



Australian Government
Australian Public Service Commission

The **career** transition
and **support**
centre



Introducing the Career Transition and Support Centre (CTSC)



Message from the Public Service Commissioner

The Government has established a Career Transition and Support Centre within the Australian Public Service Commission, to assist with the redeployment of excess and potentially excess staff and to provide advice to agencies on redeployment and recruitment matters.

The centre will provide tailored and structured services to agencies and public servants, and will work collaboratively across the APS to identify opportunities for staff redeployment. It will also work with agencies to provide best practice advice on the application and implementation of the Redeployment Principles, to ensure a consistent and coordinated approach across the public service.

It is vital to our ongoing capability that we retain in employment experienced APS employees and employees with critical specialist skills. I encourage agencies to make full use of the services of the centre, including during periods of recruitment and growth, when access to job-ready experienced APS staff can significantly reduce both the time and costs associated with recruitment activities.

I look forward to working in partnership with you to ensure that excess staff have access to the full range of support services available, and to providing assistance more generally with your recruitment and redeployment needs.

A handwritten signature in black ink that reads "Lynelle Briggs". The signature is written in a cursive, flowing style.

Lynelle Briggs, Public Service Commissioner
1 May 2008

What is the Career Transition and Support Centre?

The Career Transition and Support Centre (CTSC) has been established to provide a range of support services to excess and potentially excess employees, with a view to securing their ongoing redeployment in the Australian Public Service.

It also provides a range of services to agencies, including a recruitment placement service, guidance on the application of the redeployment principles, and advice more generally on redeployment and retention matters.

Redeployment Arrangements

Arrangements relating to the redeployment of excess and potentially excess staff differ from agency to agency. The Public Service Commissioner has, however, developed a set of principles to provide a consistent framework for the management of excess staff across the APS. These redeployment principles are listed at the end of this booklet.

Services for Agencies

The CTSC can provide assistance and support to agencies with the management of their excess and potentially excess staff. It will work in partnership with agencies to maximise redeployment outcomes for excess and potentially excess staff, and to provide personalised and tailored support services during periods of structural change.

The CTSC can also provide advice on the implementation of the redeployment principles, and on best practice approaches to the handling of excess staff situations.

Recruitment Services

The CTSC can assist agencies by providing job-ready, experienced applicants for positions, saving agencies both the time and the expense of advertising and placement.

Career Transition advisors are able to assist by identifying staff with the critical skills and background required for vacancies, referring them to agencies for immediate assessment and ongoing placement if suitable.

Services for Individuals

The CTSC provides a range of tailored and personalised services for excess and potentially excess employees seeking redeployment. These include:

- providing a conduit between agencies and redeployees to explore alternative work opportunities
- assisting redeployees to establish/evaluate their career goals
- encouraging a thorough understanding of the job market
- identifying orientation and the personal skills necessary to maximise job opportunities
- assisting employees to participate effectively in recruitment processes
- assessing and arranging the provision of training and other support services

The CTSC will work in partnership with home agencies to ensure that the most practical and relevant suite of services is developed and delivered to centre clients.

CTSC Fees

CTSC services will be provided on a partial cost-recovery basis. The standard referral fee is \$2200 (GST inclusive) per employee.

This provides access to individual case management services for up to 17 hours, career counselling, access to individual and group training (exclusive of the 17 hours case management), and other services as agreed between the CTSC and home agency.

How to Refer a Client to the CTSC

The referral process is quick and easy. There are three options—email, fax or post.

Full details on the referral process, including the referral form, can be found on the Commission's website at www.apsc.gov.au.

The CTSC is happy to discuss alternative referral arrangements for agencies with large numbers of excess staff.

Further Information

Further information can be provided by contacting the Centre:

Phone: 02 6202 3756

Fax: 02 6202 3880

Email: ctsc@apsc.gov.au

Redeployment Principles



Redeployment Principles

1. Individual agencies should explore redeployment options for excess staff both internally and, if no suitable positions are available, within the wider APS through collaborative arrangements with other agencies

- While the highest priority is on excess staff, agencies should also work with potentially excess staff to minimise the number ultimately declared excess.
- There is a shared responsibility for redeployment; staff are expected to make efforts to move to an ongoing job as quickly as possible, and agencies need to provide a high level of information and support to the affected staff.
- Agencies should not use excess staffing arrangements as an alternative to dealing with underperformance.
- The new Career Transition and Support Centre will provide tailored advice and assistance to agencies on arrangements for the referral of excess employees when internal redeployment options have been exhausted.

2. Agencies with staff who are excess (or potentially excess) will need to consider staff that require placement before undertaking the normal requirement for external advertising

- There will be no recruitment freeze, but agencies need to give their highest priority to redeploying their staff to other higher priority areas, if there needs to be a reduction in staffing levels.
- The Career Transition and Support Centre will provide advice as required on best practice recruitment approaches that involve the consideration of excess staff.

3. Agencies recruiting employees should give consideration to staff seeking redeployment opportunities from other agencies

- The Career Transition and Support Centre will assist agencies as required with the provision of support services to excess employees and the facilitation of service-wide redeployment for centre clients.
- Agencies should also collaborate with other agencies.
- If suitable, the person can move to their new agency within four weeks (provided it is not a promotion). In these cases, there is no requirement for advertising or merit selection.

4. Agency downsizing processes need to be clear and transparent, with strong communication and consultation with employees and their representatives

- Agencies will need to develop a communication strategy for staff.
- Agencies are encouraged to establish a key contact point early in the process to provide information and support to staff and facilitate collaboration between agencies.
- The Career Transition and Support Centre will provide advice to agencies on appropriate communication strategies as required.

5. Agencies should make every effort to continue training and skills development

- This is essential for the long term health of agencies and the APS as a whole.

6. Agencies should be cautious to ensure that downsizing does not unreasonably reduce the diversity of their workplaces

- The downsizing of particular services or programmes may have a disproportionate impact on some groups of employees that are clustered within that area.
- Where the take-up of Voluntary Retrenchment (VR) packages or rates of other separation among particular groups (such as Aboriginal or Torres Strait Islander employees) appears disproportionately high, agencies should ensure that this has not been driven by a perceived failure to supply them with proper support or encouragement in the workplace.

7. Targeted VR packages may be offered, with a view to retaining highly valued employees

- VR packages can exacerbate budget shortfalls and should only be considered as a last resort. While agencies may need to shed staff, natural attrition may be sufficient to achieve savings requirements, particularly if early action is taken.
- While there needs to be a fair process, this does not preclude agency heads ensuring that high performing employees are retained.
- VR processes will need to be consistent with agencies' workplace agreements.

8. Compulsory retrenchments should be avoided

- While agencies must retain the capacity to terminate an excess employee without agreement, this is very much a last resort power.

More information on the application of the redeployment principles can be obtained from the centre.





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