Change Proposal and Consultation Plan

Department of State Growth

Tasmanian Government

Project Name	TMAG Front of House Review – Stage One		
Director	Mary Mulcahy	**Position**	Director TMAG
Branch	TMAG / Culture, Arts and Sport	**Date**	25 October 2023

CHANGE PROPOSAL

BACKGROUND

It has been ten years since the current Tasmanian Museum and Art Gallery (TMAG) Front of House model was introduced. The TMAG executive team have agreed it is an ideal time to review how our Front of House operations are working and to take the opportunity to look for improvements to ensure we are best serving the needs and expectations of our visitors now and into the future. Front of House (FoH) provides an interactive high quality service to visitors and includes the visitor services function, retail shop and events management.

As part of the Public Sector Union Wages Agreement that was signed in late 2022, and with the support of the Department of State Growth and the Community and Public Sector Union (CPSU), TMAG has been asked to consider the role and classification of the Visitor Services Officer (VSO) positions as part of the review of the Front of House model.

The review is considering TMAG's public facing operations / Front of House model and will look at: organisational structure, reporting arrangements, rostering, and career development. We will consult with staff and the unions throughout the review.

The review will look at the visitor services, retail, public programs and venue hire activities of the museum and provide recognition of the importance of the role our Front of House employees play in delivering this experience. In addition, the review will consider the development of meaningful and achievable career pathways where opportunities are created.

The current FoH operations consist of:

- ***Visitor Services Officers, classified at General Stream Band 1*** - 18 permanent part-time [noting three fixed term part-time VSO employees were recently converted to permanent employment status] and 13 casuals.
- ***Retail Assistants, classified as General Stream Band 1*** – one (1) permanent part-time, one (1) fixed-term part-time and one (1) casual employee.
- ***Visitor Service Coordinator responsibilities*** - fulfilled by VSOs on a rotation basis as needed.

The following documents form part of this change proposal package:

Attachment 1 – TMAG Front of House Draft Organisational Structure

Attachment 2 – Statement of Duties – Visitor Service Officer / Retail Assistants [New title to be consulted on with staff] – General Stream Band 2

Attachment 3 – Intent and objectives of FoH leadership and management roles

PROPOSAL FOR CHANGE

Summary of proposed changes

It is proposed that a review of the FoH services is undertaken in two stages:

Stage one will consider:

- The visitor services, event and retail functions of the museum, with a focus on the VSO and Retail Assistant roles which are currently classified at General Stream Band 1 within the *Tasmanian State Service Award*.
- The proposed structure for the Front of House leadership and management roles.

Stage one is expected to be completed by end January 2024

Stage two will consider the:

- Rostering requirements and reviewing events management
- Review of the *Tasmanian Museum and Art Gallery Front of House Interim Agreement 2015* including consideration of the planned new shift work clause in the TSSA and the potential impact this may have on the direction of the Agreement.

Stage two is expected to be completed by end June 2024

Stage One:

To provide improved visitor experiences and career pathways for our FOH employees it is proposed that these roles be revised to incorporate combined duties and provide for opportunities to undertake duties on projects across the wider TMAG, where appropriate and at the relevant skill level. This forms the basis of the reclassification from General Stream Band 1 to General Stream Band 2.

To provide effective leadership and support to the FoH the following is proposed:

- A small team of Front of House Team Leaders (proposal is for two (2)), General Stream Band 4 – new positions
- One (1) x Visitor Experience Manager, General Stream Band 6 – new position

What will change?

... for Visitor Services Officers

- Broader role to include work across all aspects of the FoH including the shop and events as well as opportunity to work on projects across the broader TMAG to enhance the visitor experience.
- Change of classification from General Stream Band 1 to General Stream Band 2.
- General Stream Band 2 position title determined through consultation with current VSO's and Retail Assistants.
- No longer undertaking the Visitor Services Coordinator responsibilities on a rotational basis.
- Opportunity to apply for the new Front of House Team Leader roles.

.... for Retail Assistants

- Broader role to include work across all aspects of the FoH and events as well as opportunity to work on projects across the broader TMAG to enhance the visitor experience.
- Change of classification from General Stream Band 1 to General Stream Band 2
- General Stream Band 2 position title determined through consultation with current Retail Assistants and VSO's.
- Opportunity to apply for the new Front of House Team Leader roles.

.... for FoH leadership and management roles

- Creation of two (2) Front of House Team Leader positions, proposed classification of General Steam Band 4, that:
    - Work closely with Front of House staff to develop, and ensure the delivery of, high-quality interpretive programs, interactive learning experiences and high-quality events that meet the requirements of event organisers.
    - Provide day to day guidance and support to Front of House staff.
    - Manage the day-to-day operations of the FoH.
    - Rostering

- Creation of Visitor Experience Manager role, proposed classification of General Stream Band 6 – this will replace the two (2) current General Stream Band 5 roles of Manager Visitor Operations and Manager Commercial Operations. This position will be advertised to create the opportunity for experienced applicants to apply.

- Director Audience and Engagement, classified at General Stream Band 8 – currently has responsibility for the Front of House function. No change is proposed to this arrangement for at least stage one and will be reviewed as part of stage two.

