

Template

Employee Consultation Plan

Change: <Insert change title>

Date: <Insert date>

This document is designed to support employee consultation in the Tasmanian State Service. Please add or delete sections of the document as appropriate to your specific project. If you have any questions, talk to your Agency HR Manager, or Agency Communications Manager.

Stage 1: Formulation of ideas or proposal

a. Strategic Context

<Detail the Agency project or policy that is driving this employee consultation, including a summary of the change it will have on employees>.

b. Situation analysis

<Detail the decision, issue or change. Include the rationale for undertaking consultation – answer the question – “Why are we consulting and how will the information/feedback be used?” What kind of impact will this have on employees? Will it be minor (limited to a small number of employees, small impact on working arrangements) or major (new technologies, workplace restructures, impacts a large number of employees). Provide specific detail.>

c. Key decision-makers and timelines

<Who will be making decisions and when? Outline the key deadlines, sign-off dates and (if applicable) opportunities for staff input. This will vary – decisions may have already been made and consultation is limited to its implementation, or decisions may be pending, and need input from employees to proceed. For example, “The Strategy was signed-off by the Executive in May and will be implemented in June. Or “Feedback from employees will close on 14 May and be submitted to the Senior Management Group in June.” Or “The Executive will then make a final decision in July.”>

Stage 2: Consultation on the proposal

a. Consultation objectives

<Should be between 1 and 3 objectives of the strategy and they should be specific – not “to communicate the decision” for example. What the consultation plan is trying to achieve – eg a project with a minor impact might be. “Involve employees in the refurbishment of the office” Or a project with a major impact might be: Keep employees informed, and seek employees input on key issues and risks, during the organisation restructure.>

b. Stakeholders/audience

<As well as identifying the stakeholders, identify what their role or interest is. For example, will you be consulting with them? Will they be decision makers? Will they be interested in the outcome? Look at

Attachment 2 – Levels of Engagement. Specify which level of engagement is relevant for each stakeholder group.>

Primary – Who do you most need to communicate with? eg Specific groups of employees, managers, working group, committees, executive groups, boards?

Secondary – Who else needs to receive your messages/information? eg unions other agencies, stakeholders?

c. Key message

<Key Messages should be short, use plain English and convey one uncluttered message. Ask yourself – what is important to the target audience, rather than what we want to tell them. For example, explain why consultation is being undertaken, how input will be used and how outcomes will be communicated. If there are specific messages for different target audiences, detail these. Make sure key messages are consistent with the level of employee engagement you have planned in order to manage expectations. For example, if you only plan to “inform” employees of the decision, don’t promise to provide opportunities for feedback, or involve them in decision making.>

Supporting messages

<What supporting messages or information do you need to communicate?>

Spokesperson/spokespeople

<Who is likely to deliver the key messages eg Managers? Secretary?>

Frequently asked questions (FAQs)

<A list of Frequently Asked Questions (FAQs) can be developed to answer the basic questions employees will have about the consultation/project/policy, and to guide any development of communication material including meetings, notices, intranet messages etc >

Risk and Challenges

Risks/challenges		
Identify factors that could derail your project eg adverse media coverage, resistance to change		
Risk	Mitigation	Trigger to start action

Likely critics	Criticism/concerns	Mitigating action
Which stakeholders might be critical?	Explain their likely criticisms	Explain what you will do to try to prevent or deal with their criticism (make sure these actions are included in the ‘communications activities’ table below)

Likely critics	Criticism/concerns	Mitigating action

Likely supporters	Reasons	Action to inform supporters (past and future)
Which stakeholders might be supportive?	Explain their reasons for support	What have/will you do to inform your stakeholders? (make sure these actions are included in the 'communications activities' table below)

Stage 3: Considering responses and providing feedback

a. Consultation activities and timing

<The communications activities are detailed in Attachment I >.

a. Budget

<The total budget for the communications activity will be \$XXXX, which will come from ... (eg the business unit's budget). Costs are itemised as part of Attachment I. OR Costs for the communications activity will absorbed as part of normal work duties.>

a. Performance

<How will you evaluate this plan against your consultation objectives? How will you report on this evaluation? What is the measure of success? Provide the key performance date for the strategy. When it will be concluded and reported on. Budget v's actual spend. Detail how performance will be measured and what will be provided when reported on. Make sure these reflect the Objectives.>

a. Considering responses and providing feedback

<Briefly outline how the feedback will be documented. Make sure your plans for how you will provide feedback to employees are documented in the consultation activity table in Attachment I.>

Stage 4: Making a decision and implementing it

a. Implementing the decision

<Provide a brief outline of the action that will be taken after a decision has been made eg "Once a final proposal has been approved, a detailed implementation plan will be developed." See p10 of Practices Procedures and Standards No 5 - Employee Consultation in the Tasmanian State Service.>

Approvals

Author	
Name and title:	
Signature:	
Date:	

Approval from Agency Communications Manager	
Name and title:	
Signature:	
Date:	

Approval from Agency HR Manager	
Name and title:	
Signature:	
Date:	

Approval from Secretary or delegate	
Name and title:	
Signature:	
Date:	

Attachment 1: Communications activity

Tips:

Make sure the communications activity reflects the level of engagement you have promised so employee expectations are met. See Attachment 2 for examples of communications activity for each level of engagement.

Include key project milestones in the table below, eg new software rolled-out, or approval by the Executive, and make sure you document how these milestones/decisions will be communicated to the relevant target audience.

Make sure all target audiences identified above are included in the table here.

Communication method	Target audience(s)	Key message	Action officer	Deadline(s)	Costs

Attachment 2: Levels of employee engagement

<i>Inform</i>	<i>Consult</i>	<i>Involve</i>	<i>Collaborate</i>	<i>Empower</i>
Employee engagement goal				
To provide employees with balanced, objective information to assist them in understanding the problem, alternative opportunities and/or solutions.	To obtain feedback on analysis, alternatives and/or decisions.	To work directly with employees throughout the process to ensure that their concerns and aspirations are consistently understood and considered.	To engage employees in each aspect of the decision, including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the employee/s.
Your commitment to employees				
We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations and provide feedback on how input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how employee input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Examples of communications activity				
Fact sheets, letters, intranet stories, media releases, signage and social media.	Targeted messages, feedback, online surveys, submissions, meetings.	Facilitated workshops, forums, ideas and issue identification.	Partnerships, committees, meetings, reference groups.	Co-production, participatory strategic planning.

Source: Adapted from the IAP2 Public Participation Spectrum, for more information refer to <http://www.iap2.org>.