Positions and Recruitment Workshop

Frontline Leadership Model

26 October 2023

![NSW Ambulance logo]

Acknowledgment of country

NSW Ambulance acknowledges elders past and present as well as Aboriginal and Torres Strait Islander people as the traditional custodians of our land.

The aim of this workshop is to finalise consultation on the design of the model.

Ongoing consultation will continue throughout planning for implementation.

NSW Ambulance

Today's agenda

- Objectives of the Model
- Consultation
- Summary of Feedback
- Positions & Locations
- Role Descriptions
- Rosters
- Groups
- Recruitment
- Next Steps

Objectives of the Model

Why We're Doing This

Background

A review of the current frontline leadership model was commissioned in August 2022, to evaluate its' effectiveness in supporting the delivery of SWIFT outcomes.

This review highlighted the need for greater role clarity and capacity for frontline leaders to undertake their leadership role.

As a result, NSW Ambulance has committed to implementing a new Frontline Leadership Model.

The Frontline Leadership Model aims to create long-term value by:

- Enhance the frontline leadership networks that support our growing workforce
- Uplift the capability of existing and new managers to support the delivery of high-quality patient care
- Introduce 24/7 on-duty management coverage across NSW
- Enhance command and control capability
- Build high-performing teams to improve patient experiences

- Strengthen clinical governance and renew focus on clinical leadership
- Provide role clarity to frontline leaders
- Implement a new rapid response tier to improve response times
- Pioneer a new onboarding and training program for frontline leaders
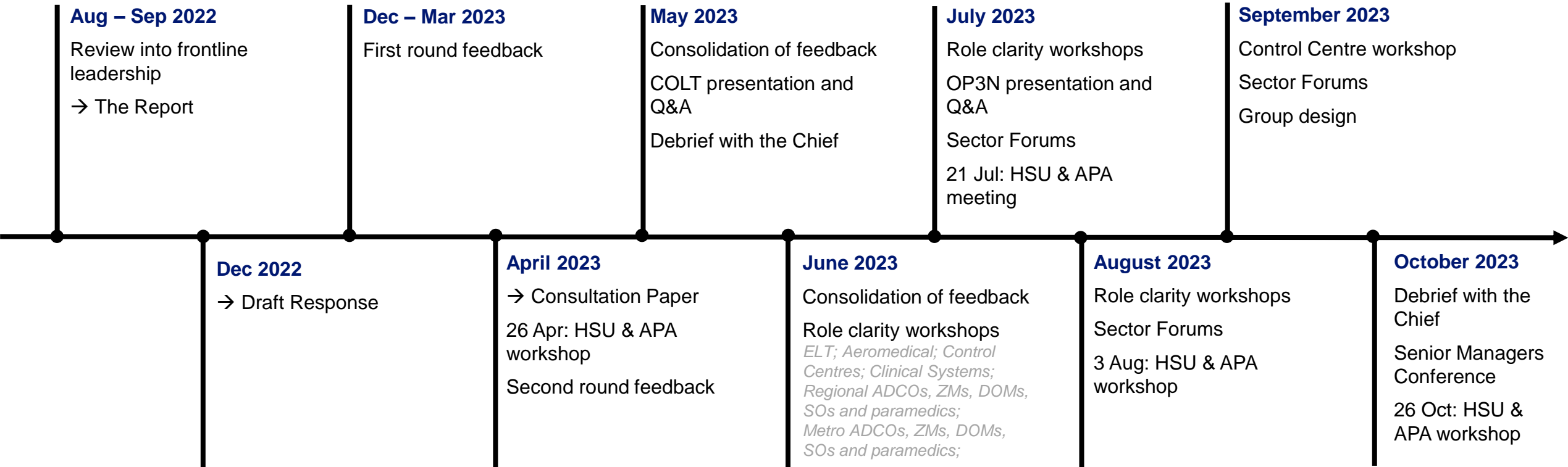- Provide career progression and training opportunities