Transition to proposed reclassification from General Stream Band 1 to General Stream Band 2

Transition to the new General Stream Band 2 roles will consist of the following:

- Permanent employees will be progressed as a bulk promotion without advertising request to the State Service Management Office (SSMO) for approval.
- Fixed term and casual employees will be managed by requesting approval from the State Service Management Office (SSMO), who are responsible for the approval of all State Service fixed term employment registers. for a revised fixed term register (covering both casual and fixed term appointments) for the new General Stream Band 2 position and using this recruitment mechanism to reappoint those employees from that new register.

- The fixed term part-time Retail Assistant who commenced with TMAG in March 2023 and in line with Employment Direction 1, is unable to be converted to permanent, at the time of this change proposal. This fixed term employee will be transitioned to General Stream Band 2 using the revised fixed term register, resulting in a contract, equivalent to the current period but at the reclassified General Stream Band 2, resulting in no disadvantage to this employee.
- It is proposed employees be transitioned in line with the principles below:
    - Employees who have not worked as Visitor Service Coordinators in past five (5) years – reclassified to Band 2 Range 1 Level 2
    - Any employee who has worked regularly as a Visitor Services Coordinator in the past five (5) years and currently meets the eligibility requirements of the Visitor Services Co-ordinator as detailed in clause 12.2 in the *Tasmanian Museum and Art Gallery Front of House interim Agreement 2015* – reclassified to Band 2 Range 1 Level 4
- Current Anniversary Dates will be used to calculate the length of employment.
- On reclassification, the Anniversary Date for all General Stream Band 2 employees will change to the date when the approved promotion without advertising reviews are complete.

Transition to the leadership and management structure:

- The Visitor Experience Manager role (Band 6) is advertised to provide the opportunity for any experienced TMAG applicants to apply. Given the role is permanent, advertising must be, at a minimum on the Tasmanian Jobs Website as required under Employment Direction 1 for a permanent vacancy. Noting that there is potential for the current substantive occupant of one of the Band 5 positions to become Identified through this process.
- It is proposed that two new fixed term General Stream Band 4 Team Leader roles be considered within the structure to undertake broad coordination of the day-to-day operations of the FoH team including rostering while the FoH model is finalised. This will provide an opportunity to assess how the new leadership structure is working.
- It is proposed that these roles be recruited after the selection of the Visitor Experience Manager (Band 6) is completed.
- The current arrangements in relation to rostering and the payment of the VSO Coordinator allowance will continue until these roles are filled, noting that once the Team Leader (Band 4) roles are filled there will no longer be a requirement for the use of the Visitor Services Coordinator allowance to be payable as detailed in the *Tasmanian Museum and Art Gallery Front of House interim Agreement 2015*.

FINANCIAL IMPACT (Is there a cost to the proposal? What are the savings associated with this?)

There will be a recurrent increased cost to TMAG salaries by approximately $242,000 per annum including projected overtime, additional hours and event activities (based on 2022-23) and two (2) new General Stream Band 4 roles.

Event costs can be offset as they are charged to the client. Anticipated event costs for 2023-24 based on 2022-23 are approximately $14,750.

The Savings by abolishing two (2) General Stream Band 5 manager roles and replacing with one (1) General Stream Band 6 manager role has an average recurrent saving of $85,000 per annum.

Retail shop income is offset against salary costs, based on the 22-23 financial year, this equates to around $190,000.

Efficiencies through changes in rostering should realise some savings as well as offsetting some income and profit from the shop against salaries.

The funded establishment has the following changes:

- Two current General Stream Band 5 manager roles (Position numbers 425324 and 705797) to be replaced by proposed General Stream Band 6 Visitor Experience Manager
- Creation of two new General Stream Band 4 Team Leader roles

IMPACT OF PROPOSAL ON SERVICES

It is not envisaged that there will be any impact on business continuity and service delivery will be maintained during transition to the reclassified General Stream Band 2 roles, as well as the Team Leader and Visitor Experience Manager positions.

It is anticipated that the increased breadth of duties in the proposed reclassified General Stream Band 2 position will result in enhanced service delivery and visitor experience and greater role clarity and expectations together with increased skills sets and opportunities across the wider TMAG.

Reduction in positions - in stage one there is a reduction of one position (General Stream Band 5), noting this position has no substantive occupant.

Creation of positions – in stage one there is the creation of two new positions (General Stream Band 4).

Outsourcing considerations (if applicable) – not applicable

EMPLOYEE SUPPORT SERVICES (What support will be provided to directly affected employees and to employees generally?)

Training

- Training needs will be assessed and provided to all Visitor Service Officers / Retail Assistants who are transitioning to General Stream Band 2 roles. Initial training will focus on providing a consistent approach to customer service. Individual training and development needs will be provided as identified. A range of workshops will be provided over the next 8 - 10 months including resilience and change workshops.

Support

- The Director and managers will be available for affected employees.
- Employees will have access to union support including workplace union representatives.
- Employees will be supported by and have access to People and Culture representatives.
- Employees have access to the Agency's Employee Assistance program.
- Katherine Street from People Flourishing has been engaged to assist with supporting the changes, providing an avenue for feedback and conducting training programs.

