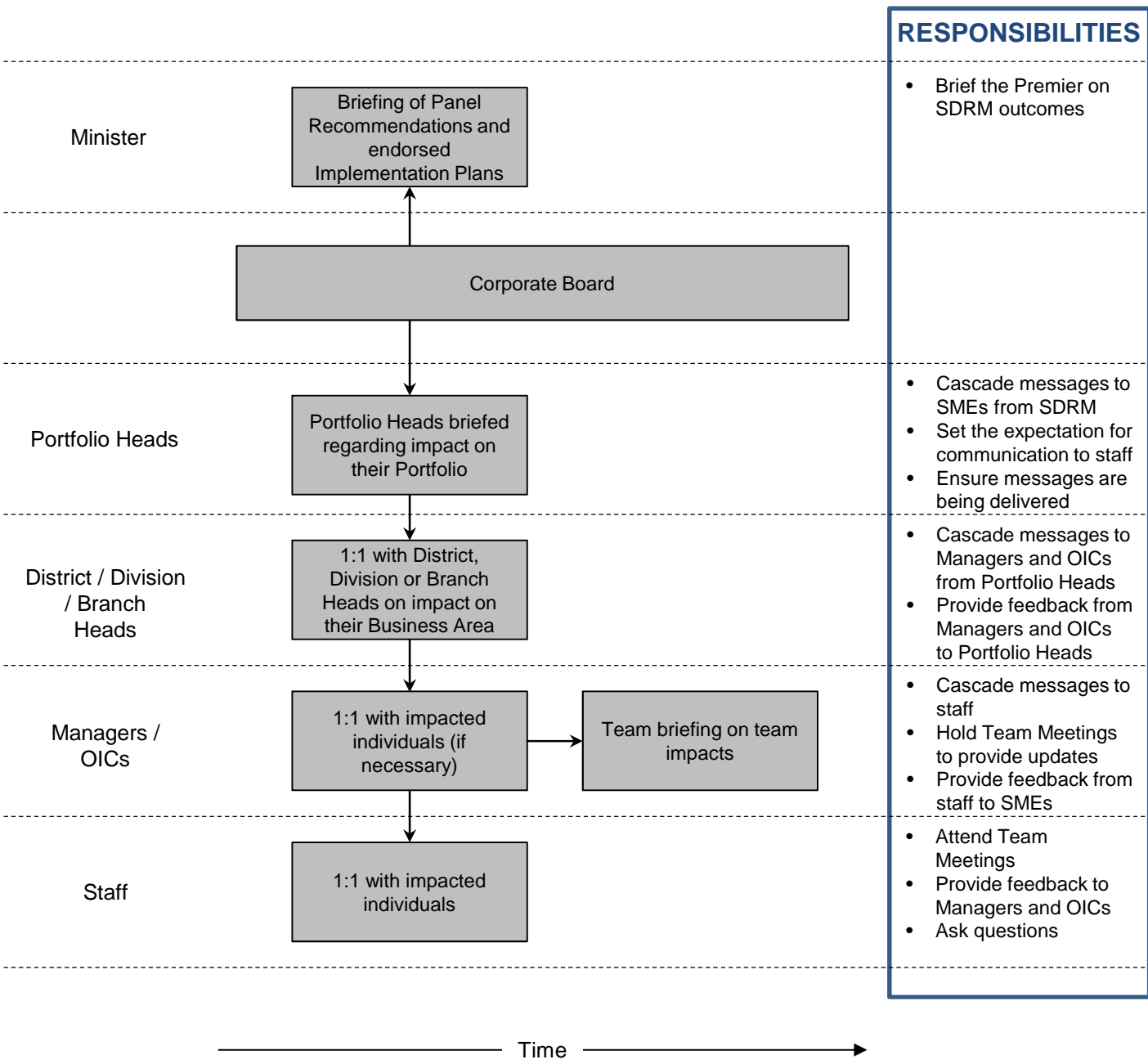- Explain when they will be communicated to again.

- Summarise Panel 2 outcomes.
- Clarify no decisions have been reached as yet.
- Outline the proposal discussed in Panel 2 and what options will be explored.
- Communicate at risk areas identified.
- Reiterate that impacts on individual roles **have not yet** been identified.
- Reiterate that support is available.
- Explain when they will be communicated to again.

- Outline scope of the SDRM program.
- Who is involved and who to contact.
- Communicate the process that will be followed.
- Overview of key dates.
- Summarise Panel 1 outcomes.
- Advise **no decisions have been reached yet.**
- Outline what support is available.
- Explain when they will be communicated to again.

