

Government of South Australia

SOUTH AUSTRALIAN PUBLIC SECTOR MOBILISATION POLICY

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1 PURPOSE

The purpose of this policy is to facilitate the mobilisation of the SA public sector workforce for deployment in the event of a catastrophic disaster in South Australia.

This policy should be read in conjunction with the *Premier's Direction on Public Sector Mobilisation* ([hyperlink to be provided on publication](#)).

This policy is activated when a major emergency or disaster is declared under the *Emergency Management Act 2004* or a public health incident or a public health emergency is declared under the *South Australian Public Health Act 2011* and the Premier activates this policy pursuant to the Premier's Direction.

2 CATASTROPHIC DISASTERS

Catastrophic disasters around the world are characterised by:

- unpredictability
- loss of communications
- variable information flow
- fast-changing demands
- confusion about priorities, policies and procedures
- pressure on resources and decision making.

For the purposes of this policy, a catastrophic disaster is defined as a declared major emergency or disaster or public health incident or public health emergency which has the potential to, or has, overwhelmed or exhausted current emergency management resources (see full definition at [13 INTERPRETATION](#))

Catastrophic disasters can include single events of significant scale or a combination of consecutive, cascading and concurrent disasters.

3 MOBILISATION FOR CATASTROPHIC DISASTERS

In the event of a catastrophic disaster, or in anticipation of a catastrophic disaster, the South Australian Government may need to temporarily deploy significant numbers of SA public sector employees for

- disaster preparation, response, relief and recovery
- the maintenance of critical functions.

During a catastrophic disaster, demand for some services will decrease while others will increase. Some public sector worksites could become inaccessible.

Public sector mobilisation supports the Government's commitment to preparation, response, relief and recovery by temporarily redirecting the collective energies of the workforce from less critical priorities to the critical priorities in a catastrophic disaster. These include disaster containment, the protection of life and property and longer-term human and social recovery.

4 SCOPE OF APPLICATION

All public sector agencies are in scope, with the exception of the Courts Administration Authority; the Independent Commissioner Against Corruption and Office for Public Integrity; and the Legal Services Commission.

The Premier’s Direction on Public Sector Mobilisation binds SA Government public financial and public non-financial corporations (eg SA Water) to the extent that it would not impede or affect the quasi-judicial or independent functions of the corporations.

5 PREMIER’S POWERS TO MOBILISE THE PUBLIC SECTOR WORKFORCE

Premier’s Direction

The *Public Sector Act 2009* Section 10 (1) empowers the Premier to give directions to all public sector agencies about the implementation of specified whole-of-Government objectives and the sharing of information and collaboration required for that purpose.

Emergency management legislation

Emergency management arrangements in South Australia are governed by the *Emergency Management Act 2004* (the EM Act) and the *South Australian Public Health Act 2011* (SAPH Act), sections 86 and 87. The arrangements described in this policy apply regardless of whether the declaration is made under the EM Act or the SAPH Act.

The Premier is responsible for the EM Act.

The State Emergency Management Plan (SEMP) is prepared under section 9 (1) (b) of the EM Act to manage emergencies. Under Section 5A (1) of the EM Act the SEMP must detail strategies for dealing with emergencies in the state including strategies for prevention, preparedness, containment, coordination of response and recovery operations and for the orderly and efficient deployment of resources and services in connection with response and recovery operations.

This Mobilisation Policy is an annex of the SEMP.

It is a function of the State Emergency Management Committee (SEMC) to prepare and keep this plan under review, and to ensure arrangements reflect best practice.

Pursuant to the EM Act, under a declared major emergency or disaster, the State Coordinator coordinates preparation, response, relief and recovery in accordance with the SEMP.

Under the EM Act section 25, the State Coordinator

- (m) may direct, insofar as may be reasonably necessary in the circumstances, any person (other than a control agency or other person referred to in paragraph (n) to assist in the exercise of any power under that section (n)) and
- (n) in the case of a major emergency or disaster—give directions to any control agency or person whose responsibilities require him or her to engage in response or recovery operations, or who is so engaged.

When this policy is activated by the Premier, the Chief Executive, Department of the Premier and Cabinet, will appoint a Mobilisation Coordinator who will assist in advising and assisting the Premier on coordinating the deployment of public sector employees to disaster-related duties (see [Mobilisation Coordinator - Scope of Role](#)).

Trigger for activation

The declaration of a major emergency or a disaster under section 23 or 24 of the EM Act or the declaration of a public health incident or public health emergency under section 86 or 87 of the SAPH Act is the trigger for potential activation of the Public Sector Mobilisation Policy.