Consultation

Engagement to date

Aug – Sep 2022

Review into frontline leadership

→ The Report

Dec 2022

→ Draft Response

Dec – Mar 2023

First round feedback

April 2023

→ Consultation Paper

26 Apr: HSU & APA workshop

Second round feedback

May 2023

Consolidation of feedback

COLT presentation and Q&A

Debrief with the Chief

June 2023

Consolidation of feedback

Role clarity workshops

ELT; Aeromedical; Control Centres; Clinical Systems; Regional ADCOs, ZMs, DOMs, SOs and paramedics; Metro ADCOs, ZMs, DOMs, SOs and paramedics;

July 2023

Role clarity workshops

OP3N presentation and Q&A

Sector Forums

21 Jul: HSU & APA meeting

August 2023

Role clarity workshops

Sector Forums

3 Aug: HSU & APA workshop

September 2023

Control Centre workshop

Sector Forums

Group design

October 2023

Debrief with the Chief

Senior Managers Conference

26 Oct: HSU & APA workshop

Summary of Feedback

You Said, We Did

- Secured funding for additional positions
  - One additional Group Manager based from Broken Hill
  - 44 additional Clinical Manager positions
    - 19 additional Clinical Managers in Metropolitan Ops
    - 17 additional Clinical Managers in Regional Ops
    - 8 additional Clinical Manager positions to be profiled

- Senior Clinical Manager roster changed

- Implementation Zone-by-Zone
  - Eliminates CTL in-band reporting
  - Allows evaluation of the implementation process throughout the journey

