



**AUSTRALIA** *one*



## Personnel Pack – July 2017

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Roadmap Announcement

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# 1. Introduction

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Earlier this month Commissioners Floyd and Tracey Tidd and A1 Program Director Geoff Rickard presented to IHQ an update on the Australia One Program and an outline of major transition activities for the next 18 months.

Included in the presentation was the high level Roadmap and a working national organisation chart (Transition State Organisation Chart) which was developed to facilitate the Roadmap. These were endorsed by IHQ following the presentation.

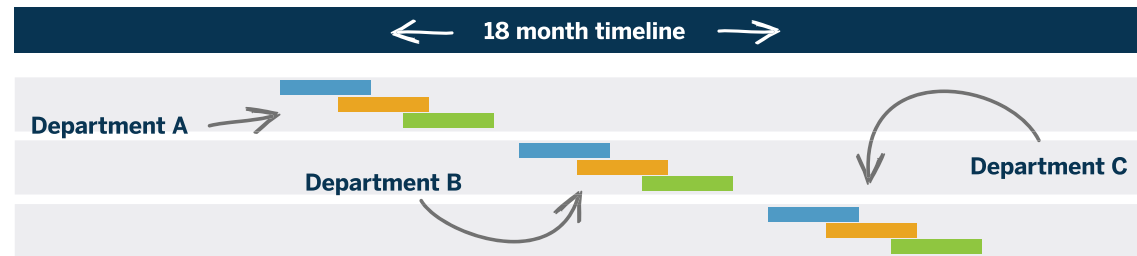
With different organisation charts in each territory, developing a Transition State Organisation Chart (page 8) was necessary to align existing departments under the Roadmap. It is not a 'new' organisation chart, but a map that shows existing AUS & AUE departments under the National Cabinet effective from 1 August 2017, and will be reviewed and worked through at a detailed level during the detailed design phase.

The high level Roadmap (pages 9 - 15) outlines an initial, indicative timeline for the detailed design, organisational structure implementation and system & process implementation phases for each AUS & AUE department as it transitions to a national department.

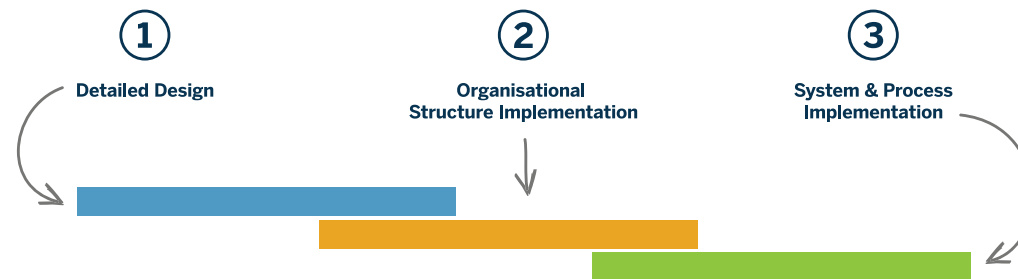
The indicative timeframe for each department has been determined based on its complexity (high – 6 months, medium – 4 months or low – 2 months), allowing for a range of factors, including size and operational budget, number of sections or functions, geographic distribution of people, processes and systems, and frontline dependency. Because we have limited capacity to assign to the work, the timeline for any department may shift based on findings and efforts during the detailed design phase of preceding departments. Departments are dependent on a head of department being in place so any delays in confirming National Head of Department appointments will also impact the timeline. We'll communicate any changes to affected departments as they arise.

## 2. High Level Roadmap Explained

The high level Roadmap is an indicative timeline that covers the next 18 months. It includes the order and sequence of departments as they commence the detailed design and implementation phases.



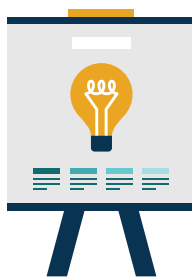
There are three phases for each department on the roadmap; the detailed design phase, organisational structure implementation and system & process implementation.



# High Level Roadmap Explained (Continued)

## The Detailed Design Phase

The detailed design phase could also be referred to as the 'learn & design' phase, where we develop the business strategy and define the requirements for the new, national department. It will identify the actions required to transition the existing departments that are operating under different organisational structures, processes and systems, to a new national department.