The cascade process

Outcomes of the SDRM Program will be communicated using the following cascade process:

			RESPONSIBILITIES
Minister	Briefing of Panel Recommendations and endorsed Implementation Plans		• Brief the Premier on SDRM outcomes
	Corporate Board		
Portfolio Heads	Portfolio Heads briefed regarding impact on their Portfolio		• Cascade messages to SMEs from SDRM • Set the expectation for communication to staff • Ensure messages are being delivered
District / Division / Branch Heads	1:1 with District, Division or Branch Heads on impact on their Business Area		• Cascade messages to Managers and OICs from Portfolio Heads • Provide feedback from Managers and OICs to Portfolio Heads
Managers / OICs	1:1 with impacted individuals (if necessary)	Team briefing on team impacts	• Cascade messages to staff • Hold Team Meetings to provide updates • Provide feedback from staff to SMEs
Staff	1:1 with impacted individuals		• Attend Team Meetings • Provide feedback to Managers and OICs • Ask questions

⟶ Time ⟶

Principles of Communication

✓ **Staff who are identified as a 'Redeployee' will be formally notified in writing by Human Resources.**

✓ Staff will first hear about changes to their position directly from their Manager or through the Human Resources Reform Implementation Team (HRRIT) or Professional Development (the Police Officer Deployment Unit or Workforce Development for Police Officers).

✓ Information provided will be accurate and consistent.

WA Police Frontline 2020 Reform Program Communications Strategy 2013 -2015

✓ Communication will be ongoing, frequent and tailored to the targeted audience(s).

✓ All proactive communication activity will consider the timing of the release of information in terms of the stage of the reform program, the public context (including media context) and political environment.

✓ Communication will be simple, accurate, jargon-free and developed to be easily understood by the workforce and the public, taking into account what people need to know and how they want to receive that information.

✓ The most appropriate and effective communication tools and methods will be adopted, where possible.

✓ Messages will be relevant.

✓ Communication will be delivered with sensitivity and understanding, demonstrating management support and commitment.

✓ Police will encourage, support and facilitate two-way communication, particularly with employees.

✓ **Use the right communication tools and methods.**

Key Messages Pre-Implementation Plan Approval

Background Frontline 2020

- Frontline 2020 is a major reform program by WA Police to make extensive reforms to the agency, its structure and service delivery.

- The aim of Frontline 2020 is to position our agency so we can continue to provide quality core policing service, despite the challenges of increasing demand and finite policing resources.

- It is clear that unless the WA Police becomes more effective and efficient and better at reducing demand, service delivery to the community will significantly decline.

- It is likely that the WA Police will look significantly different by the year 2020, compared to the organisation you know and understand today.

- Frontline 2020 is the WA Police's highest-priority corporate project.

- WA Police will be working diligently to place employees into suitable positions.

Frontline 2020 Reform Program Structure

Deputy Commissioner **Stephen Brown** (Specialist Services and Reform)

Assistant Commissioner **Paul Zanetti**

| Process CIT | Service Definition & Resource Model | Structural Reform | Production Cycles | Workforce Optimisation |
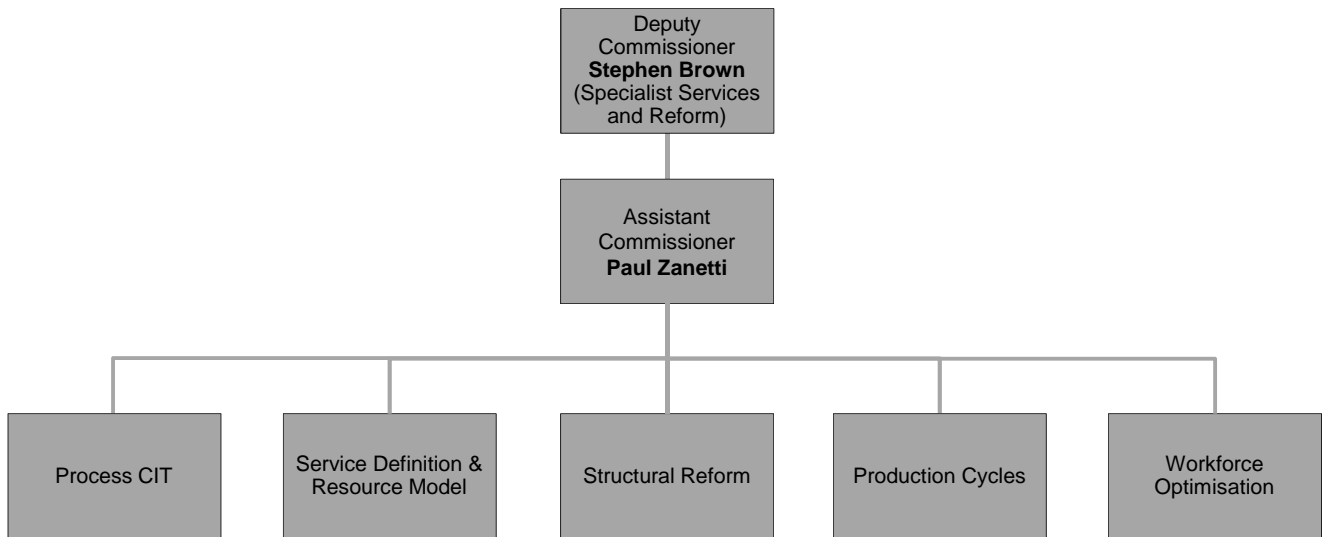
How you will hear about reform