Methods of mobilisation

A range of common law and legislative provisions provide the authority for the mobilisation of SA public sector employees by the Premier or agency chief executives as required by the Premier for a catastrophic disaster.

Make available

Under common law, chief executives may assign duties to employees.

Chief executives may direct employees to undertake other duties at the direction of the employee's agency or at the direction of another agency, i.e., *make available*. Under these arrangements:

- All directions given to an employee must be lawful and reasonable
- It is preferable that deployments be short term, involve roles with similar duties and skill sets, and provide for similar conditions
- Employee consent is preferable, but is not required. The remuneration level of the employee is to be maintained
- Employees may be asked to attend other physical locations or worksites but they do not *transfer* to another agency and their employment arrangements, including contracts and salaries are not changed
- Work may be distributed to employees across multiple agencies.

Transfer

Employees can be *transferred* temporarily or on an ongoing basis under the *Public Sector Act 2009* section 9 (3), by agreement between two chief executives. Employee consent is preferable, but is not required. The remuneration level of the employee is to be maintained.

Restructure the public sector

Under the *Public Sector Act 2009* s 9 (1) the Premier may re-structure the public sector. This can be applied after a catastrophic disaster in order to address long term disaster recovery or at any other time. The [Handbook on Machinery of Government Changes](#) will be the guide for this.

Calling for nominations & directing employees

Where time permits, it is preferable to call for nominations from employees for *make available* disaster-related duties.

Calls for employees to nominate for disaster duties may be sent by the Mobilisation Coordinator to part or all of the public sector.

If a call for nominations does not yield sufficient numbers or it is judged that there is no time for such a process, then the lawful and reasonable direction of employees to perform other duties by chief executives may be required in the short term.

Where employees are likely to be directed to perform other duties, chief executives will need to provide flexibility for employees to be excluded from mobilisation if required (see [Employee Availability](#)).

Employee recruitment, consent & exemption

Deployment Timeframe	Method of Recruitment	Remuneration	Employee Consent	Exemption from Mobilisation is Possible
Short	Call for nominations for <i>make available</i> arrangements	No change	Consent is provided by nominees	Yes

Short	Employees directed under <i>make available</i> arrangements*	No change	Consent preferable but not required	Yes
Medium	Employees transfer under PS Act 9 (3)	No change	Consent not required	Yes
Long	Transfer under PS Act 9 (1) – long term	No change	Consent not required	Yes

Policy custodian

The Office for the Commissioner for Public Sector Employment is the custodian of this policy.

6 ACTIVATING THE PUBLIC SECTOR MOBILISATION POLICY

Policy status

The Public Sector Mobilisation Policy is **inactive** until:

- a disaster or major emergency is declared under the EM Act sections 23 or 24 or a public health incident or public health emergency under section 86 or 87 of the SAPH Act; and
- the policy is activated by the Premier pursuant to the Premier’s Direction.

Policy activation

Following the declaration of a major emergency or a disaster under the EM Act or a public health incident or public health emergency under section 86 or 87 of the SAPH Act, the Premier will determine whether the *Public Sector Mobilisation Policy* will be activated.

The Premier may activate the policy if a major emergency or disaster or a public health incident or public health emergency is declared; and

- If the current resources, including relevant intra-agency, inter-agency, inter-operability and national surge arrangements which could provide trained or experienced staff to manage particular functions in emergencies or disasters *could be, or have been, overwhelmed or exhausted*; or
- If a critical function of government *could require, or does require* significant additional resources, in order to maintain operations during an emergency or disaster.

Stand-by

Following activation and until advised of any deployment requirement, employees should actively monitor communications regarding deployment, attend their usual workplaces and continue usual duties wherever it is safe and possible to do so, unless they have emergency management or Defence Reserve roles which require other arrangements, as per [Commissioner’s Determination 3.1: Employment Conditions – Hours of Work, Overtime and Leave](#).

Period of activation

Upon the declaration of a major emergency or disaster or a public health incident or public health emergency, and activation of the Public Sector Mobilisation Policy by the Premier, the policy will remain in operation for as long as is deemed by the Premier to be appropriate, regardless of the period of the declaration.

Application of other HR policies

In the event of inconsistency with other sector-wide or agency-specific HR policies, this policy will prevail to the extent that the policy is in effect at the relevant time.