- Published FAQs on the intranet in response to feedback

Positions & Locations

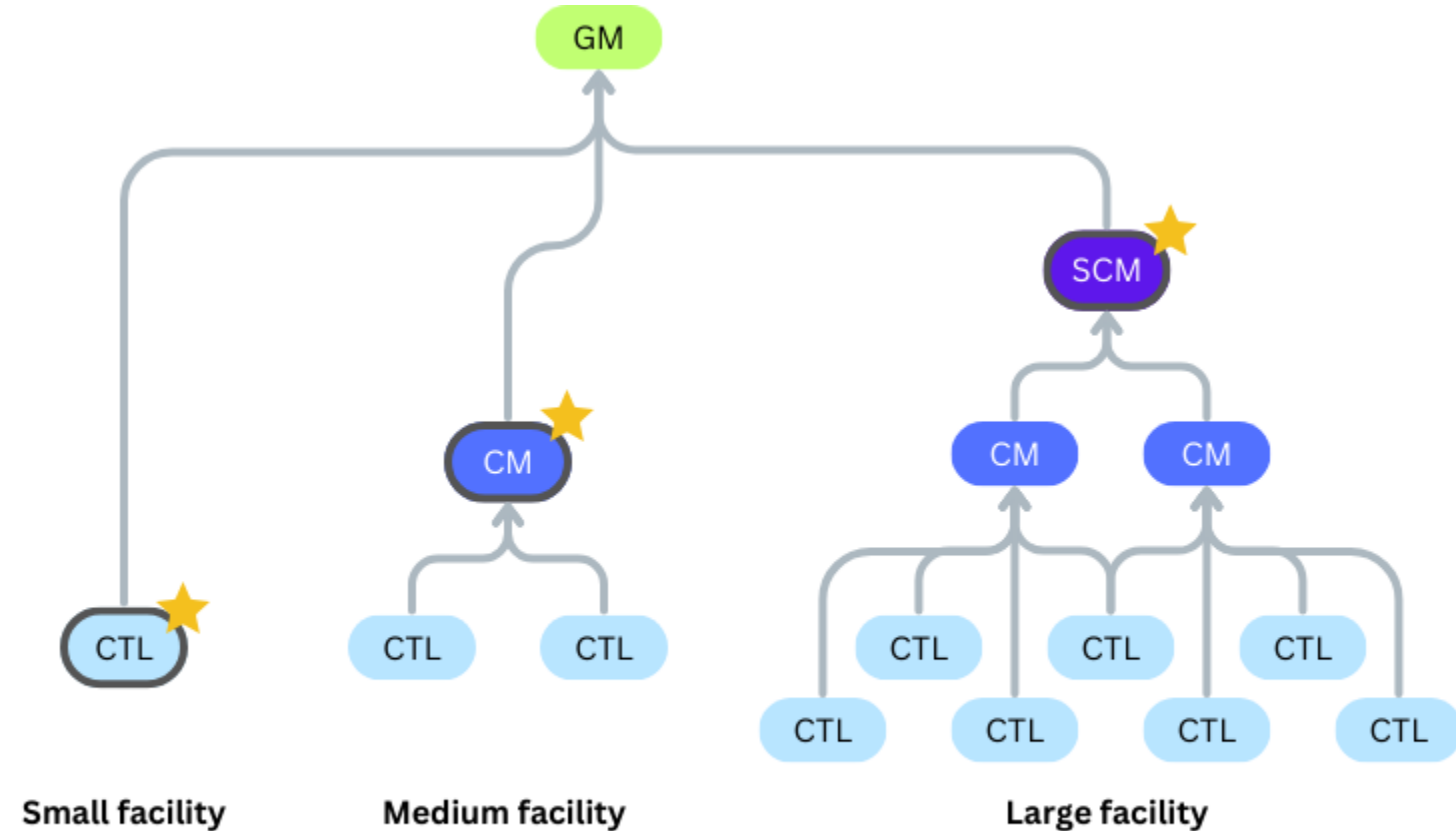![NSW Ambulance logo] **NSW** Ambulance

Frontline Leadership Model on a page

Four new roles:

- Group Manager
- Senior Clinical Manager
- Clinical Manager
- Clinical Team Leader

⭐ = Officer In Charge (OIC) of a facility

Group Manager and Senior Clinical Manager locations

Group Manager

- Each Zone receives 5 Group Managers and 2 relief Group Managers
- Broken Hill will receive an additional Group Manager in response to feedback about Regional Operations
  - Total of 6 Group Managers and 2 relief Group Managers

Senior Clinical Manager

- Total of 12 positions across NSW

Zone	Stations		Total (SCM)
North Sydney	Artarmon		1
Western Sydney	Northmead	Blacktown	2
Nepean Blue Mountains	Penrith		1
South West Sydney Zone 1	Liverpool		1
South West Sydney Zone 2	Bankstown		1
Sydney	Haberfield	Sydney Central	2
South East Sydney	Kogarah Caringbah	Randwick	3
Hunter Zone 1	Hamilton		1

Clinical Manager – Metropolitan Locations

Initially 61 positions announced in the April Consultation Paper. An additional 44 CMs are now being added for a total of 105 CM positions.

97 of these positions have been mapped to current workforce state, with 8 still to be determined pending SWIFT 2.0 enhancements.

As additional SWIFT 2.0 enhancements are rolled out, there will be scope for additional CMs and CTLs.

Zone	Stations		Total (CM)
North Sydney	Artarmon	Ryde	7
	Artarmon	Balgowlah	
	St Ives	Wahroonga	
	Narrabeen		
Central Coast	Point Clare	Hamlyn Terrace	11
	Bateau Bay	Morisset	
	Terrigal	Toukley	
	Woy Woy	Kincumber	
	Berkley Vale	Lisarow	
	Doyalson		
Western Sydney	Northmead	Riverstone	7
	Northmead	Cherrybrook	
	Blacktown	Castle Hill	
	Blacktown		
Nepean Blue Mountains	Penrith	Tregear	5
	Penrith	Richmond	
	Colyton		
South West Zone 1	Liverpool	Camden	6
	Liverpool	Picton	
	Bowral	Narellan	
South West Zone 2	Campbelltown	Macquarie Fields	6
	Bankstown	Raby	
	Bankstown	Fairfield	
Sydney	SAC	Campsie	7
	Paddington	Concord	
	Haberfield	Sydney Central	
	Haberfield		
South East Sydney	Kogarah	Caringbah	4
	Kogarah	Randwick	

Clinical Manager – Regional Locations

Initially 61 positions announced in the April Consultation Paper. An additional 44 CMs are now being added for a total of 105 CM positions.

97 of these positions have been mapped to current workforce state, with 8 still to be determined pending SWIFT 2.0 enhancements.

As additional SWIFT 2.0 enhancements are rolled out, there will be scope for additional CMs and CTLs.

