

STAGES OF CONSULTATION

FORMULATING IDEAS

- Management collects ideas and information to help develop a change proposal
- Ideas and information may be generated solely by management or sought from workers formally or informally
- The outcome of this stage is a change proposal backed up with all relevant information
- A communication and consultation plan identifying who needs to be consulted, who's responsible for that consultation and who the final decision makers are should form part of the outcome

CONSULTING ON PROPOSAL

- Management seeks the views of workers on the proposed change
- Employees are given details of the proposed change including its objectives, the potential impact on them and measures taken to minimise adverse impacts on workers
- Workers are given a chance to have questions answered and then, once all relevant information has been provided, must be given a reasonable opportunity to provide feedback
- The person responsible for answering questions and receiving feedback must be clearly identified

Some questions that could be asked:

- *What's the impact of the proposal on services?*
- *What's the impact of the proposal on employees?*
- *Who'll be impacted?*
- *When is the proposal to take effect?*
- *What's the purpose of the proposed change?*
- *What's to be done to minimise its impact?*
- *What's the planned communication strategy around the change?*

CONSIDERING RESPONSES & PROVIDING FEEDBACK

- Feedback is collated and presented to the decision makers
- The decision makers should consider all feedback, especially suggestions for minimising adverse impacts on workers. There may be a need to seek further clarification on suggestions
- The decision maker gives proper consideration to other proposals and, where practical, modifies the outcome to adopt the alternative
- The decision maker provides workers with a response to any contribution and reasons why any alternative proposal hasn't been adopted

**FINAL DECISION
TO BE MADE BY
EMPLOYER AT THIS
POINT**

IMPLEMENTATION

- An implementation plan that details how the change will be implemented is developed and must be communicated to affected workers
- The implementation plan should include details of when the change will be implemented, who's responsible for the implementation and how it'll occur
- It may be necessary to run a consultative process around the implementation details, especially if the changes are significant