Regular updates around Frontline 2020 and the SDRM Program will be provided through the following methods:

- An SDRM Portal has been established on the Frontline 2020 Intranet page. This will be used to share updates and important tools and templates, such as this Manager and OIC Toolkit.
- From the Line newsletters are published monthly and distributed through Broadcast emails and on the SDRM Portal.
- Broadcasts emails will be used to provide specific notifications to Police staff and Officers as required.

Managers and staff are encouraged to read these publications to keep up-to-date with the progress of the Program.

Communicating Panel Outcomes

In order to provide context to staff and build ownership of the process, it is important to take your teams along the journey through regular communication and provide an opportunity for feedback and input. The completion of each of the program's panel sessions represents a key communication milestone in the project .

After each of the three panels, discussion should be held with your teams and framed around:
- What's happening?
- What's in it for me?
- What next?

WHAT'S HAPPENING

- The SDRM program is responsible for reviewing current business process, practices and models in order to identify opportunities to deliver the same services in more efficient ways.
- The panel process is a journey through discovery, exploration of alternatives and seeking validation by panel.
- Program activities involve developing alternative business models and recommending options to identify the resources required to deliver these models. Putting each forward for panel consideration.

WHAT'S IN IT FOR ME?

- The panel process identifies indicative resourcing requirements for delivering the new business models. There are risks of some people being adversely impacted by these changes and it is important to deliver regular communications to address concerns and minimise internal and external rumours.
- Panels provide the opportunity for all team members to be heard and to feed into the change.
- Managers and OICs are encouraged to engage staff in the process and welcome feedback.

WHAT NEXT?

- No formal decisions will be made or communicated until the Corporate Board has reviewed all implementation plans and agreed sign-off.
- Managers and OICs should not be 'definitive' when communicating the panel outcomes but rather encourage an open dialogue with staff. Welcoming feedback and continuing to update them along the journey.

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Communicating Post-Implementation Plan Approval

Delivering the conversation

Background	Individual Situation	What's Next?
• As you are aware, we are currently experiencing an unprecedented level of reform. • Outline current position within the SDRM implementation timeline. • Frontline 2020 is not an exercise in reducing headcount. • Reform is critical if we are to continue providing quality core policing service, with increasing demand and finite policing resources. • The focus of the SDRM program is reducing demand for services, providing those services more effectively, and changing the levels of service.	• Explain the changes that have been approved for your business unit. • Outline what the outcome for the individual is. • What options are available for them. • What are their concerns or questions? • Outline that support is available to them through this time.	• What are the next steps they have to take? • Explain how they will be supported throughout the process by yourself and the HR Reform Implementation Team, the Police Officer Deployment Unit (PODU) or Workforce Development. • Outline how the interview process will be conducted (see process on page 29). • Do they need help creating a CV?

Police Staff Process Overview

POLICE STAFF REDEPLOYEE FLOW CHART

Your position exists in the new structure

— Yes →
You are permanently placed

— No →
You have no position in the new structure (either due to the position being abolished or a reduced number of the same positions within the business unit)

You become a 'redeployee'. Your status is updated within RMIS and you are referred to the HR Reform Implementation Team (HRRIT) to assess your skills and match them to vacant roles

A suitable vacancy exists that matches your current skill set

— No →

You remain in your current workplace until you are permanently placed.