**Develop the  
business strategy**



**Define requirements for  
the new national department**

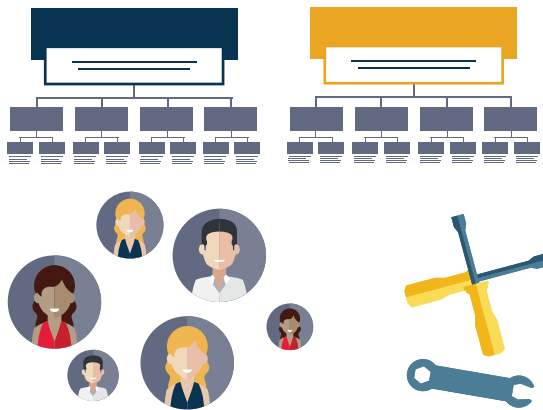


**Determine actions needed  
to transition to the 'new'**

# High Level Roadmap Explained (Continued)

## The Organisational Structure Implementation Phase

In the organisational structure implementation phase, the capability, capacity, and structural requirements for the new national department are designed and implemented.



**Current AUS & AUE Departments**

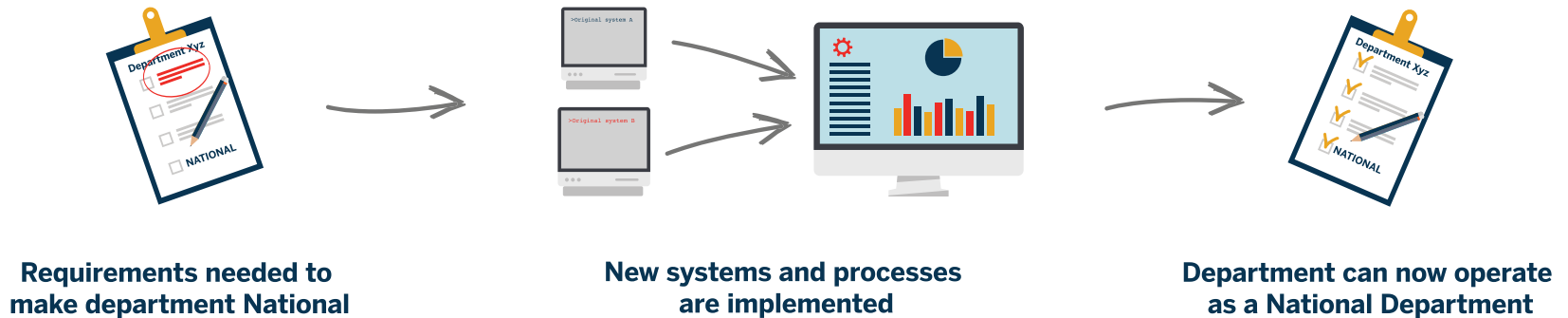


**New National Department**

# High Level Roadmap Explained (Continued)

## The System & Process Implementation Phase

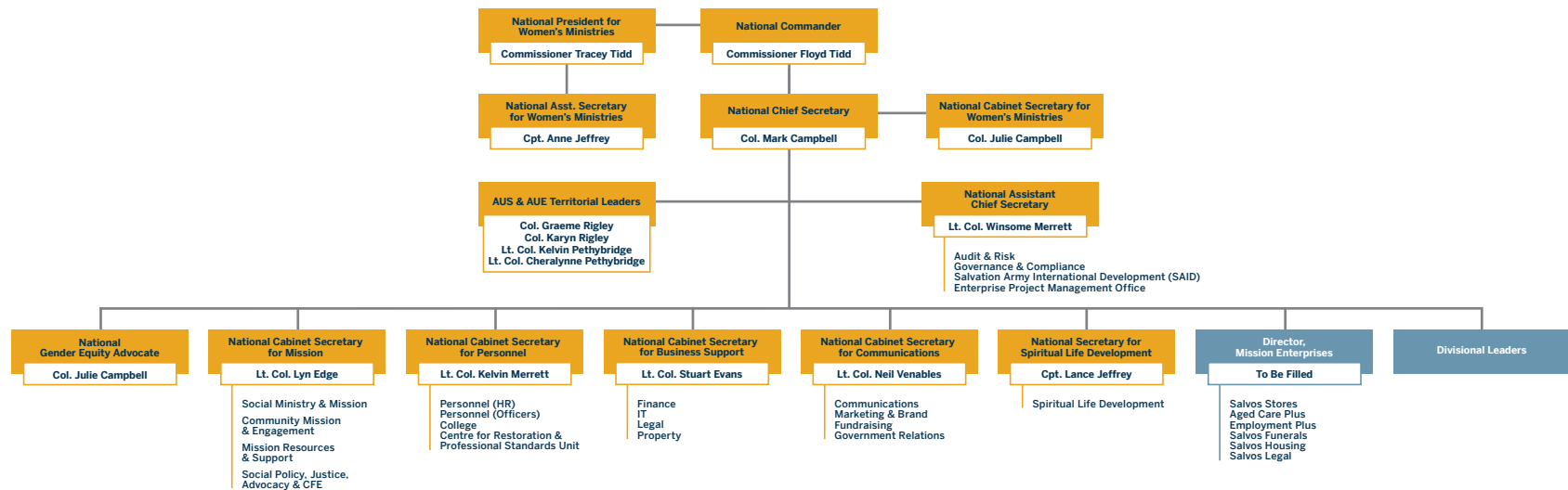
During the system & process implementation phase, activities, systems and processes required for a department to function nationally are implemented. These are based on business cases defined during the detailed design phase.