Zone	Stations		Total (CM)
Hunter Zone 1	Hamilton	Cardiff South	10
	Hamilton	Toronto	
	Belmont	Nelson Bay	
	Birmingham Gardens	Medowie	
	Gateshead	Swansea	
Hunter Zone 2	Rutherford	Cessnock	3
	Singleton		
New England	Tamworth	Armidale	2
Mid North Coast	Coffs Harbour	Tuncurry	5
	Port Macquarie	Kempsey	
	Taree		
Northern Rivers	Tweed Heads	Grafton	5
	Lismore	Byron Bay	
	Ballina		
Illawarra	Wollongong West	Bulli	7
	Oak Flats	Dapto	
	Bomaderry	Fairy Meadow	
	Warilla		
Murrumbidgee	Albury	Griffith	3
	Wagga Wagga		
Southern	Queanbeyan	Bega	3
	Goulburn		
Central West Zone 1	Orange	Lithgow	4
	Bathurst	Cowra	
Central West Zone 2	Dubbo	Broken Hill	2

Clinical Team Leaders

All SOs will map to their location as a CTL.

For stations that have 2 SOs that have been determined to require 1 CTL and 1 CM under FLM:

- If one SO is successful in gaining a CM position through merit (at that station or elsewhere), their SO position ceases to exist and will not be re-appointed as a CTL.

- If both of the SOs does not obtain a promotional position or move at-level, both people will maintain their location against the one CTL position until natural attrition, promotion, retirement or PIT occurs.

Role Descriptions

Primary Purpose of Frontline Leadership Roles

Group Manager

- Responsible for managing a group of facilities
- Provide ongoing guidance and leadership to OICs
- Maintain operational oversight of the Zone during their shift
- Respond to major or complex incidents for purpose of command and control
- Drive clinical excellence and quality improvement initiatives

Senior Clinical Manager

- OIC of large facilities
- Provide leadership and guidance to CMs and CTLs
- Improve delivery of patient care through mentoring, quality assurance, analysing trends and working with other stakeholders
- Empower leadership team to support frontline staff
- Rapid responder to incidents

Clinical Manager

- OIC of medium facilities
- Located at medium and large facilities
- Focus on clinical governance, clinical improvement initiatives and patient safety
- Provide guidance and leadership to CTLs
- Provide mentoring, support and clinical leadership to frontline staff
- Rapid responder to incidents

Clinical Team Leader

- OIC of small facilities
- Located at small, medium and large facilities
- Works on dual-crewed ambulance
- First point of contact for all staff
- Provide leadership, mentoring and support for staff
- Manage station duties/portfolio of responsibilities

Role Descriptions

Please refer to the Role Descriptions for each position included in your agenda papers.

Background on the process

- Role clarity workshops held with multiple stakeholder groups
- Information used to develop finalised Role Descriptions
- Role Descriptions consulted with internal focus group
- Role Descriptions now being consulted with unions and associations prior to final approval

Role Description
Group Manager

Cluster	Health
Agency	NSW Ambulance
Division/Branch/Unit	Clinical Operations
Role number	Various
Classification/Grade/Band	District Manager
Role Type	Operational
Date of Approval	TBC
Agency Website	www.ambulance.nsw.gov.au

Primary purpose of the role

The Group Manager is responsible for the governance and oversight of the performance of a facility or group of facilities within a Zone. The Group Manager is responsible for setting a culture of clinical excellence and provides operational and clinical leadership for a Zone.

The Group Manager provides support and leadership to Officers in Charge (OIC) during operational shifts. Beyond OICs, they are not the direct supervisor of individual staff at any given location.

The Group Manager holds a deep understanding and experience of incident management. The Group Manager is not a rapid responder resource.

Key Accountabilities

- Respond to and provide clinical and operational leadership and emergency management expertise to major or complex multi-agency incidents, or incidents assessed as requiring the attendance of a Group Manager.
- Liaise with business units to achieve organisational strategic objectives and participate in intra-organisational forums to provide expert guidance on issues of service-wide implications, for example policies and work instruction changes.
- Exercise approved delegations concerning financial, human and physical resources relating to their designated Group, and liaise with the Zone Manager, direct reports and others (e.g. Senior Control Centre Officer) on a shift-by-shift basis, to ensure the delivery of high-quality ambulance services to the community.

