

Checklist

Four stages of consultation

Change: <Insert change title>

Date: <Insert date>

The guide is provided to help managers, leaders and employees lead sustainable and productive change. Where an Agency proposes changes in work arrangements and practices that are likely to impact employees, the Agency is to consult with the relevant employees who may be affected by the proposed changes and the relevant union/s prior to a final decision being made to implement that change. The *Tasmanian State Service Award* (or other relevant award) should be your principle reference point.

Stage 1: Formulation of ideas

Suggestions	Y/N
Inform Unions of budget impacts and identify structural changes under consideration.	
Advise employees of the budget impact.	
Develop a <u>Communication Plan</u> and <u>Employee Consultation Plan</u> for Stage 2.	
Determine whether consultation is to occur at this stage.	
Continue flow of available information to employees at an agency level and particularly targeting impacted employees.	
Individual managers (may be supported by HR representative) meet with their staff regularly to provide up-to-date information.	
Develop a draft organisational chart with positions and levels.	
Further options	Y/N
Utilise existing agency or employee consultation groups for flow of information and develop an agreed change management framework.	
Meeting with Unions to give an overall outline of the proposed changes if many areas are impacted.	

Stage 2: Consultation on the proposal

Suggestions	Y/N
<u>Communication Plan</u> and an <u>Employee Consultation Plan</u> developed and implemented.	
A draft organisational chart is circulated to employees with an explanation of the change.	
The draft organisational chart is circulated to Unions with clearance by employees.	
Employees directly or indirectly impacted are given opportunity to ask questions and to provide input.	
There is adequate time for staff, directly and indirectly impacted by the change, to ask questions and to provide feedback and input.	
Provide information to employees and representatives on the scope of the consultation; non-negotiables; how and when decisions will be made; and process for implementation.	
Details are provided on the process to implement the change.	
The scope of the consultation/timeframes are identified, meetings scheduled with employees and representatives.	
Employees are advised of support available to them and other relevant documentation.	

Stage 2: Consultation on the proposal (continued)

Further options	Y/N
Develop a Question & Answer sheet.	
Form a reference group of the key staff/experts which may involve union representation.	
Provide forums for feedback.	

Stage 3: Considering responses and providing feedback

Suggestions	Y/N
Feedback is collated in a format for easy consideration.	
Feedback is properly considered against business, budget and Government requirements and clarification is obtained as necessary.	
The proposal may be amended after due consideration is given to the feedback.	
The response to the feedback and any amendments are made available to everyone who was involved in the consultation process.	
Further options	Y/N
Prepare a Response Paper summarising the feedback received and the Agency's response to the feedback.	
Hold information sessions for staff to present the feedback and discuss how the feedback is being considered.	
Involve the reference group in assessing the feedback.	

Stage 4: Making a decision and implementing it

Suggestions	Y/N
Make a decision and circulate to employees and unions.	
Resources (financial and human) are available for successful implementation.	
Dates and process established for evaluation and review.	
Identify employee support mechanisms.	
Further options	Y/N
Establish a committee, or use existing internal approval arrangements, to oversee progress implementation.	
Have regular intranet or circular updates on progress.	
Incorporate face-to-face sessions as required.	
Set clear milestones and evaluate progress at each one.	
Incorporate employee feedback in the evaluation process.	