In the event that this policy is silent on any element of other HR policies, then those HR policies should be applied as usual, with consideration of

- the principle of terms and conditions that are no less favourable for mobilised employees
- mobilisation requirements
- disaster and emergency conditions.

Stand-down

On the direction of the Premier, the Mobilisation Coordinator (see below) may advise particular agencies, functions or groups of employees to stand down from mobilisation and return to normal duties if they are not going to be deployed.

Policy de-activation

The Premier will de-activate the Public Sector Mobilisation Policy when

- the current resources, including relevant intra-agency, inter-agency, inter-operability and national surge arrangements which could provide trained or experienced resources to manage functions in emergencies or disasters are no longer likely to be, or are, overwhelmed or exhausted or
- a critical function of government is no longer likely to require, or no longer does require additional resources in order to maintain operations during an emergency or disaster.

When a de-activation is notified, arrangements will be made promptly for all employees currently mobilised to return to their home agency or normal duties.

7 MOBILISATION

Appointment of the Mobilisation Coordinator

When the Mobilisation Policy is activated, the Chief Executive of the Department of Premier and Cabinet will appoint a Mobilisation Coordinator to coordinate the mobilisation. The selection of a person for this role will depend on the nature, timing and scale of the disaster as well as suitable skills and experience.

Any of the following may be appointed as the Mobilisation Coordinator:

- Chief executive or executive of an administrative unit except the Control Agency(s) managing the emergency or disaster,
- Chief executive or executive of a recovery authority established for the disaster,
- Commissioner for Public Sector Employment.

The Mobilisation Coordinator and the State Coordinator are separate roles.

Mobilisation Coordinator - scope of role

- Consider, advise and make recommendations about matters of mobilisation referred by the Premier directly or through the Chief Executive, Department of the Premier and Cabinet
- Seek information and advice from the State Coordinator, relevant Control Agency(s) and Assistant State Coordinator – Recovery under the *Emergency Management Act 2004* on the public sector workforce requirements of the emergency or disaster or the recovery
- Provide advice and guidance to the Premier on how best to supply requirements from the public sector workforce
- Be available to attend the State Emergency Centre and State Crisis Centre as required by the State Coordinator

- Establish arrangements whereby agency chief executives can advise the Premier, through the Mobilisation Coordinator, of agency-critical human resource requirements
- Seek high-level advice or workforce information reports from the Commissioner for Public Sector Employment
- Advise the Premier on the assignment of priority to resource requests
- Advise the Premier on recommended public sector resource flow and the best sources of public sector labour
- Assist the Premier to coordinate the temporary movement of critical functions from one public sector agency to another
- Advise and make recommendations to the Premier for the purposes of any instruction from the Premier to agency chief executives, to:
 - identify suitable employees
 - *make available* employees to perform duties with or for another public sector body
 - *transfer* employees to another agency on a temporary or permanent basis
 - assign particular duties to employees
 - require employees to perform duties at a place other than their usual place of work
 - require employees to remain absent from their workplace while not performing duties but remain contactable
 - stand-down groups of employees who will not be mobilised for the disaster or emergency so that they can return to normal operations.
- Through the Premier, as chair of the Emergency Management Council, receive information from the *Emergency Management Council* or other relevant committee of Cabinet regarding Government priorities for resourcing.

When a de-activation is notified, arrangements will be made for the Mobilisation Coordinator to return to their home agency or normal duties.