Rosters

Rostering Principles

The rosters for FLM aim to:

1. Achieve 24/7 on-duty Group Manager coverage for each Zone

2. Achieve where possible cross-over of the Group Manager with their OICs

3. Achieve where possible cross-over of OICs with their direct reports

4. Ensure a spread of managers across a Zone throughout a roster period

5. Increase staff access to their OIC or leadership team

Group Manager

The Group Manager will work a 4x5 DDNN roster, based from the Zone office.
GMs must be rostered to any 5 consecutive lines.

This roster achieves the following objectives

- Shift commander on-duty in every Zone
- 24/7 management coverage in every Zone
- Operational oversight of the Zone
- Cross-over with business hours of other business units
- Ability to provide 24/7 Command and Control support for major incidents

Existing substantive DOMs in regional areas may continue working from their current work location until promotion or natural attrition occurs. All newly appointed positions are proposed to be based out of the Zone office.

Proposed GM roster: 4x5 DDNN							
	SAT	SUN	MON	TUE	WED	THUR	FRI
1	0645 1900	0700 1900	1845 0700	1845 0700			
hours	12.25	12	12.25	12.25			
2			0645 1900	0645 1900	1845 0700	1845 0700	
hours			12.25	12.25	12.25	12.25	
3					0645 1900	0645 1900	1845 0700
hours					12.25	12.25	12.25
4	1845 0700						0645 1900
hours	12.25						12.25
5	0645 1900	1900 0700	1845 0700				
hours	12.25	12	12.25				
6		0700 1900	0645 1900	1845 0700	1845 0700		
hours		12	12.25	12.25	12.25		
7				0645 1900	0645 1900	1845 0700	1845 0700
hours				12.25	12.25	12.25	12.25
8						0645 1900	0645 1900
hours						12.25	12.25
9	1845 0700	1900 0700					
hours	12.25	12					
					Total		342
					Weekly average		38

For clarification: This table demonstrates 24/7 coverage achieved across a Zone by filling 5 consecutive lines of a standard 9-line roster. Each GM will work through the 9-lines in the above 4x5 DDNN roster.

Proposed GM roster: 4x5 DDNN							
Line	SAT	SUN	MON	TUE	WED	THUR	FRI
1	D	D	N	N			
2			D	D	N	N	
3					D	D	N
4	N						D
5	D	N	N				
Day outputs	2	1	1	1	1	1	1
Night outputs	1	1	2	1	1	1	1

Relief Group Manager

Relief GMs may be used to cover periods of AL, LSL, education or other planned absences. They may also cover long-term secondments.

When not covering a planned absence
- Rostered to line 6/7
  - Shares additional support across 2 positions

When covering a planned absence
- Rostered to same line as absence
  - Will mirror that GM for the remainder of the roster

Where there are multiple GMs taking leave in the same 9-week roster period
- Managed locally to ensure rostered hours balance
- Achieves 24/7 GM coverage

	Roster 1									Roster 2									Roster 3								
	Block 1			Block 2			Block 3			Block 4			Block 5			Block 6			Block 7			Block 8			Block 9		
	Week 1	Week 2	Week 3	Week 1	Week 2	Week 3	Week 1	Week 2	Week 3	Week 1	Week 2	Week 3	Week 1	Week 2	Week 3	Week 1	Week 2	Week 3	Week 1	Week 2	Week 3	Week 1	Week 2	Week 3	Week 1	Week 2	Week 3
GM1	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
GM2	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	1
GM3	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	1	2
GM4	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	1	2	3
GM5	5	6	7	8	9	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	1	2	3	4
RGM1	6	7	8	9	1	2	3	4	5	5	6	7	8	9	1	2	3	4	1	2	3	4	5	6	7	8	9
RGM2	4	5	6	7	8	9	1	2	3	3	4	5	6	7	8	9	1	2	6	7	8	9	1	2	3	4	5

Index

(red)	AL block
(blue)	Change of lines
Red	Covering an absence

Senior Clinical Manager

SCM roster has changed based on feedback.