- Additional support for individual employees will be tailored to their individual needs as required.

CONSULTATION PLAN	
Who needs to be consulted? ***Suggestions:*** *Employees, relevant unions, experts, management*	**Affected business units and their employees, these being:** • Front of House – all staff • Community and Public Sector Union (CPSU)
The purpose of the consultation ***Should start with:*** *the purpose of the consultation is to ensure employees...*	The purpose of the consultation is to ensure employees have information available to enable them to consider, discuss and clarify all elements of the proposed changes; and provide subsequent feedback for further consideration. Specifically the affected employees and the CPSU: • Are fully informed of the proposed changes, including the reason for the proposed changes. • Are fully informed of what the impact will be on them and the revised duties resulting in the reclassified role at General Stream Band 2. • Have the opportunity to engage in the finalisation of the duties and position title of the new General Stream Band 2 position. • Are provided with a proposed timeframe for consultation and stages. • Are provided the opportunity to give feedback on key training requirements and other transitional support that may be required, noting this will be individualised where needs are identified. • Have the opportunity to provide feedback on how the roles can provide an enhanced visitor experience. • Have the opportunity to provide feedback on the proposed leadership and management structure of the FoH operations.
The scope of the consultation *What is included? What is not included? How far reaching is the consultation?*	The scope of the consultation is with the directly affected business units and employees. Once finalised notification of the proposed change will be provided to the wider TMAG.

Measures to minimise / mitigate any adverse effects	Affected business units / staff will be directly briefed on the proposed changes in initiating the consultation process. Change documentation to be provide within the briefing process: • Change and Consultation Plan • TMAG Front of House Draft Organisational Structure • New draft Statement Duties for General Stream Band 2 roles • Intent and objectives of FoH leadership and management roles Project Manager, People Flourishing, Deputy Director Audience Engagement and People and Culture are available for subsequent FoH team and/or individual discussions. Regular email updates, along with frequently asked questions to be provided following initial briefing. The consultation process provides the opportunity to review / clarify the details of the proposed changes at the business unit, position, staff and functional levels with individuals / teams.
Who is responsible for that consultation? ***Please specify:*** *Is it the delegate? Have they passed the responsibility to someone else? Who is that?*	Director, Tasmanian Museum and Art Gallery supported by the Deputy Director Audience Engagement, Project Manager and People and Culture representatives and People Flourishing
Who is the final decision maker? ***Please specify:*** *Is it the delegate? Have they passed the responsibility to someone else? Who is that?*	Director, Tasmania Museum and Art Gallery

Process for the consultation ***Suggestions:*** *one-on-one discussions with affected employees, focus groups, team meetings. Visual aids can be used (PowerPoint presentations, etc), please detail when they will be included. This should be a step by step procedure.*	**1. Briefing sessions:** Conduct briefing sessions with affected staff and the CPSU, these being: • Visitors Services Officers • Retail Assistants Sessions conducted by Director TMAG with People and Culture and union representatives as required / requested. Sessions include the provision of change documentation and attachments. **2. Any broader business unit advice** Provide advice to broader TMAG staff not directly affected by the change as relevant. The TMAG Executive and Leadership Team as well as the TMAG Board will be briefed on the proposal and new General Stream Band 2 role and FoH leadership and management roles. **3. Two-week consultation feedback period:** Feedback sessions and discussion are available to occur with the Project Manager and Katherine Street from People Flourishing during this two week period – with team(s) and/or individuals. Confidential and anonymous (if requested) feedback can be provided direct to the Project Manager (Matt Spencer), direct to Katherine Street from People Flourishing, via the online portal, to People & Culture, and to the Director TMAG. **4. Feedback consideration:** Feedback considered by project Working Group and Steering Committee. Consideration may require clarification and involve liaison with affected staff, CPSU and/or others within TMAG. All feedback and comments will be considered and form part of the final decision-making process. **5. Consultation/Feedback cycle (if required)** Steps 1-4 are repeated where key principle and/or major amendments to the change proposal occur. The decision to conduct step 5 rests with the Director TMAG. **6. Change Proposal finalised:** Following either step 4 or step 5, the change proposal is finalised and considered completed. It then provides input into subsequent project activity and outputs within the implementation plan and schedule to be progressed.

Timeframe for the consultation ***Be specific:*** *Note down when certain consultation process will start and when they will complete*	Timeframes: • Steps 1 & 2 – briefing sessions and advice week 1 – ***to commence week beginning 30 October 2023*** • Step 3 – consultation/feedback period – week 2 and week 3 • Step 4 – Feedback consideration – week 4 • Either Step 5 or 6 – week 5 Change Proposal is either validated (ie. none or minor changes); or an updated Change Proposal is endorsed by the Steering Committee (as relevant).

ENDORSEMENT OF PROPOSAL			
Delegate and Division Head			
Name	Mary Mulcahy **Director, Tasmanian Museum and Art Gallery**		
Signature		**Date**	6/11/2023

People and Culture			
Name	Yvette Steele (and/ or proxy) **Director, People and Culture**		
Signature		**Date**	6/11/2023