

Frequently Asked Questions

PGC Realignment Project

14 March 2024



Why is the PGC Realignment Project doing this work?

The PGC Realignment is a continuation of work that was initiated 18 months ago to design more efficient ways of working, with faster delivery of high value results for Kāinga Ora at lower cost.

Why are we making these changes prior to the outcome of the external review? Why wouldn't we wait?

The PGC Realignment is a continuation of work that was initiated 18 months ago to design more efficient ways of working, with faster delivery of high value results for Kāinga Ora at lower cost.

We will take the review outcomes into account to help inform the proposed design and consultation.

Who is in the PGC Realignment team?

This team includes people from the following teams:

- PGC Advisory Services team
- People team
- Project management Services
- Internal Communications
- And is supported by SMEs where required.

Who is working on the Continuous Delivery proposal?

The team includes people from the following teams:

- Organisational Improvement
- Information and Intelligence
- Technology
- People team
- Risk Oversight

This team will be making recommendations to the GM PGC, who will make final decisions on the changes proposed through the consultation process. CELG will also endorse these decisions.

What is the difference between restructure and realignment?

The purpose of this work is to realign the PGC workforce so it meets the requirements of our operating context, including the financial environment and the services we need to deliver.

That's why the overall title is the PGC Realignment project. There will be restructuring of some teams as a result of this work.

Will there be redundancies / job losses?

There will be a reduction in the number of roles in PGC. It is likely that there will be some redundancies as a result of this process.

Who makes the decisions about new structure / disestablished roles?

The purpose of the upcoming consultation processes is to get feedback on the proposed changes to the structure of some teams.

We will be consulting with the teams who are affected, and the General Manager PGC will sign off the final decisions with CELG endorsement.

Are there agreed numbers / targets / goals?

The outcome of this process is for the PGC group to be sized appropriately in line with our budget and the services we need to deliver.

The purpose of the Realignment Project is to determine those details, so we have a sound basis for consultation. Right now, different options are being explored and tested.

What can you tell me right now about voluntary redundancies? (e.g. is it an option, when will it be an option)

We are working through the principles with CELG over the next weeks; the approach to voluntary redundancies is one of those.

What will the process be around disestablished roles?

We are working through this with the CELG to ensure the process that's applied is fair and appropriate. This will be included in the consultation documents.

Will existing projects be addressed in the consultation docs? Will my project exist in the new model?

After our consultation has been completed and as part of implementation planning, we will then assess:

- In-flight projects on a case-by-case basis to determine which could benefit from transition into our Continuous Delivery model and,
- which projects should be completed under their current project settings.

We will communicate with projects when we are starting those assessments and make them aware of how this will be managed.

What can we expect Comms wise over the next while?

We want to communicate with you when there is useful information to share. The PGC Realignment team will send a regular email which includes answers to FAQs, updated timeframes and key updates where required.

When there are updates specific to teams or groups, they will be shared directly.

You are welcome to email questions through to the PGC Realignment inbox.

If you still have questions, please send them through to PGC.Realignment@kaingaora.govt.nz

From: [PGC Realignment](#)
Subject: Update and FAQs on PGC Realignment Project
Date: Thursday, 14 March 2024 12:04:27 PM
Attachments: [PGC Realignment Frequently Asked Questions 14 March 2024.pdf](#)

Kia ora koutou,

On 29 February, Rowan Macrae, General Manager – People, Governance and Capability provided an update on the PGC Realignment Project that is now underway.

This is the first of our regular email updates to remind you what is happening, update you on what you need to know and share some of the questions we have received.

PGC Realignment Project

The PGC Realignment Project team is now preparing proposals to take to those teams in PGC that form part of the project.

Reminder why we are doing this mahi

- The PGC Realignment Project will help us position ourselves for the future. It has been endorsed by our Chief Executive Leadership Group.
- The outcome of consultation, after feedback from the teams involved, is to ensure People, Governance and Capability is sized appropriately in line with our budget and the services we need to deliver.
- This means that there will be changes to the size and specialisations of some teams, and in some cases, a reduction in role numbers.