SCM will work 4x4 DDDD roster.

This roster achieves the following objectives

- Cross-over with direct reports
- Cross-over with shift changeover times for staff
- Cross-over with business hours of other business units
- Rotates through staff at a facility
- Rostered during peak workload

Allows cross-over with shift changeover

Proposed SCM roster: 4x4 DDDD							
	SAT	SUN	MON	TUE	WED	THUR	FRI
1	0630	0630	0830	0830			
	1730	1630	1930	1930			
hours	11	10	11	11			
2		0630	0630	0830	0830		
		1630	1730	1930	1930		
hours		10	11	11	11		
3			0630	0630	0830	0830	
			1730	1730	1930	1930	
hours			11	11	11	11	
4				0630	0630	0830	0830
				1730	1730	1930	1930
hours				11	11	11	11
5					0630	0630	0830
					1730	1730	1930
hours					11	11	11
6	0830					0630	0630
	1930					1730	1730
hours	11					11	11
7	0830	0930					0630
	1930	1930					1730
hours	11	10					11
8	0630	0930	0830				
	1730	1930	1930				
hours	11	10	11				
					Total		304
					Weekly average		38

Clinical Manager

CM will work 4x4 DDAA roster.

This roster achieves the following objectives

- Cross-over with direct reports
- Cross-over with shift changeover times for staff
- Cross-over with business hours of other business units
- Rotates through staff at a facility
- Rostered during peak workload

		SAT	SUN	MON	TUE	WED	THUR	FRI
		Proposed CM roster: 4x4 DDAA						
1		0700	0700	1100	1100			
		1800	1700	2200	2200			
hours		11	10	11	11			
2			0700	0700	1100	1100		
			1700	1800	2200	2200		
hours			10	11	11	11		
3				0700	0700	1100	1100	
				1800	1800	2200	2200	
hours				11	11	11	11	
4					0700	0700	1100	1100
					1800	1800	2200	2200
hours					11	11	11	11
5						0700	0700	1100
						1800	1800	2200
hours						11	11	11
6		1100					0700	0700
		2200					1800	1800
hours		11					11	11
7		1100	1100					0700
		2200	2100					1800
hours		11	10					11
8		0700	1100	1100				
		1800	2100	2200				
hours		11	10	11				
						Total		304
						Weekly average		38

Rostering SCMs and CMs at a large station

SCM roster must be overlaid on the CM roster to achieve cross over with direct reports.

Example 3-week period of management rosters at a large station:

	SAT	SUN	MON	TUE	WED	THUR	FRI	SAT	SUN	MON	TUE	WED	THUR	FRI	SAT	SUN	MON	TUE	WED	THUR	FRI
SCM	D	D	D	D					D	D	D	D					D	D	D	D	
CM 1	A	A					D	D	A	A					D	D	A	A			
CM 2			D	D	A	A				D	D	A	A						D	D	A
CTL 1	D	D	N	N				D	D	N	N								D	D	N
CTL 2			D	D	N	N				D	D	N	N								D
CTL 3					D	D	N	N							D	D	N	N			

Rostering GM and OICs in regional areas

GM roster must be overlaid over the OIC rosters to achieve cross over with direct reports.

Example 3-week period of management rosters within a Group:

	SAT	SUN	MON	TUE	WED	THUR	FRI	SAT	SUN	MON	TUE	WED	THUR	FRI	SAT	SUN	MON	TUE	WED	THUR	FRI
GM	D	D	N	N						D	D	N	N						D	D	N
Coffs CM (OIC)		D	D	A	A					D	D	A	A					D	D	A	A
Coffs CTL				D	D	N	N					D	D	N	N						
Coffs CTL	N	N						D	D	N	N						D	D	N	N	
Sawtell CTL (OIC)		D	D	N	N					D	D	N	N						D	D	
Woolgoolga CTL (OIC)	D	N	N					D	D	N	N						D	D	N	N	

Groups

Groups

Background on process

- Proposed Groups published in April Consultation paper
- ADCOs and ZMs contacted to request input and feedback on Groups

