

Consultation FAQs

What is happening?

We are proposing that Centre for Alcohol and Other Drugs (CAOD) undergo an organisational change process. NSW Government and NSW Health priorities have changed over time, as have the business service delivery arrangements within the Population and Public Health Division (PPHD). It is important that CAOD evolves to improve its capacity to meet business needs, including demonstrating a strong commitment to elevating Aboriginal leadership. Feedback received from PPHD executive, business stakeholders and CAOD employees recognises the hard work and dedication of the team but also identifies that functional adjustments and role reorientation can be made to enable the Centre to more effectively influence the system response to AOD related harm and improve AOD population health outcomes.

What is the Ministry trying to achieve?

The proposed structure is more aligned to the Ministry's core functions and positions the CAOD to better deliver on NSW Health and Government priorities. It will ensure that the Centre has improved capacity to improve the system response to AOD related harm and improve AOD population health outcomes across NSW.

What are the main changes?

The proposed structure comprises of two Units and three teams that report to the

Executive Director as well as an Executive Support and Strategic Coordination Officer. The names of the Units are teams are as follows:

- AOD Clinical Policy, Quality and Safety Unit (5 teams).
- AOD Strategy and System Transformation Unit (5 teams).
- Medical Advisor and Clinical Engagement team.
- Aboriginal Outcomes Transformation team (new).
- Programs and Services Operations team.

The proposed structure -

- **Creates 9** ongoing non-executive roles to reflect new work priorities, capabilities and reporting lines
- **Creates 1** Senior Staff Specialist
- **Establishes 3** new roles: (1 HSSG HSM5, 1 HSSG HSM 4, 1 Crown 7/8)
- **11** roles are **transferred** from the CAOD to Centre for Epidemiology and Evidence (CEE).

How will I be told about the change and how it affects me?

Individual consultation sessions (where appropriate), followed by a Branch consultation meeting, scheduled for **Tuesday 24 February 2026**, to present an overview of the proposed changes, and of the proposed process to implement these changes.

Following these meetings, branch members will receive a copy of the presentation and

supporting material. Is the proposed structure final?

No. The structure is a proposal which we are seeking feedback on through the consultation period. There may be changes to the structure depending on the feedback.

Will I have a role in the new structure?

Where a role does not exist in the proposed structure, options for these employees will be discussed on an individual basis or upon request.

However, we anticipate most of the roles in the proposed structure will see eligible employees matched or priority assessed for equivalent roles under the *Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009*.

Will my conditions of employment change?

For most employees, conditions of employment will remain the same. However, during stage three (external recruitment) employees may wish to apply for externally advertised roles, which include conditions as follows-

- *Health Managers Award and Health Employees' Conditions of Employment (State) Award*
- *Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009*.

How can I give feedback about the restructure?

Any feedback, concerns and suggestions about the proposed structure and role descriptions can be sent via email to the dedicated mailbox MOH-caod-hr@nsw.gov.au

Who can I speak to if I need support?

You have a number of options where you can get support.

You can arrange a time to discuss support required with one of the following contacts:

- Daniel Madeddu, Executive Director, CAOD
- Nina Gavan, A/Associate Director People & Culture
- Adwoa Acheampomaa, Senior Business Partner People & Culture
- Your union representative.
 - PSA - psa@psa.asn.au or 1800 772 679 or 02 9220 0900
 - HSU - info@hsu.asn.au or 1300 478 679
- The Employee Assistance Program (EAP) is available to all employees. Here you can gain confidential access to qualified counsellors to assist you. To make an appointment you can:
 - Book via the EAP Connect App, available on Apple and Android
 - Call 1800 337 068
 - Access [Online Booking](#)
 - The Ministry's organisation code is **NSWINEO**

What key dates do I need to know?

Formal consultation commences today, Tuesday, 24 February, 2026, and is open till 5pm, Tuesday, 10 March, 2026.

Do we have a timeframe for the change process?

Following closure of consultation at 5pm on Tuesday, 10 March, 2026, we will assess if further changes are required to the structure based on the feedback received.

before starting implementation. Implementation will then take place in stages. This entire process is expected to take 8-10 weeks depending on the feedback received.

What happens after consultation?

Following the close of the consultation period, all feedback will be considered and assessed, and the final structure will be confirmed and communicated.

Following relevant approvals- appointments and recruitment will be undertaken in line with the NSW Health Policy Directive *Restructuring Policy and Procedures - NSW Ministry of Health (PD2013_042)*, including the following staged approach –

Stage 1: Direct Appointments - If a role hasn't changed, or has only changed slightly, the current employee may be directly appointed to that role.

A position will not be considered to have changed simply because it has moved to another Division, Branch or Unit, has been renamed, or has moved to another geographical location. The significance of a change to the position will be determined by assessing the specific capabilities (knowledge, skill and ability) needed to do the job.

Stage 2: At this stage where there is more than one available role for an employee, a selection process will be used (EOIs process to be applied). A panel will assess candidates for each role based on merit to determine the best fit. At this stage employees can only be selected for roles at grade.

Stage 3: Any roles still vacant after Stages 1 and 2 will be filled through external recruitment.

Usual NSW Health recruitment processes for externally advertised roles will be followed to fill these roles.

During this phase, anyone from within or external to the Ministry may apply for any role without limitation by grade or employment status.

I am a temporary employee. Am I eligible to be considered as part of the staged implementation process?

As a temporary employee you may be eligible for stage one or stage two of the implementation process (see question - 'What happens after consultation?' for further detail).

Eligible temporary employees must have more than 12 months continuous service, and have been comparatively assessed at grade.

All temporary employees may apply for positions advertised externally.

What happens if I am unsuccessful in securing a role in the new structure?

If you are an ongoing employee and you don't secure a role in the new structure, you may be affected and managed under the applicable policy Premier's Memorandum [M2025-11 NSW Government Workforce Mobility Placement and Employee Transition Policy](#).

If you are a temporary employee and are unsuccessful in securing a role in the new structure, your current contract will end once the new structure is filled in line with notice provisions.

I will be on leave / secondment during the change implementation. How do I participate in the change?

Employees who are away on forms of leave or secondments will be asked to provide a contact number or email or postal address. Information and any updates will continue to be posted to their '@health.nsw.gov.au' email address.

Will there be redundancies?

It is difficult to comment on whether there will be redundancies, as we must progress through the stages for filling roles and apply [M2025-11 Workforce Mobility Placement and Employee Transition Policy](#) first.