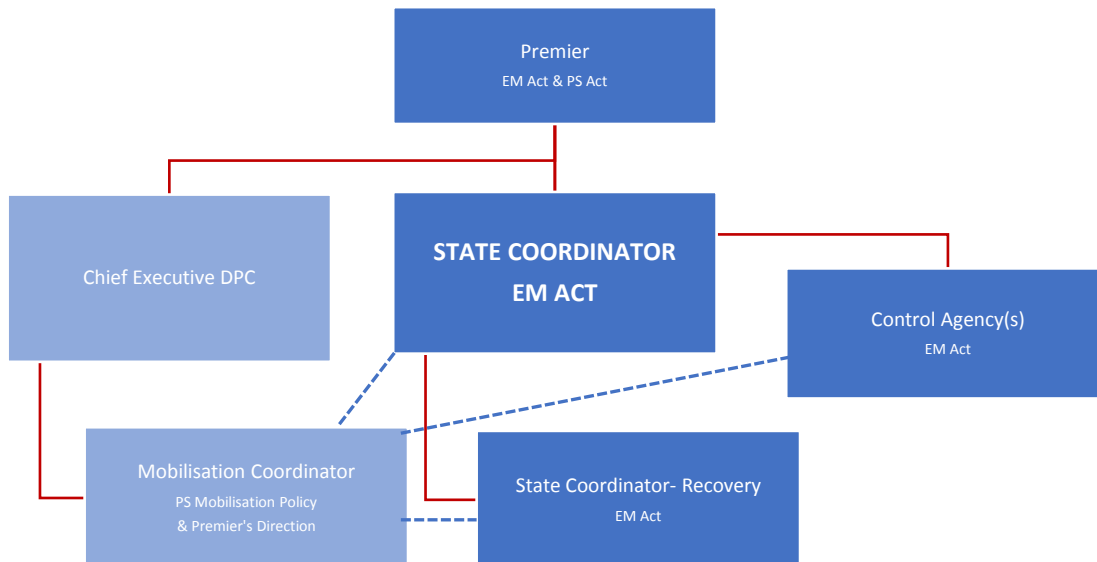
Chain of command

Under a declared major emergency or disaster, the State Coordinator coordinates preparation, response, relief and recovery and can advise the Mobilisation Coordinator. The Mobilisation Coordinator assists the Premier in identifying and selecting groups of public sector employees for deployment to disaster-related duties.

The Mobilisation Coordinator will

- Consider and respond to any requests for advice, guidance and assistance from the Premier directly or through the Chief Executive, Department of the Premier and Cabinet
- Take advice from and comply with any directions of the State Coordinator under the EM Act
- Convey the effect of any directions of the Premier to public sector Chief Executives to mobilise employees and provide other guidance on implementation as required.

Fig 1 – Mobilisation Coordinator – Key Relationships under a Declared Major Emergency or Disaster



Consulting with Chief Executives of the SA public sector

The Mobilisation Coordinator will assist the Premier to consult with Chief Executive(s) wherever feasible before plans are progressed to mobilise employees from that agency(s).

Agencies with functions that must be continued during catastrophic disasters should ensure that business continuity plans are current and can be considered by the Mobilisation Coordinator if required, in the assignment of priority for resourcing.

In the event of insufficient available resources, the Mobilisation Coordinator, will recommend to the Premier the priorities for public sector mobilisation requests (in consultation with the State Coordinator and Control Agency) and resourcing ongoing functions.

Just-in-time training plans

Agencies maintain up-to-date business continuity plans for critical functions. Such plans should include just-in-time training plans for employees mobilised to maintain the function. If more comprehensive training is required, agencies can plan formal surge arrangements which incorporate that training.

Mobilisation strategy

Surge arrangements & Incident Management Teams

Trained and/or experienced employees and volunteers will be deployed in the first instance as they will already have been trained or have experience. These may include:

- intra-agency surge teams
- inter-agency surge teams
- national resources (including COMDISPLAN and Defence Assistance to the Civil Community (DACC)¹)
- Incident Management Teams.

¹ In SA, the State Coordinator under the EM Act is the nominated official for requesting COMDISPLAN assistance. Before a request is made under COMDISPLAN, a jurisdiction must have exhausted all government, community and commercial options to provide that effect <https://www.homeaffairs.gov.au/emergency/files/plan-disaster-response.pdf>

Temporary staff and contractors

Some surge plans and business continuity plans may include provisions for hire of external temporary staff or contractors. These may proceed as planned², but the total capacity of temporary staffing companies, contracting companies and contract workers is likely to be limited, particularly in the regions. Temporary staff and contractors may also be personally affected by the disaster.

Resource flow

When disaster requirements exceed all available trained/experienced/certified public sector staff and volunteers, or when emergency management training is not a pre-requisite, then mobilised public sector employees may be deployed, with just-in-time training and appropriate work health and safety arrangements.

Where significant skills shortages exist, employees can be deployed as assistants to staff with skills that are in high demand.

In a catastrophic disaster, it is likely that both surge plans and mobilisation will be in operation at the same time due to the variable supply of in-demand skills.

Volunteers

Mobilisation does not replace the deployment of trained volunteers through the Country Fire Services (CFS), the State Emergency Service (SES), Volunteer Marine Rescue, St John Ambulance Service and non-government organisations.

Some public sector employees are also members of local emergency services organisations and volunteering in their local communities must be supported as *Commissioner's Determination 3.1 Employment Conditions - Hours of Work, Overtime and Leave*.