# 3. Facilitating The Roadmap

## Transition State Organisation Chart

To facilitate the mapping process, we needed to have an organisation chart aligning existing departments from a national view to allow similar departments to be considered together during the detailed design phase, providing a starting point from which we can move forward. We refer to this as the Transition State Organisation Chart.





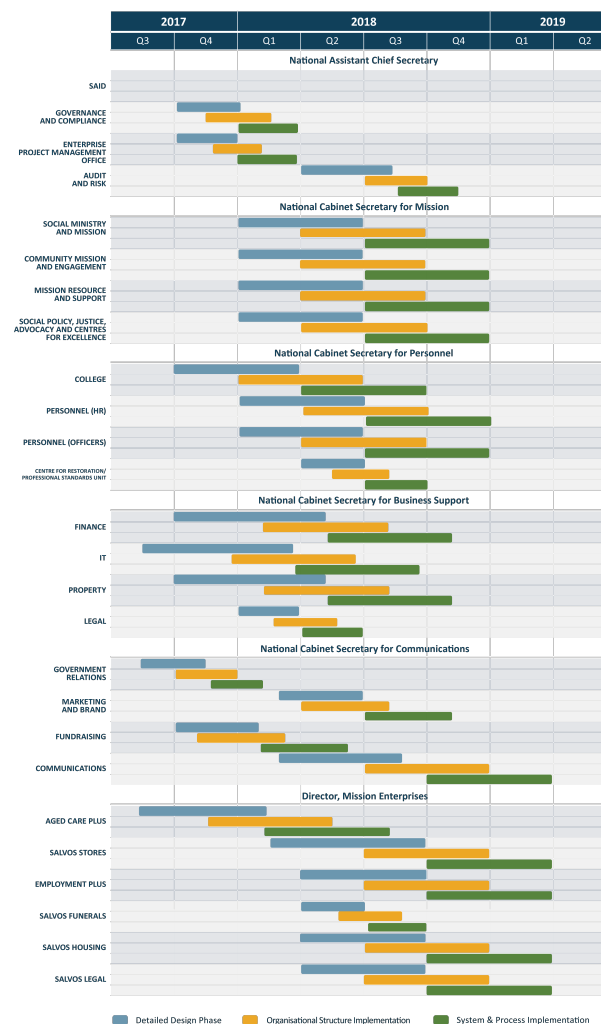
## 4. High Level Roadmap

The following pages provide a detailed view of the high level Roadmap grouped by the following portfolios:

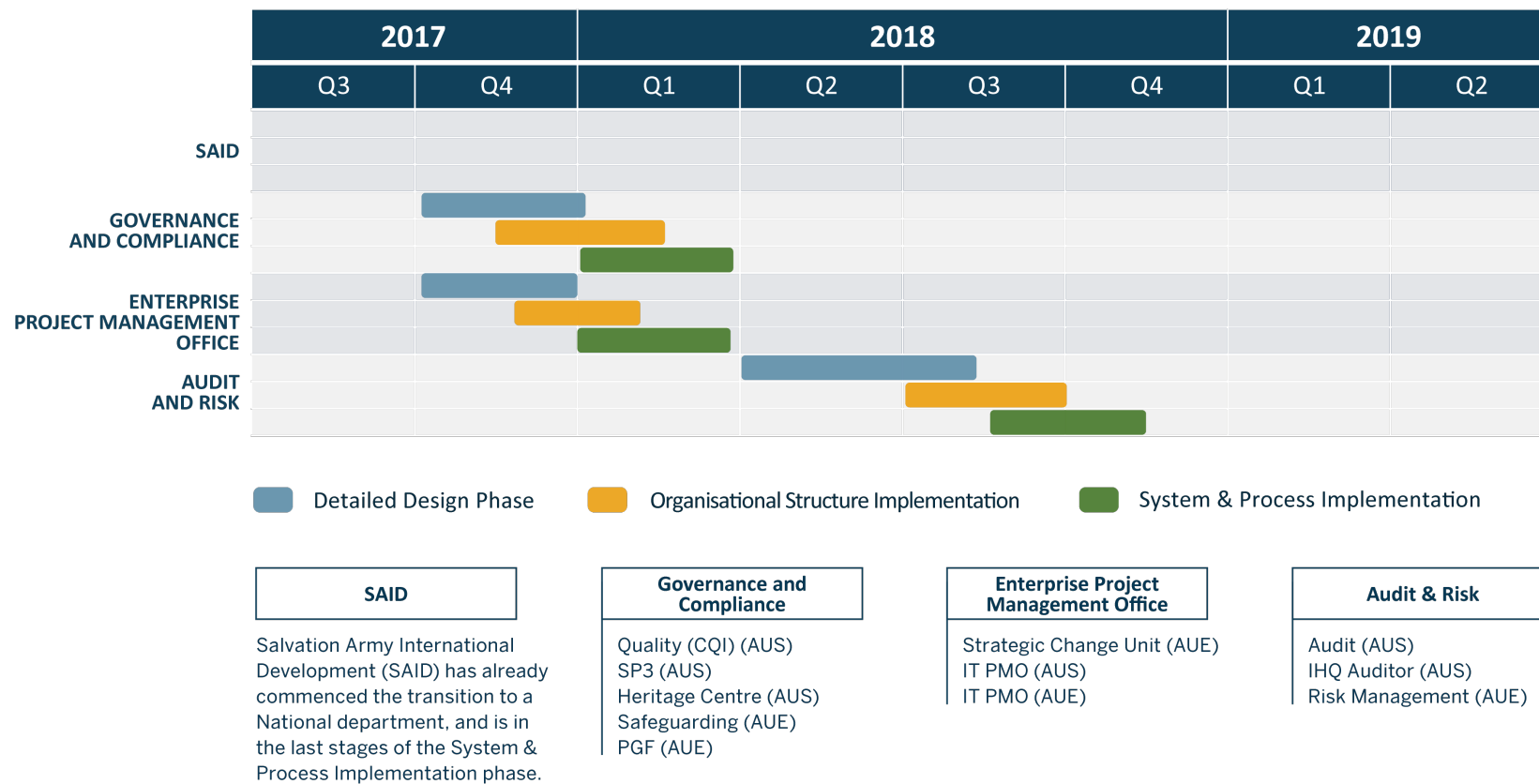
- National Assistant Chief Secretary (page 10)
- National Cabinet Secretary for Mission (page 11)
- National Cabinet Secretary for Personnel (page 12)
- National Cabinet Secretary for Business Support (page 13)
- National Cabinet Secretary for Communications (page 14)
- Director, Mission Enterprises (page 15)

As the National Secretary for Spiritual Life Development and the National Gender Equity Advocate are new roles, their roadmap timelines will be determined based on announcements of Heads of Department and Australia One Program Team resource capacity.

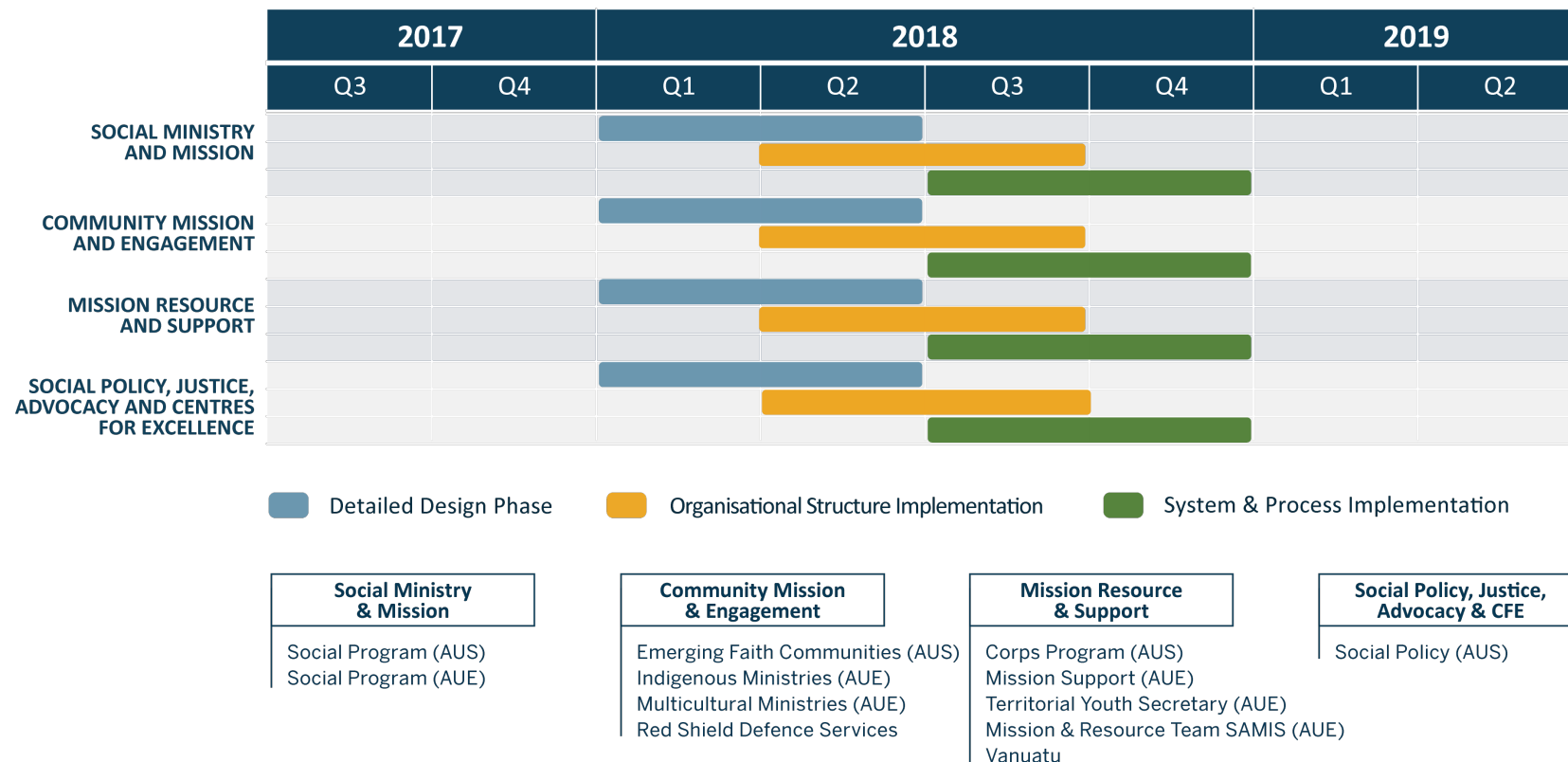
An A3 copy of the Roadmap is attached in the appendix.