Training is provided if required to up skill

You are placed in a suitable temporary vacancy whilst awaiting permanent placement.

Training is provided if required to up skill

Due to the specialist nature of your previous position, you have a unique skill set and there are no similar positions within WA Police, which limits the potential to find a suitable position for you. You can request to be registered as an external redeployee with the Public Sector Commission (PSC).

You may be placed in a business area as an over-strength until a suitable vacancy becomes available.

Training is provided if required to up skill

— Yes →
You undergo a merit selection / interview process

Your request for external redeployment is successful

— Yes →
You have been registered as an external redeployee with the PSC. While waiting for a suitable vacancy you will be temporarily placed in accordance with the previous placement options

You are referred to a vacancy that matches your skill set within another agency

Your referral is sent to the redeployment coordinator of the external agency to assess your suitability for the vacancy

Your referral is successful

— No →
You are referred back to HRRIT to recommence the process

— Yes →
You are permanently placed in the vacancy and are now an employee of that agency. You are no longer a redeployee with the WA Police

You are placed in the vacancy for a 6 month trial period (secondment)

Your trial is successful

— No →
You are permanently placed in the vacancy. You are now an employee of that agency. You are no longer a redeployee within the WA Police

— Yes →
You are referred back to HRRIT to recommence the process

— No →
Request has been declined by the PSC. You are referred back to HRRIT to recommence the process

You are permanently placed in the vacancy. You are no longer a redeployee

You are placed in the vacancy for a 6 month trial period

Your trial is successful

— Yes →
You are permanently placed in the vacancy. You are no longer a redeployee