Applying transferrable skills

- Mobilisation is not be limited to employees with generalist administrative skills or those with directly applicable skills, such as case managers
- Employees from almost any occupational, technical or professional group may have transferrable skills and could be mobilised
- Employees most suited to mobilisation will be adaptable, flexible, resilient people with a *can-do* attitude, sound organisational skills, ability to anticipate risk, good judgment, networking ability and common sense
- Many employees with roles and job skills that have seeming limited transferability may also be excellent organisers of events, sports or clubs in the community
- ANZSCO codes will be used to achieve skills matching, in addition to identification of skill sets by agency HR executives (see [Responsibilities](#))
- Duties requiring checks or police clearance (eg, to work with children) continue to require employees with the relevant checks and clearances in place.

Workforce information

Significant public sector workforce information will be required by the Mobilisation Coordinator in order to provide advice and recommendations to the Premier. This information will be provided by the Office for the Commissioner for Public Sector Employment and will identify suitable positions

² Emergency Situation Procurement Policy may apply. See https://www.spb.sa.gov.au/sites/default/files/Emergency%20Situation%20Procurement%20Policy%20v3.1%20September%202016_0.pdf

and people across the SA public sector by ANZSCO code, receipt of First Aid allowance, position, agency, employee name, classification and employment status.

Classification matching

- Exact matching of classifications to disaster mobilisation roles and duties may not be possible
- Under catastrophic disaster conditions all employees deployed to the emergency or disaster will be continue to be paid at the classification that was in place when the mobilisation was activated, or that would have been in place if mobilisation had not been activated, unless they are granted leave without pay, are not entitled to receive remuneration or have been transferred to a role with a different classification or for some other lawful reason
- Excluded from this arrangement are employees for whom an Enterprise Agreement or Workplace Flexibility Agreement is already in place for firefighting or other emergency-related roles.

Location of deployment

- It is generally better for employees to deploy-in-place³, however employees who are mobilised may be required to visit, attend or be based at other locations and worksites. A request or direction to do so must be reasonable
- Accommodation and travel, if required, is provided by the deploying agency as detailed in the [Commissioner's Determination 3.2: Employment Conditions - Remuneration - Allowances and Reimbursements](#) or other relevant applicable instrument
- Chief executives may require public sector employees to work from home where this is a possibility, where such a direction is lawful and reasonable in the circumstances and where the health, safety of employees and the confidentiality of information and communication has been considered
- Chief executives may direct employees to remain absent from their workplace with remuneration while remaining contactable.

Taking leave

Chief executives may cancel approved employee leave or may encourage employees to take approved paid or unpaid leave in order to manage the emergency or disaster.

Employee availability and exemption

Employee availability for *make available* arrangements is assumed unless employees advise otherwise. The systematic checking of every employee's availability may not be feasible under catastrophic disaster conditions.

Employees may have personal circumstances that prevent them being available for deployment to other duties, worksites or locations, including, for example:

- being members of emergency services organisations or Defence Reserves
- having medical conditions or physical or mental capacities unsuited to other duties or locations
- being personally affected by the disaster
- having dependents who require care

³ Deploy-in-place means to work from the employee's current workstation, if this is possible, and if it better facilitates access to Statenet, required applications, equipment and support

- requiring workplace adaptations for disability, WHS or injury purposes.

Agency chief executives may exempt such employees from mobilisation on a case-by-case basis.

Flexible work practices

- Flexible work practices can be maintained
- Employees and employers can agree to change flexible work practices
- Any employee who is part-time and undertakes a deployment on a full-time or part-time basis, or for part of their working hours, will need to be relieved of normal duties for the hours deployed.

Assigning priority for mobilised resourcing

The following priorities will be applied to mobilisation resourcing requests

- (a) preservation of life; and
- (b) prevention of escalation of the emergency; and
- (c) maintenance of law and order; and
- (d) provision of safety and security measures for people and property; and
- (e) care of sick, injured, and dependent people; and
- (f) provision of essential services; and
- (g) preservation of governance; and
- (h) protection of assets (including environmental assets, public infrastructure, cultural and historic heritage assets, public buildings and their contents); and
- (i) protection of natural and physical resources and the provision of animal welfare (to the extent reasonably possible in the circumstances); and
- (j) continuation or restoration of economic activity; and
- (k) putting into place of effective arrangements for the transition to recovery.

The relative order of priorities is dependent on the nature, scale, timing, impacts and location of the disaster.

Order of resource flow and mobilisation methods



Work health & safety

Employers must ensure appropriate implementation of health and safety obligations.