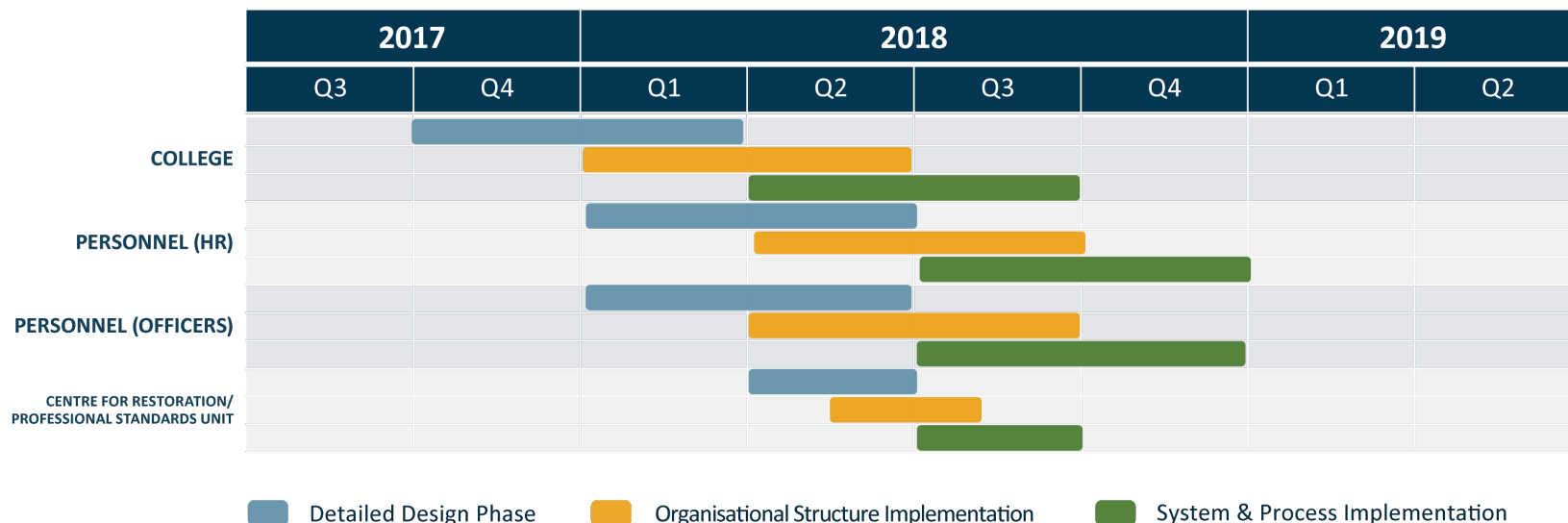
## 4a. Roadmap - National Assistant Chief Secretary