— No →
You are referred back to HRRIT to recommence the process

Your interview / selection process is successful

— Yes →

— No →
You are referred back to HRRIT to recommence the process

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Police Staff Messages

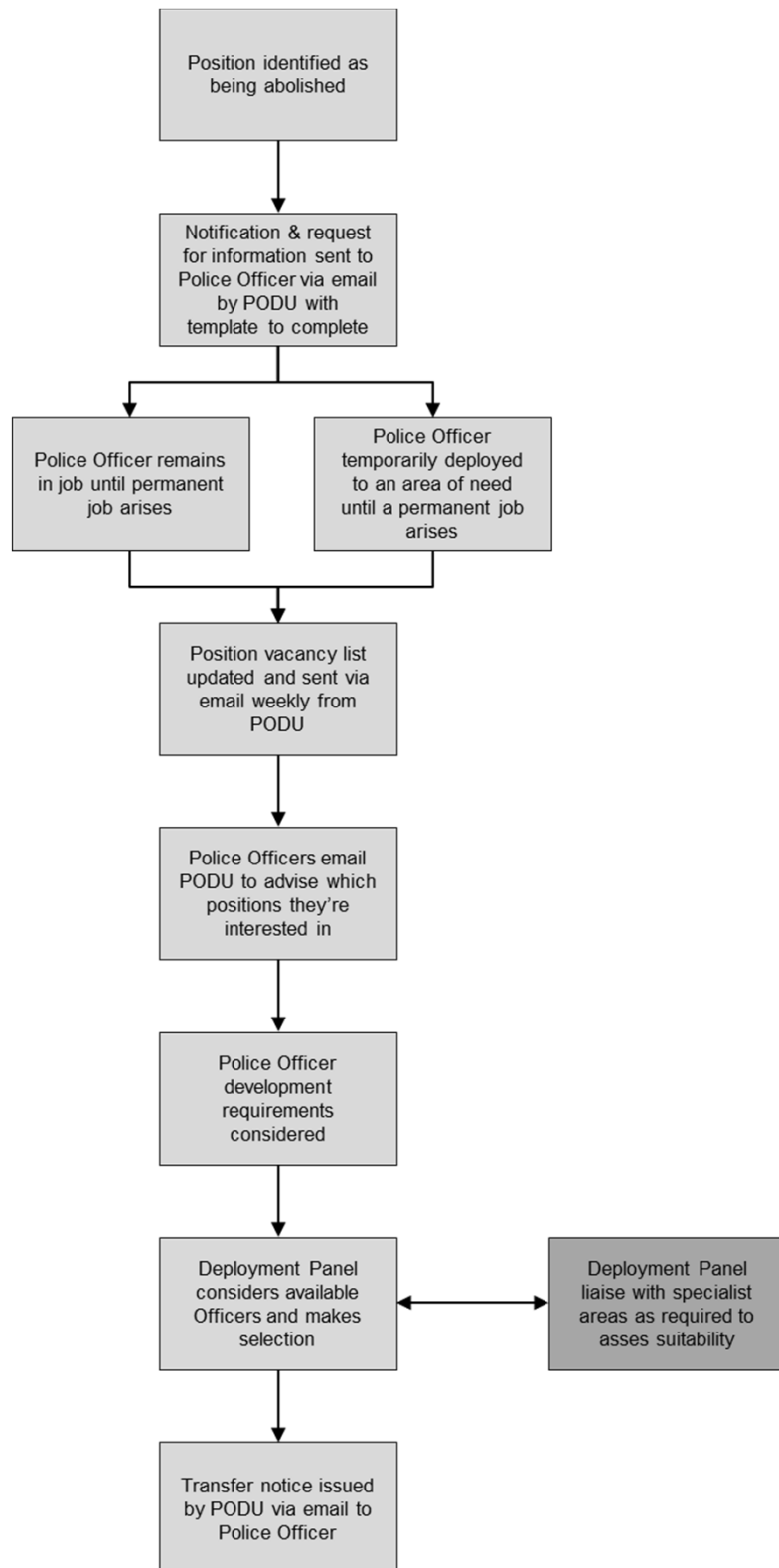| Key Messages |
|---|
| • Your position has been identified as changing or no longer existing in the future structure. |
| • You will be informed by the Human Resource Reform Implementation Team on how the redeployment process works.
• You are encouraged to contact the Human Resource Reform Implementation Team at any time to discuss these matters. |
| • Explain timeframe for implementation and if required, why any of the positions cannot be abolished immediately. |
| • You will be asked to provide a copy of your most recent resume so that your skills and experience can be recognised.
• There is no need to seek professional assistance, it only needs to outline your relevant work history.
• A template will be provided to you by the HR Reform Implementation Team. |
| • New positions will first be offered to redeployees from within the business unit, followed by redeployees from other business units within WA Police. |
| • Where a position has not significantly changed, the current incumbent will simply move across to the redesigned role. Examples of this include a position gaining or losing some functions. |
| • Staff in an area affected by restructuring have first opportunity to be placed in a suitable position in that area compatible with their skill and experience. |
| • Redeployees and other staff who are not from that business unit will not be considered for positions if an existing staff member can be placed in a new or redesigned role in their current business area. |
| • It is important that you acknowledge that, as a redeployee, you have a responsibility to actively pursue alternate employment opportunities and actively participate in the management of your own career. |
| • While you are awaiting a suitable redeployment referral, you may be required to remain in your current business unit or you may be assigned to an alternative position within WA Police in order to refine or develop skills. |
| • Where suitable opportunities do not exist within WA Police, you may be encouraged to consider becoming a registered employee.
• The benefit of this is that you can be referred to vacancies within other Public Sector Agencies that match your skills. |
| • Support services are available (see page 22 for a detailed list). |
| • WA Police will be working diligently to place employees into suitable positions |

Police Officer Process Overview

Position identified as being abolished

↓

Notification & request for information sent to Police Officer via email by PODU with template to complete

↓

Police Officer remains in job until permanent job arises

Police Officer temporarily deployed to an area of need until a permanent job arises

↓

Position vacancy list updated and sent via email weekly from PODU

↓

Police Officers email PODU to advise which positions they're interested in

↓

Police Officer development requirements considered

↓

Deployment Panel considers available Officers and makes selection

↔

Deployment Panel liaise with specialist areas as required to asses suitability

↓

Transfer notice issued by PODU via email to Police Officer

Police Officer Messages

Key Messages

- Your current position has been identified as no longer existing in the future structure.

- A revised process for redeployment has been designed to facilitate the efficient placement of displaced officers.

- A central list of redeployees will be maintained and managed by Police Officer Deployment Unit (PODU).

- The Deployment Panel is responsible for redeployment and will be making the selections for officers to fill vacancies.

- All positions will first be offered to redeployees.

- The Deployment Panel will be working to ensure all staff are placed in a position, including non-operational officers.

- Officers on the redeployee list have two months to nominate for positions of their choice, after which time they will be placed in vacancies, as they become available, to meet organisational needs.

- Officers may be retained at their current workplace whilst seeking a position or will be deployed to areas of need. Deployment Panel will approve all temporary deployments whilst officers are awaiting a permanent placement.

- Officer development for redeployment will be assessed by Deployment Panel in discussion with the officer and current OIC/Manager.
- There is a Police Officer Refresh Course delivered by the Western Australia Police Academy for officers who do not have contemporary policing knowledge.