Groups

Transitional arrangements are required to support recruitment activity

- Feedback received from Sectors has been considered
- Stations are grouped according to OICs and geographical spread for current state
- Groups **will** change as additional workforce enhancements come onboard and further efficiencies are realised during implementation

Group Manager span of control:

- Ongoing management of OICs
- Total number of staff rostered on any one shift across a Zone

	Orange	Red	Yellow	Green	Blue
Sydney	Haberfield	Concord Drummoyne	Campsie Bondi	Paddington	Sydney Central SAC
South East Sydney	Caringbah	Kogarah	Randwick	Menai Engadine Bundeena	Mascot Maroubra
North Sydney	Avalon Mona Vale Narrabeen	Artarmon	Balgowlah Belrose	St Ives	Ryde Wahroonga
Central Coast	Bateau Bay Lisarow Berkley Vale	Woy Woy Terrigal Kincumber	Point Clare Hawkesbury River Berowra	Hamlyn Terrace Wyong Toukley	Doyalson Morisset
Western Sydney	Blacktown	Castle Hill	Northmead	Riverstone	Cherrybrook
Nepean Blue Mountains	Richmond	Penrith	Warragamba	Katoomba Springwood	Tregear Colyton
South West Sydney Zone 1	Bowral	Liverpool	Picton	Camden	Narellan
South West Sydney Zone 2	Campbelltown	Bankstown	Macquarie Fields	Raby	Fairfield

Groups

Transitional arrangements are required to support recruitment activity

- Feedback received from Sectors has been considered
- Stations are grouped according to OICs and geographical spread for current state
- Groups **will** change as additional workforce enhancements come onboard and further efficiencies are realised during implementation

Group Manager span of control:

- Ongoing management of OICs
- Total number of staff rostered on any one shift across a Zone

	Orange	Red	Yellow	Green	Blue
Hunter Zone 1	Hamilton Stockton	Cardiff South Edgeworth Birmingham Gardens	Toronto Boolaroo	Nelson Bay Tanilba Bay Medowie	Gateshead Belmont Swansea
Hunter Zone 2	Rutherford Singleton Branxton	Beresfield Cessnock Kurri Kurri	Muswellbrook Scone Merriwa Murrurundi	Gloucester Dungog Stroud	Raymond Terrace Tea Gardens Bulahdelah
New England Zone	Manilla Barraba Bingara Walcha	Ashford Moree Inverell Warialda Mungindi	Wee Waa Narrabri Gunnedah Boggabri	Guyra Glen Innes Tenterfield Armidale	Tamworth Tamworth South Quirindi
Mid North Coast	Port Macquarie Laurieton Lake Cathie	Taree Tuncurry Forster Old Bar	Macksville Nambucca Heads Urunga Bellingen Dorrigo	Coffs Harbour Sawtell Woolgoolga	Wauchope Kempsey South West Rocks
Northern Rivers	Byron Bay Mullumbimby Pottsville	Murwillumbah Tweed Heads Kingscliff	Lismore Evans Head Ballina	Casino Kyogle Bonalbo Urbenville	Maclean Grafton Yamba Iluka
Illawarra	Wollongong West Unanderra Warrawong	Bulli Helensburgh Fairy Meadow	Oak Flats Dapto Warilla	Kiama Bomaderry Berry Culburra Kangaroo Valley	Ulladulla Bay & Basin Sussex Inlet Huskisson
Murrumbidgee	Griffith Leeton Hay Coleambally Naranderra Hillston	Deniliquin Finley Barham Berrigan Jerilderie Balranald	Albury Corowa Lockhart	Tumut Gundagai Tumbarumba Batlow Holbrook	Wagga Wagga Junee Coolamon
Southern	Goulburn Yass Crookwell Boorowa Harden	Cooma Jindabyne Perisher Bombala Quenbeyan	Cootamundra Temora Young West Wyalong Ardlethan	Batemans Bay Braidwood Bungendore Moruya	Narooma Bermagui Bega Merimbula Eden
Central West Zone 1	Mudgee Coolah Gulgong Dunedoo	Rylstone Lithgow Oberon	Bathurst Molong Orange	Blayney Cowra Grenfell Canowindra	Forbes Lake Cargelligo Condobolin Peak Hill Parkes
Central West Zone 2	Warren Nyngan Narromine Tottenham	Coonamble Baradine Coonabarabran Gilgandra	Lightning Ridge Collarenebri Walgett	Cobar Bourke Brewarrina	Dubbo Wellington
	Purple Broken Hill Wentworth				