## 4b. Roadmap - National Cabinet Secretary for Mission



## 4c. Roadmap - National Cabinet Secretary for Personnel



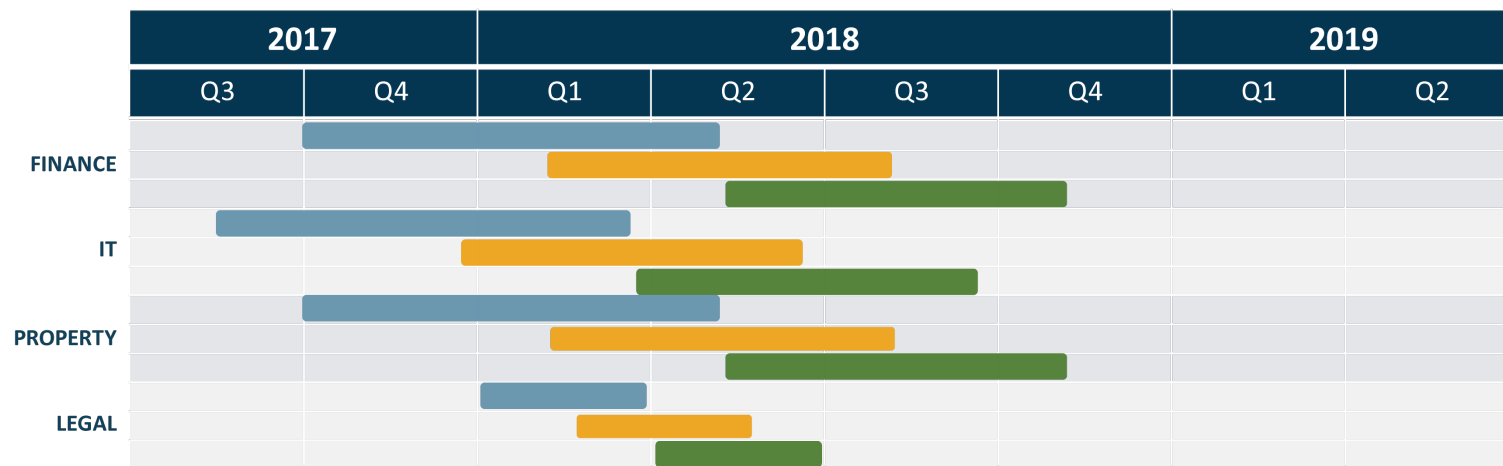
College
Catherine Booth College Booth College

Personnel (HR)
HR (AUS) HR (AUE) Volunteer Resources (AUS) Payroll (AUE)

Personnel (Officers)
Personnel (AUS) Personnel (AUE) Officer Development (AUS) Learning & Development Unit (AUE) Leadership Development (AUE) Overseas Personnel Office (AUS) Overseas Service Personnel Office (AUE) Pastoral Care Centre (AUS)

Centre for Restoration/ Professional Standards Unit
Centre For Restoration (AUE) Professional Standards Unit (AUS)

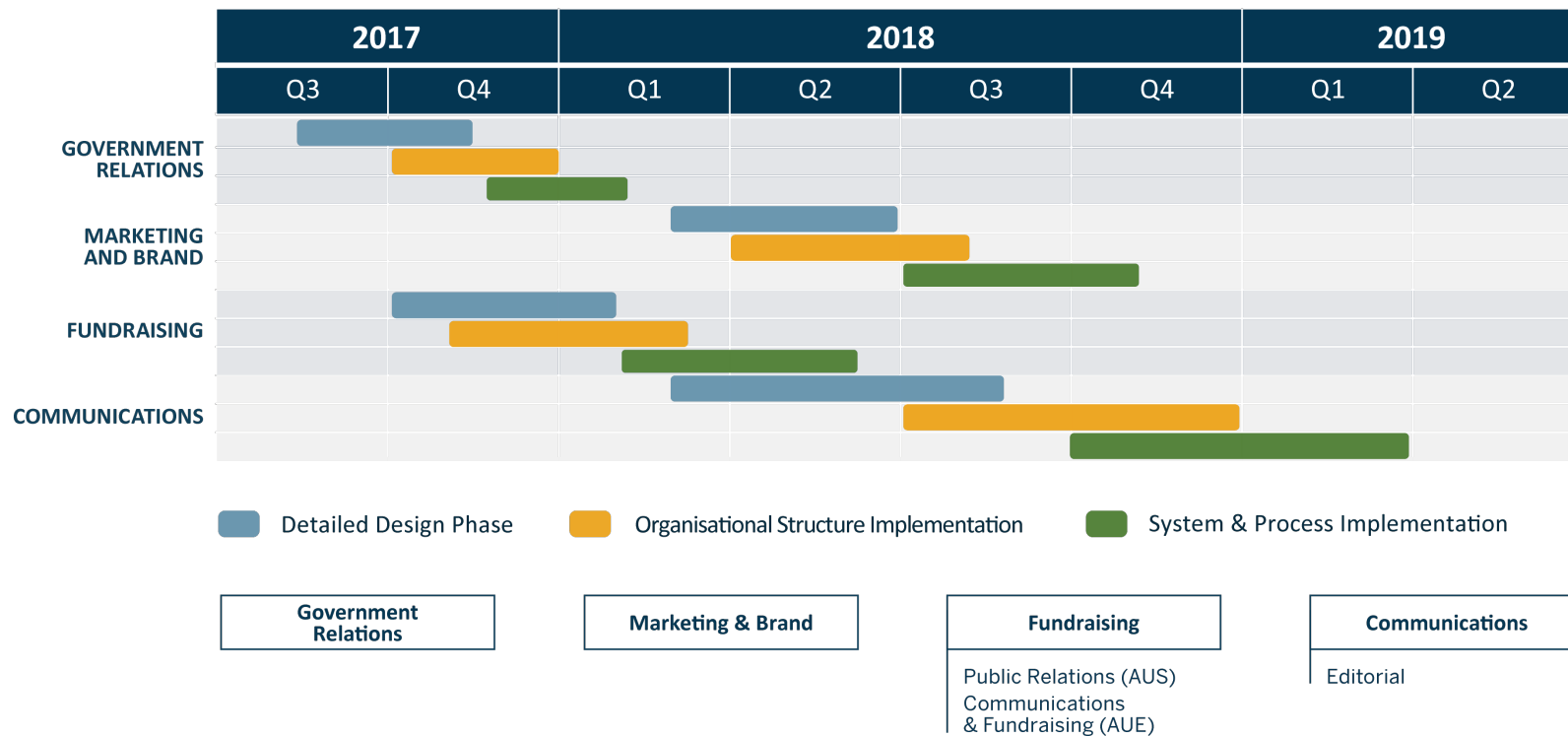
## 4d. Roadmap - National Cabinet Secretary for Business Support