Questions and Answers

We will share with you the answers to some of our most frequently asked questions on a regular basis to support you through this process. This week's FAQs are attached to this email.

Indicative timeframes

See below for a reminder of the indicative dates for each team.

Please note: These timeframes are subject to change. We will come back to you with up-to-date timeframes as we progress through this mahi.

Governance team	
Governance team move to report to Greg Groufsky, DCE Government and Sector Relationships.	Changes have been actioned
Internal Communications team stay in PGC and report directly to Rowan Macrae.	Changes have been actioned
People team and Safety Support and Wellbeing team	
Draft Proposals on changes to PGC FTE roles and repositioning of teams if required (Individualised to each team.)	Early April
Consultation period - We will also be holding interactive sessions and drop-in sessions.	Throughout April
Consideration period.	Two weeks following close of consultation
Final decisions released accompanied by doc that shows outcomes from feedback. These dates will be confirmed during the consultation.	Mid-May
Implementation.	May /June

Project ends and changes in place.	End June
Continuous Delivery - Organisational Improvement, Technology, Information and Intelligence The Continuous Delivery timeframes will be slightly longer as we are proposing a change to their operating model. They will receive their proposal in early May.	
Draft Proposals on changes to PGC FTE roles and repositioning of teams if required (Individualised to each team.)	Early May
Consultation period - We will also be holding interactive sessions and drop-in sessions.	Throughout May
Consideration period.	Two weeks following close of consultation
Final decisions released accompanied by doc that shows outcomes from feedback. These dates will be confirmed during the consultation.	Mid-June
Implementation.	June /July
Project ends and changes in place.	End July

If you work in one of those teams:

- We will consult with you on any proposed changes for your team.
- Any changes to your team will be consulted with your team members only.
- You can provide feedback individually or as a team.
- We are engaging with the PSA throughout this process.
- You will have access to confidential support via EAP and other providers.

As we get closer to sharing the proposals, we will provide more information on how you can provide feedback on any proposed changes to your team.

Support with navigating change

Remember the [Navigating Change](#) page has been set up to provide you with all our information on support services available to you. It will be updated as we add more resources to support you and your team members / colleagues.

We all respond to change differently, so it's important to act with Manaakitanga and seek help if you're feeling worried, overwhelmed or out of sorts.

Do you have a question?

Email them through to PGC.Realignment@kaingaora.govt.nz

Frequently Asked Questions

PGC Realignment Project

20 March 2024



What happens if I am going on extended leave, is there anything I need to do?

If your role is based in PGC (or you are on secondment, but your substantive role is in PGC) and you are going on extended leave, including annual leave, parental leave, sick leave, this is what you need to do:

- Make sure your People Leader has your contact information.
- Send an email to PGC.Realignment@kaingaora.govt.nz with the dates you are going on leave and your contact details – phone number and personal email.

We need this information to keep you up to date and in case we need to consult with you on any changes. This information will only be stored while the PGC Realignment Project is in place and will be destroyed afterwards.

Will being on leave / secondment disadvantage me in this process?

Nobody will be disadvantaged through this process due to being on leave or being on secondment.

We will keep people well informed about what they need to do and by when, including if you are on secondment or on leave during this period.

What will the process be around existing secondments? Will people in secondments outside of PGC be able to be involved in consultation? What happens to their roles if their substantive roles get disestablished?

Anyone who holds a substantive role in one of the affected teams in PGC will be included in the consultation process.

We are assessing the best way to manage secondments while the consultation documents are being drafted.

We will provide updates to secondees if there will be any potential change to their secondments.

Will people need to reapply for their own roles?

Following consultation, where a decision is made to either:

- disestablish a position, or
- reduce the number of positions required in the new structure

People in those roles deemed 'affected' will - subject to having the relevant skills, knowledge and experience - have priority status for new positions in the structure.