Recruitment

Recruitment

Overarching principles behind the recruitment process:

- Development of a fair and transparent process to map existing DOMs to new roles
- Development of a merit-based recruitment process to ensure the best candidates are appointed to promotional positions
- Incorporate clinical specialisation as desirable experience in the recruitment process, to support the provision of high-quality clinical leadership and supervision to frontline staff

Summary of the process:

Stage 1: Direct Appointment
- Substantive DOMs map to GM or SCM positions

Stage 2: Mobility
- GMs given opportunity to change Zones

Stage 3: Promotion
- Assessment Centre for remaining GM and SCM vacancies, and all CM positions

Stage 4: Clinical Team Leaders
- Assessment Centre for new Clinical Team Leader positions

Recruitment Plan in 10 Steps

Step One
Formal EOI released to substantive DOMs with preferencing to roles in Zones

Step Two
Direct appointment of uncontested positions

Step Three
Interview process for contested position. Ranked Elist created.

Step Four
Appointment of contested and uncontested positions. Unsuccessful applicants will be appointed in their Zone

Step Five
Remaining vacancies identified and mobility EOI extended

Step Six
Interview process for contested vacancies if hadn't been interviewed in step 3

Step Seven
Vacated positions from step 6 filled through Elist and preferences

Step Eight
Promotional Assessment Centre for Group Manager Senior Clinical Manager and Clinical Manager commences

Step Nine
Interviews conducted and Elist created.

Step Ten
EOI and Promotional Assessment Centre for Clinical Team Leaders commences

NSW Ambulance

FLM Positions and Recruitment Consultation
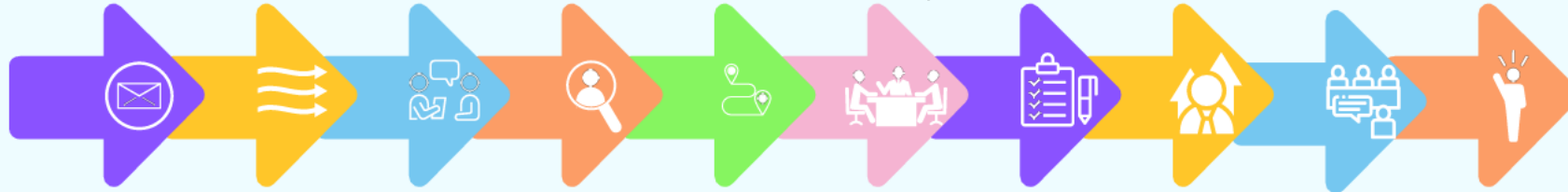
Recruitment Key Points for Stage 1

Key points for Stage 1:

- All substantive DOMs will be mapped to either a GM or SCM position based on preferences

- Substantive DOMs have been assigned against a location according to information in Stafflink which has been cross-checked with Sectors

- The recruitment process is a transparent process to map staff to their new roles

- GMs will be appointed to a *Zone*, but delegated a group of stations to manage

- DOMs will get priority within their group of stations for a GM or SCM position, then priority within their Zone prior to mobility

- The first preference for a group from outside the group will be equal in priority to a second preference within a group

Next Steps

NSW Ambulance

Consultation and Next Steps: an indicative timeline

Consultation
Feedback due by 9 Nov 2023

Please share your feedback on the proposed model and Role Descriptions via the IR team

Transition
Nov 2023 – May 2024

Transition period will be over of six months

Recruitment activities to commence after determination

Training and onboarding intended to occur Zone by Zone

Determination
16 Nov 2023

Unions and employees will be advised once a final decision has been reached

Briefing session to brief unions of determination, including how feedback is addressed

Go Live
Mid-late 2024

Go Live to occur Zone by Zone once onboarding program complete for that Zone