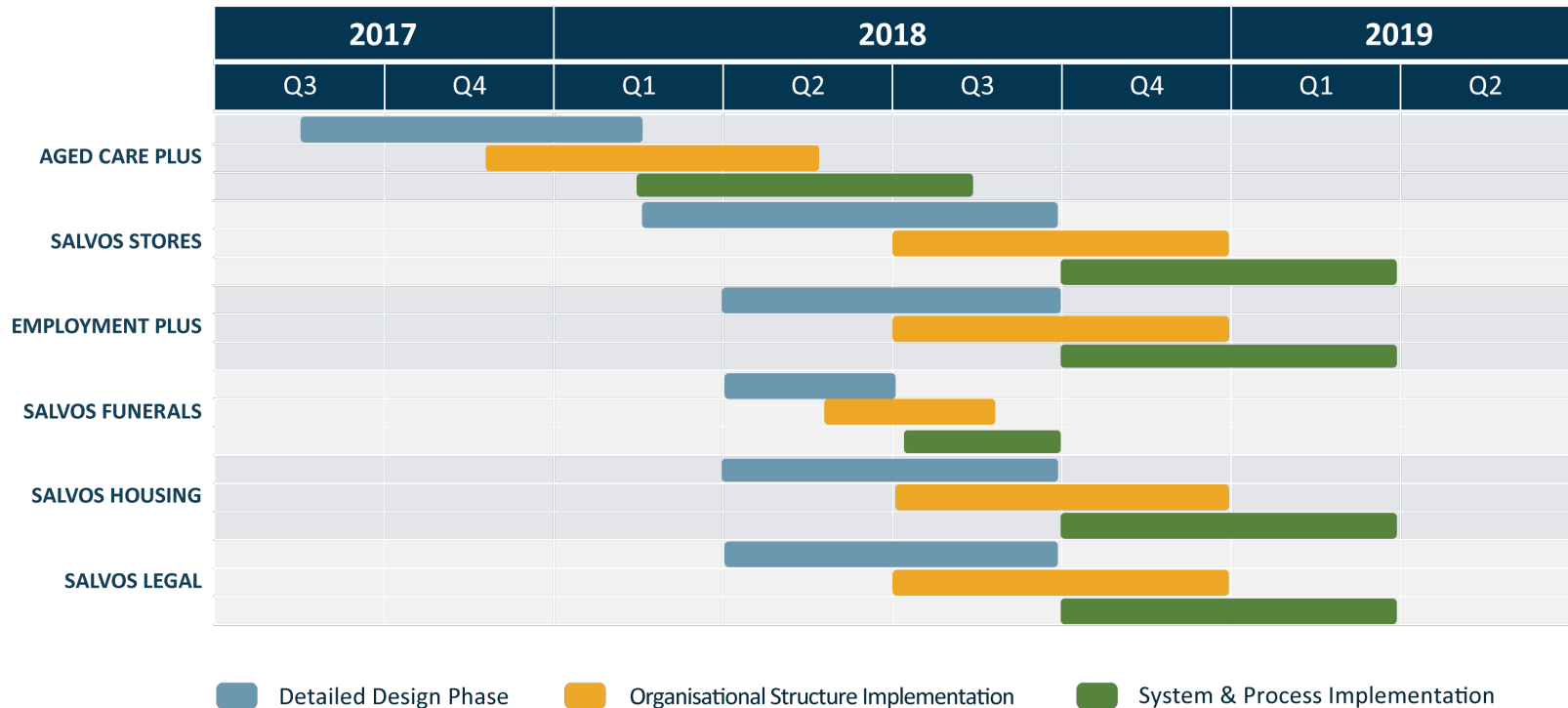
■ Detailed Design Phase
 ■ Organisational Structure Implementation
 ■ System & Process Implementation