- Home and receiving agencies are jointly responsible for work, health and safety
- All employees, whether mobilised or not, must continue to fulfil their work, health and safety obligations
- A receiving agency must ensure that employees who are deployed temporarily to other duties, roles or agencies receive induction on work, health and safety; procedures and equipment relevant to those duties; and the worksite(s), before they commence duties
- Employees have an obligation to cooperate in implementing risk control measures and an obligation to take reasonable steps to ensure that they do not take any action or make any omission that creates or increases an existing risk to their health and safety or to that of others in or near the workplace. See section 28 of the *Work Health and Safety Act 2012*
- Employees should advise their managers of any risks to their work health and safety arising directly or indirectly from mobilisation
- Employees who have reasonable adjustments (such as special equipment) to assist them in their home agency should advise these to their receiving agency
- An employee who is mobilised into a receiving agency should report hazards and incidents to that agency and the home agency
- The home agency, as the employing agency, is responsible for the management of workers compensation claims.

Avoiding fatigue

Fatigue is mental and/or physical exhaustion that reduces an employee's ability to perform the work safely and effectively.

- Particular care must be taken in managing the workloads and rosters of mobilised staff during disaster deployments
- Staff who have been mobilised must be relieved of normal duties
- Advice on fatigue and rostering can be found at [Safework Australia](#).

Employee mental health

The long term impacts of catastrophic disaster can range from post-trauma growth to post-traumatic stress disorder. All employees should be made aware of professional mental health services available to them and how to access them. Peer support programs, if available, could be helpful.

Debriefing

Debriefing is a structured process used after disaster mobilisation to improve lessons management about disasters.

- Agencies supervising disaster-related work are asked to debrief employees at the conclusion of disaster mobilisation.
- Single and multi-agency/organisation debrief policies are contained in the [SEMP – Part 3- Policy and Frameworks – Annexes – Lessons Management](#).

8 FINANCIAL ARRANGEMENTS

- Mobilised employees retain their remuneration applicable and continue to be paid through the home agency (as the employing authority for payroll purposes) to minimise administrative load and disruptions to pay, salary sacrifice and superannuation
- Receiving agencies cover the cost of equipment, accommodation and travel, if required for received employees
- Receiving agencies must advise home agencies of approved overtime if required

- Changes to the salary-related budgets of agencies are to be negotiated between each agency and the Department of Treasury and Finance (DTF), if mobilisation creates significant budget implications
- All costs associated with the provision of services and resources for disaster response, relief and recovery must be captured for use by the DTF, for example to make and substantiate a State claim for disaster-related costs under the Disaster Recovery Funding Arrangements (DRFA) or other Australian government assistance program. The backfilling of roles for mobilisation may be an eligible cost (eg for a natural disaster). Further information on natural disaster assistance is available at [Disaster Assist](#) and DTF [Disaster Recovery Assistance](#).

9 OPERATIONAL PROCEDURES

The operational procedures for Public Sector Mobilisation will be contained in the *Public Sector Mobilisation Procedures* (which will be developed at a later time).

10 CODE OF ETHICS DURING MOBILISATION

The *Code of Ethics for the South Australian Public Sector* applies to all public sector employees, including during mobilisation.

11 COMPLIANCE

- *Emergency Management Act 2004*
- *South Australian Public Health Act 2011*
- *Work Health and Safety Act 2012*
- *Public Sector Act 2009*
- *Public Sector Regulations 2010*
- *Premier's Direction on Public Sector Mobilisation*
- *Determinations of the Commissioner for Public Sector Employment*
- *Emergency Situation Procurement Policy*

12 RESPONSIBILITIES

Chief executives are responsible for ensuring that

- The agency maintains up-to-date ANZSCO codes and employee records in its payroll systems, which is the 'source of truth' for the Office for the Commissioner for Public Sector Employment's Automated Workforce Information Collection program
- Business continuity plans include just-in-time training plans for employees mobilised to support critical functions if required during catastrophic disasters
- This policy is implemented when a major emergency or disaster is declared under the *Emergency Management Act 2004* or a public health incident or a public health emergency is declared under the *South Australian Public Health Act 2011* and the Premier activates this policy.

13 INTERPRETATION

In this instrument:

- Words used have the same meaning as words used in the *Public Sector Act 2009*, *South Australian Public Health Act 2011* and the *Emergency Management Act 2004* unless the contrary intention appears
- A reference to any legislation, Code of Conduct, or instrument means that legislation, Code of Conduct, or instrument as amended and in force from time to time and includes any legislation, Code of Conduct substituted for it and any instrument made under it or the substituted legislation, Code of Conduct, or instrument.