- There are no provisions to redeploy a police officer into a newly created police staff position.
- The position will be offered to police staff redeployees in the first instance.
- If the position cannot be filled by a WA Police redeployee, it may be advertised on JobsWA. Once advertised, police officers are eligible to apply.

- Release from Tenure can only be approved by a Portfolio Head.

- Support services are available through:
    - Portfolio HR Contacts, which are provided in this pack
    - The Police Officer Deployment Unit Station Mail

Support is available

The Agency offers a number of support services to all employees to ensure their health and wellbeing in the workplace. As a Manager or OIC, it is important you identify where workers will be impacted by the change and establish preventative measures to create a safe work environment.

- Workplace Relations will advise on Union Consultation when your area is undergoing position or structural changes. Contact Employee Relations for support 9260 7512.
- Union delegates may be required to support a larger number of members than usual during this process , and your support of this process is important.
- Disputes regarding the process will be considered by the HR Reform Implementation Team.
- Grievances will be managed through the standard internal grievance process and will be escalated to the HR Reform Implementation Team or Corporate Board as required.

Health & Welfare Services

Level 2, 226 Adelaide Terrace, Perth
Phone: **9260 7560**
Country Callers: **1800 013 313**
After hours emergency: **0409 119 056**

Employee Assistance Program (EAP)

Providing confidential 24/7 counselling service for WA Police employees and their immediate family members.
Phone: **1300 361 008**

Police Chaplaincy

Employees can access the services of a Police Chaplain at any time as they are on call 24/7.
Joe Newbold: **9301 9956** or **0429 991 744**
Keith Carmody: **9301 9958** or **0427 779 545**

Psychology Unit

The Psychology Unit is responsible for the psychological well-being of all WA Police employees (Police Officers and Staff).
Phone: **9260 7566** or visit the Psychology Unit intranet page

Workplace Relations Branch & Employee Relations Unit

For redeployment processes, contact Matt Davis **9260 7680**
For resolution process for grievance, equal opportunity and bullying complaints, contact the Employee Relations Unit **9260 7512**
Bully Complaints phone number is **9260 7638**

Portfolio HR Officers & Managers

The following representatives are available as a local point of contact within the Portfolios to assist staff with queries they may have and to act as liaison to the HR Reform Implementation Team.

Position	Portfolio	Contact Details
HR Coordinator	Intelligence & Communications	9223 3123
Executive Manager	Regional WA	9222 1674
Executive Officer	Professional Standards	9223 1078
Executive Manager	Traffic & Emergency Response / Judicial Services	9222 1956
Executive Officer	State Crime	9222 1268
Senior HR and Deployment Officer and Executive Manager	Metropolitan Regional Office	9222 1236 9222 1951
Manager, Business Services & Development	Professional Development	9301 9821
HR Manager	Business Technology	6229 5373
HR Projects & Executive Officer	HR, but also servicing Corporate Services	9260 7505

Processes

Notification Process

The implementation of the SDRM process falls into the category of "major change" and as such WA Police will be required to undertake a Notification of Change process.

Formal Notification of Change is required to commence once the Corporate Board approves implementation plans from each Subject Matter Area (SMA) and will be provided in two stages:

First Stage – Notification and Consultation

Once the Corporate Board has endorsed the implementation plan, all employees within impacted Subject Matter Areas (SMA) will be provided with formal notification by their SMA Manager and/or an HR representative, advising them that their area will be changing.

In addition, any redeployees or potential redeployees will be given the following information and guidance:

- The redeployment process
- Resume template

Second Stage – Final Structures and Changes

Once implementation of the approved changes are underway, Police Staff whose positions have been impacted will be provided formal notification of the specific changes that apply to them. A representative from the Human Resource Reform Implementation Team (HRRIT) will be available to support this process.

The Workforce Relations Branch will be available to employees and Managers to provide advice on any industrial relations, Equal Opportunity, dispute, grievance or discipline.

Selection Process

Though-out the SDRM process, you will be required to conduct various selection processes to fill vacancies within your business unit depending upon whether you are required to assess one redeployee for a vacancy or multiple redeployees for the same vacancy.

Once a vacancy has been identified within your business unit, the HRRIT will assess the work related requirements of the vacancy and the employee resumès to determine whether there are any redeployees at that classification who are a match for the role.