Finance	IT	Property	Legal
Finance (AUS) Finance (AUE) The Collaroy Centre (AUE) Geelong Conference Centre (AUS) Business Dept. (AUE)	IT	Property (AUS) Property (AUE)	Territorial Legal (AUS) Legal (AUE)

## 4e. Roadmap - National Cabinet Secretary for Communications



## 4f. Roadmap - Director, Mission Enterprises



## 5. FAQs

Question	Answer
What is included in the high level Roadmap?	The high level Roadmap covers the next 18 months. It includes the scheduled order and sequence of departments as they commence the detailed design phase.
Why is the detailed design phase important?	While there are some similarities between the existing TSA territories, they largely operate under different organisational structures, processes and systems. Significant work is therefore required to transition existing departments to a new, National organisational structure.
What changes have been made to the existing organisation structures?	Existing AUS & AUE Departments and sections have been allocated to National Departments as a starting point for the detailed design. During the detailed design phase, the new structure and location of departments and sections will be validated and confirmed.
What is a department?	Departments sit within each portfolio and have an operational focus. Ideally there are four departments within each portfolio, with a number of sections reporting to each department.
What is a section?	Sections sit within departments. The number and distribution of sections will be agreed during the detailed design phase.
What changes are expected as a result of the detailed design phase?	Some departments and sections may move to another portfolio; some may be merged and others may cease to exist in their current form. However this will be determined during the detailed design phase.



## (FAQs Continued)

Question	Answer
How was the timeframe of departments on the Roadmap determined?	The order and sequence of departments was determined based on their complexity. Each department was categorised as high (6 months), medium (4 months) or low (2 months) complexity based on a number of factors, including size and operational budget, number of sections or functions, geographic distribution of people, processes and systems, and frontline dependency.
Why are we starting with the more complex departments?	The more complex departments need to be considered at the beginning of the Roadmap as other departments depend on them being completed first in order to begin their own restructure process (IT is an example of a complex department).
How do I read the roadmap?	For each department, the Roadmap has three phases: <ul style="list-style-type: none"><li>• detailed design</li><li>• organisational structure implementation</li><li>• system &amp; process implementation.</li></ul>
What work is completed during the detailed design phase?	The detailed design phase will develop the business strategy and define the requirements for the new, national department. It will identify all the actions required to transition the existing departments that are operating under different organisational structures, processes and systems, to a new national department.
What work is completed during the organisational structure implementation?	This is where the capability, capacity, and structural requirements for the new national department are designed and implemented.

## (FAQs Continued)

Question	Answer
What work is completed during the system & process implementation phase?	This is where the activities, systems and processes required for a department to function nationally are implemented, based on business cases defined during the detailed design phase.
How long will each phase of the roadmap take to complete?	We expect high complexity departments to move through detailed design and into implementation within approximately six months, medium complexity within four months, and low complexity within two months. These times may change depending on findings from the detailed design phase, and any changes will be communicated as they arise.
What does the roadmap tell me about my department?	The roadmap provides the indicative quarter that your department will commence each of the phases and when that work is scheduled to be completed.
Could the order and sequence of the roadmap change?	Yes. The order and sequence of departments on the roadmap is dependent on our internal resource capacity and the change management risk associated with considering multiple departments in parallel. The head of the department must also be in place for the detailed design phase to commence. Therefore some departments may start sooner, whilst other departments may be delayed, and we'll communicate any changes to affected departments as they arise.
Who will lead the detailed design in each department?	The National Cabinet Secretary will be the sponsor and the National Head of Department will lead the working group undertaking the detailed design phase.
Who from my department will be involved in my departments detailed design?	Once in place, the head of the department will determine who needs to be involved in the detailed design. This is likely to be representational Officers and/or employees from the corresponding existing AUS & AUE departments.

## Appendix - High Level Roadmap

(Please note: this page best printed in A3)