The following words have the following meanings, unless the contrary intention appears:

- ‘Activate’ means the activation of the Public Sector Mobilisation Policy such that provisions of the Public Sector Mobilisation Policy over-ride other public sector or agency human resource policies
- ‘ANZSCO’ means Australian and New Zealand Standard Classification of Occupations as defined by the Australian Bureau of Statistics
- ‘Critical functions’ means functions that must be maintained during catastrophic disasters
- ‘Catastrophic disaster’ means a declared major emergency or disaster or public health incident or public health emergency which could or has overwhelmed or exhausted current resources including relevant intra-agency, inter-agency, inter-operability and national surge arrangements which could provide trained or experienced staff to manage particular functions in emergencies or disasters. Catastrophic disasters can include single events of significant scale or consecutive, cascading and concurrent disasters.
- ‘De-activate’ means that the Public Sector Mobilisation policy has been de-activated and no longer over-rides other HR policies, deployment or agency operations. All mobilised employees return to normal duties on arrangement with their home agency
- ‘Deploy-in-place’ means to work from the employee’s usual workplace
- ‘Destination agency’ is the agency that is responsible for the function during mobilisation if the function has been moved temporarily to another agency
- ‘Home agency’ means the employing agency for any mobilised employee at the time the Mobilisation Policy was activated
- ‘Make available’ means that an agency head makes available employees for deployment to other duties or agencies under current employment arrangements
- ‘Mobilisation Coordinator’ means the Mobilisation Coordinator appointed by the Chief Executive of the Department of the Premier and Cabinet under this Public Sector Mobilisation Policy
- ‘Originating’ agency is the agency that was accountable for the function at the time the Mobilisation Policy was activated
- ‘Receiving’ agency means the agency to which an employee has been temporarily deployed for mobilisation under *make available* or temporary transfer arrangements
- ‘State Emergency Management Plan’ (SEMP) means the State Emergency Management Plan under the *Emergency Management Act 2004*
- ‘Stand-by’ means that employees should monitor communications from the Premier and their chief executive or delegate for a request to nominate for disaster-related duties or an instruction to mobilise. ‘Stand-by’ in this policy does not mean the same as it does in an industrial instrument

- 'Stand-down' means that the Mobilisation Coordinator has advised that a group of employees is not likely to be mobilised and may return to normal duties and operations. It does not take the meaning of *stand down* under legislation
- 'Stand-up' means a specified group of employees should prepare for imminent mobilisation
- 'State Coordinator' means the State Coordinator established under section 14 of the *Emergency Management Act 2004*
- 'Assistant State Coordinator – Recovery' means the Assistant State Coordinator - Recovery appointed by the State Emergency Management Committee under the SEMP
- 'Transfer' means transfer under the *Public Sector Act 2009*, whereby an employee of the agency transfers to other employment within the public sector.