To assist you with conducting an assessment that complies with the Redeployment Standard, the following points define the selection processes you may be involved in:

Like to like transfer
- Once any changes in your structure have been confirmed, there will be a number of specific positions within your business unit that are either the same or extremely similar in the new structure.
- Based on a specific skill-set, you may choose to transfer a permanent employee from a position in the old structure to the similar permanent position in the new structure at the same classification.
- This action is considered to be a transfer and occurs outside of the redeployment process.

Vacancy with only one redeployee referral
- Where one redeployee is referred to you for consideration, you are required to consider the redeployee's suitability for the vacancy through a review of the PD, the redeployee's resume, and discussion with the redeployee's previous managers.
- You are required to provide a considered rationale in relation to the outcome of this selection process.
- You will need to complete a SDRM Police Staff Selection Report. The template is available on the SDRM portal.

Vacancy with multiple redeployee referrals
- If a number of redeployees are identified as having the appropriate skills and experience for the vacancy, you will be required to conduct an interview process with a representative for the HRRIT.
- You will be required to provide a considered rationale at the end of this process which clearly identifies the outcome and the order of merit.

Selection Process

Quarantined selection process
- When a number of generic positions are abolished in the one business area, an interview process is required to determine who will fill the remaining positions. In this instance a quarantined selection process is appropriate.

Example:
- 5 out of a total of 10 Officer positions within the Finance Branch are to be abolished.
- An open and transparent interview process must be conducted to identify who will occupy the remaining 5 permanent positions and who will be converted to redeployment status.
- As these roles are all generic, it is appropriate to quarantine the selection process to those 10 officers directly affected.

The following steps are required under the Public Sector Standards:
- Management will formally ask (in writing) all 10 employees whether they choose to remain in the Officer role.

Interest matches vacancies
- If interest matches the number of vacancies (i.e. only 5 employees nominate to remain in the role), those 5 employees will be transferred into the vacancies.
- The 5 employees who elected not to be considered will be given redeployment status referred to other suitable vacancies as per the redeployment process.

Interest exceeds vacancies
- If interest exceeds the 5 available positions (i.e. 8 employees nominate to remain in the role), an interview process quarantined to those 8 employees is required.
- The 5 successful applicants chosen via this process will be transferred into the 5 remaining vacancies.
- The employees who were unsuccessful will be given redeployment status and referred to other suitable vacancies as per the redeployment process.

Interest is less than vacancies
- If interest is less than the number of vacancies (i.e. only 2 of the 10 Officers nominate to remain in the role), these 2 employees will be transferred immediately.
- As it is inappropriate for 3 positions to remain vacant when there are 7 other Agency employees with the appropriate skill-set, management will need to determine which 3 employees from the remaining 8 are to be transferred into the 3 vacant positions.

Selection Process

- Whilst an involuntary transfer is a real possibility, any decision to transfer an employee in this manner must include consideration of the employee's interests prior to a decision being made.
- It is important to consider these interests in order to avoid creating unreasonable or unnecessary hardship for the employee.
- If there are other identified redeployees within the Agency who are capable and who would like to undertake the Officer role, these employees may be considered by management as an alternative option prior to actioning any involuntary transfers.

Vacancy filled by EOI

- If it is established that there are no WA Police redeployees with the appropriate skill-set for your vacant position, the vacancy may be offered via an internal EOI to permanent WA Police employees substantively classified at that level. The selection process for this is as per the standard WA Police EOI process (in accordance with the Recruitment and Selection Policy HR-23).
- The position vacated by the successful applicant will then be subject to the SDRM redeployment process.

Vacancy cleared to be advertised

- If it is established that there are no WA Police redeployees with the appropriate skill-set for your vacant position, the vacancy can be advertised (subject to approval from the Executive Director). The selection process for advertised vacancies is in accordance with the standard Recruitment and Selection Policy - HR-23.

Conducting interviews for positions

In order to ensure an equitable process, you will be required to conduct interviews as part of the selection process. Detailed interview guidelines can be found in the SDRM Redeployment and Selection Guide for Managers.

Important points to remember when conducting interviews:
- Ensure an HR representative is present for all interviews.
- Make the employee feels as relaxed as possible.
- Make sure your questions are open-ended and based on the capabilities you need in the role.
- Ask each person the same open questions to ensure a fair and consistent approach is taken for all referred redeployees.
- We are looking for ways to employ not reject candidates.

Curriculum Vitae (CV)

Each redeployee will be asked to provide a copy of a recent CV to enable HR to understand their skills, capabilities and experience and identify the most appropriate potential redeployee for roles.

There is no requirement for redeployees to seek professional assistance to create their CV and a CV template will be accessible to staff. As a Manager, you may be in a position to provide valuable advice on how to formulate a CV based upon your experience and your knowledge of their individual skill-set.

When reviewing CVs, remember to focus on the content not the layout.

Guidelines for Written Rationale

At the end of each interview process, you are required to provide written rationale for each interviewee. A Police Staff SDRM Employee Selection Report template will be provided by the Human Resource Reform Implementation Team which you will be required to complete and return.

If an interviewee is unsuccessful, your rationale must clearly justify the reasons for your decision.

If there is insufficient justification or where a proper assessment does not appear to have been conducted, the HR Reform Implementation Team will attempt to negotiate a reasonable outcome following an assessment of all the written rationale.

If agreement cannot be reached, the dispute will be referred to the SDRM Workforce Implementation Committee (chaired by the Director Human Resources). This panel will make a recommendation based upon the facts for the endorsement of the Deputy Commissioner Reform.

Redeployment Process

Police Staff will be redeployed following the process identified on Page 18, Police Officers will be redeployed following the process on Page 20.

Trial periods for placed redeployees

Where there are doubts concerning a redeployee's immediate suitability for a position, they will be required to undertake a 6 month trial period.

Redeployees must be managed in accordance with WAPOL's Performance Management guidelines during the trial period.

Training and development for redeployees

Redeployees will not be referred to roles where it is unlikely that they could undertake all of the work related requirements within 6 months.

Where there is a clearly identified skill deficiency or where a redeployee's skills in a certain area are a little 'rusty' then there is the ability to look at short courses to help them 'up-skill'. The need to provide specific training will be assessed and approved by the HR Reform Implementation Team and approved training will be funded centrally.

It is not the intention of the WA Police that training be provided for the purpose of gaining specific qualifications or as a means of facilitating a career change.

External registration for redeployment

Where suitable placement opportunities do not exist within the WA Police (e.g. their skill-set is unique, no longer available within the agency or where there is little likelihood of placement based upon a lack of available opportunities etc.), redeployees may be encouraged to consider becoming a registered employee.

The benefit of being a registered employee is that they can be referred to vacancies within other Public Sector Agencies that are a match for their individual skills and experience.

Funding of New Positions

The creation of new positions as approved through SDRM will be subject to normal HR processes where business areas liaise with HRRIT for ratification of position classification. No positions may be filled until the funding has been released from the Benefits Realisation Bank.

Checklist & Glossary

Checklist for actions

Panels 1-3

❑ Hold team meeting with current direct reports to discuss the process and how outcomes will be cascaded.

❑ Hold team meeting to provide update on Panel 1 outcomes.

❑ Hold team meeting to provide update on Panel 2 outcomes.

❑ Hold team meeting to provide update on Panel 3 outcomes.

Post Implementation Plan Endorsement

❑ Liaise with the Human Resource Reform Implementation Team to understand the selection process required for your team.

❑ Liaise with the Human Resource Reform Implementation Team to advise of direct reports that have been identified as a 'redeployee'.

❑ Ensure all team members have someone accountable for communicating their outcome to them (including those absent on leave). Contact Professional Services or HRRIT for further guidance if required.

❑ Confirm individual outcome to current direct reports.

❑ Communicate future structure to direct reports.

❑ Agree actions with current direct reports on next steps.

Ongoing

❑ Hold a team meeting to communicate the panel recommendations and share how the business area will look in the future.

❑ Begin communicating with remaining team members.

❑ Communicate with "other staff" where relevant.

❑ Communicate updates to team on implementation progress.

Glossary

CV – Curriculum Vitae.

HRRIT – Human Resource Reform Implementation Team. The HRRIT has been formed to specifically deal with the people processes of the SDRM Program and the wider Frontline 2020 reform.

Phases – Subject matter areas (SMA) - predominately business units will be allocated into one of three phases, in which they front three panels.

Panels – There are three panels conducted in each phase with panel 1 focusing on service definitions and resource attributions, panel 2 focusing on the three 'levers' of volume, method and service level change and panel three focusing on further evaluation and substantiation of proposals from panel 2.

SDRM – Services Definition and Resource Model.

SDRM Support Team – in addition to the Review managers, members of the SDRM Support Team are responsible for the maintenance of the SDRM templates, uploading baseline data, the service and activity dictionary and preparing documentation for the Review Panels.

SMA – Subject Matter Area.