14 SUMMARY OF MOBILISATION PHASES

Phase	Sub-phase	Requirements	References
Catastrophic disaster occurs or is about to occur in SA	Disaster	Catastrophic or significant disaster of any kind comprising single or multiple events	<i>Emergency Management Act 2004</i>
Disaster preparation, response, relief and recovery commence	SEMP implementation	<p>State Emergency Management Plan is implemented and the State Coordinator Control carries out the functions assigned under the <i>Emergency Management Act 2004</i></p> <p>The assigned 'control agency' takes control of disaster response</p> <p>Agency resources continue to be controlled by the relevant chief executives</p> <p>Normal arrangements for surge resourcing are activated, including intra-agency, inter-agency and national and international staff and volunteer surge plans, as necessary</p>	<p><i>Emergency Management Act 2004</i></p> <p><i>State Emergency Management Plan</i></p>
Declaration of a major emergency or a disaster or a public health emergency or incident	Declaration	<p>Declaration of a major emergency or disaster is made under the EM Act by the State Coordinator or the Governor</p> <p>Declaration of a public health emergency or incident under the <i>South Australian Public Health Act 2011</i></p> <p>Issuing of the Premiers Direction for Public Sector Mobilisation</p>	<p><i>Emergency Management Act 2004</i></p> <p><i>South Australian Public Health Act 2011</i></p> <p><i>State Emergency Management Plan</i></p> <p>Premier's Direction SA</p> <p>Public Sector Mobilisation</p>
Activation of Mobilisation Policy on Public Sector Mobilisation	Activation	<p>Premier considers whether disaster is likely to exceed, or has exceeded, available trained and experienced surge resources or whether additional resources are required to fulfil a critical function of government during an emergency or disaster</p> <p>Premier decides whether to activate the <i>Public Sector Mobilisation Policy</i></p>	<i>Public Sector Mobilisation Policy (this document)</i>
	Announcement	Premier announces that the Public Sector Mobilisation Policy has been activated	
	Appointment of Mobilisation Coordinator	The Chief Executive of DPC appoints a <i>Mobilisation Coordinator</i> to provide advice and recommendations to the Premier on the mobilisation and the public sector is advised accordingly	<i>Public Sector Mobilisation Policy</i>
	Attend workplaces if safe	All employees not on approved leave or working from home under an approved arrangement should attend the workplace if safe and possible to do so	<i>Public Sector Mobilisation Policy</i>
	Standby	All employees in scope should monitor communications to remain abreast of plans for mobilisation	
	Public Sector Mobilisation Policy takes effect	Where there are inconsistencies between the Mobilisation Policy and extant HR policies and practices across the public sector, the Public Sector Mobilisation Policy shall prevail for the period that it remains in effect	<i>Public Sector Mobilisation Policy</i>
	Chief executives prepare to 'make available' employees for mobilisation	All chief executives in the South Australian public sector prepare to <i>make available</i> employees as per the Premier's Direction on Public Sector Mobilisation	<p><i>Public Sector Mobilisation Policy</i></p> <p><i>Premier's Direction on Public Sector Mobilisation</i></p>
Mobilisation	Resource request	The Premier, State Co-ordinator, Control Agencies and support agencies under the State Emergency Management Plan advise resource requirements to Mobilisation Coordinator	<i>Public Sector Mobilisation Policy</i>

Phase	Sub-phase	Requirements	References
	Resource availability assessment	Agency chief executives advise the Mobilisation Coordinator of critical functions, resource requirements and resource supply	Workforce Information Collection used to identify relevant roles and employees
	Resource supply request	Premier, with the assistance of the Mobilisation Coordinator, requests resources of agencies by 'making available' employees who have not been exempted from mobilisation	<i>Public Sector Mobilisation Policy</i>
	Resource supply	Agency chief executives agree to provide resources requested by the Mobilisation Coordinator to other agencies or accept functions previously managed by other agencies	<i>Public Sector Mobilisation Policy</i>
Deployment	<i>Make available</i>	Mobilised employees deploy temporarily to disaster-related duties within current employment contracts and on current salary and similar conditions under 'make available' arrangements. Mobilised employees deploy-in-place wherever possible, using current facilities, equipment, security access and Statenet access. Work may be distributed across employees in more than one agency. Employees may be directed to attend additional worksites or locations	<i>Common Law Public Sector Mobilisation Policy</i>
	<i>Transfer</i>	If needed and practicable, employees can be transferred temporarily across agencies under the <i>Public Sector Act 2009</i> s 9 (3).	<i>Public Sector Act 2009, s 9.3 Public Sector Mobilisation Policy</i>
	<i>Just-in-time training</i>	Receiving or originating agencies provide just-in-time training to mobilised employees	<i>Public Sector Mobilisation Policy</i>
	<i>WHS Briefings</i>	Receiving agencies or originating agencies brief mobilised employees on work, health and safety for the duties, worksites and locations to which employees are mobilised	<i>Public Sector Mobilisation Policy</i>
Cost capture		All disaster mobilisation costs are documented and tracked ready for DTF aggregation and claim and subsequent State and Commonwealth audits	<i>Disaster Recovery Funding Arrangements</i>
Partial stand-down	Partial stand-down	Mobilisation Coordinator stands down specific agencies or groups of employees to enable return to normal operations	<i>Public Sector Mobilisation Policy</i>
De-activation	Deactivation	Premier de-activates the Premier's Direction on Public Sector Mobilisation	<i>Public Sector Mobilisation Policy</i>
	Stand-down & return to normal operations	Agencies make arrangements for stand-down of all mobilised employees, return to normal duties and operation. Work moved to the agency is returned to originating agencies as required or is otherwise allocated under ongoing arrangements.	<i>State Emergency Management Plan - Lessons Management Plan – Annexes -</i>
	Debriefing	De-briefing of mobilised employees is undertaken to assist in lessons management.	
Restructure	Restructuring the public sector	If required, the Premier restructures the public sector to meet long term disaster recovery needs	Public Sector Act 2009. S 9 (1) - Restructuring the public sector