There will be an Expression of Interest (Eoi) process for affected people to indicate their preference for any new, or existing positions, in the new structure.

Will there be an impact on my project and what will it be?

The ultimate goal of the Continuous Delivery model is to speed up the delivery of outcomes and reduce costs associated with traditional project management methodologies. In future, traditionally run projects will be the exception rather than the rule.

After our consultation has been completed and, as part of implementation planning, we will then assess:

- in-flight projects on a case-by-case basis to determine which could benefit from an immediate transition to our Continuous Delivery model, and
- which projects should be completed under their current project settings.

We will communicate with projects when we are starting those assessments to update them as to how this will be managed.

We can expect some impact on speed of delivery across PGC while the PGC Realignment outcomes are implemented. We have, and will continue to, work with our internal stakeholders to keep them updated.

Has the decision already been made to move to the Continuous Delivery model? If so, what are we consulting on?

We have been exploring better ways of working for quite some time, largely as a result of feedback from key internal customers and stakeholders.

The consultation will focus on why, when and how we propose to implement the new model, and the potential impacts on team sizes and structures.

Will I (or my team) be receiving any additional training while we transition to operate in a Continuous Delivery Model?

We are evaluating where, and what, additional training may be required, including:

- for individuals in new or substantially different roles who may have key skill gaps, and
- for teams who are working together in new ways.

This includes a range of implementation support options, including formal training, coaching, self-paced learning and communities of practice.

We will share more details as we progress.

What does a reduction in specialised roles mean and does the reduction in specialised roles mean a reduction in salary?

It is possible that the roles needed to ensure the success of Continuous Delivery may be different, and potentially less specialised than those we currently have. We will consult with you on any proposed new roles, or proposed changes to existing roles. Any new roles that are confirmed will need to be evaluated/sized accordingly.

Any new position proposed, as part of the consultation process will also include indicative sizing, noting that this may be subject to change once consultation feedback is received and decisions are made.

Have we informed the PSA / Are we working with the PSA?

The PSA are aware of the PGC Realignment project, and we are committed to providing the PSA with notification on change proposals so they can support and advise their members.

If you still have questions, please send them through to PGC.Realignment@kaingaora.govt.nz

From: [PGC Realignment](#)
Subject: PGC Email: Realignment Project Weekly Update - 2
Date: Thursday, 21 March 2024 2:01:51 PM
Attachments: [PGC Realignment Frequently Asked Questions 20 March 2024.pdf](#)
[jmaae002.emz](#)
[jmaae003.png](#)

Kia ora koutou,

Here is the second of our regular email updates from the PGC Realignment Team that is being sent to all our people in roles within PGC, or people on secondment outside PGC but whose substantive role is with PGC. Note: Governance is not included as they now report to Greg Groufsky, DCE Government and Sector Relationships.

This week's update includes:

- An update from Rowan Macrae, General Manager PGC
- Update on the PGC Realignment progress
- The latest FAQs you asked us over the last week
- Going on leave – what you need to do
- A reminder of our support services available to you.

Update from Rowan Macrae

Update on PGC Realignment progress

The team are preparing consultation documents and design to take to the Chief Executive's Leadership Group for discussion and endorsement to proceed in line with the timelines we shared in our update on 14 March.

Update for Continuous Delivery teams:

- Rowan Macrae, General Manager PGC and Andy Walmsley, Director Organisational Improvement will be holding a session next week to update you on the Continuous Delivery model. Look for the invite coming soon.
- Following the release of the consultation documents in May, the Continuous Delivery Design team will hold drop-in sessions to take you through the proposed model and changes to how we will work.

Questions and answers

This week's FAQs are attached to this email.

Consultation prep – are you going on extended leave? Let us know

If your role is based in PGC (or you are on secondment, but your substantive role is in PGC) and you are going on extended leave, including annual leave, parental leave, planned sick leave or leave without pay (LWOP) this is what you need to do:

- Make sure your People Leader has your personal contact information - both email address and phone number.
- Send an email to PGC.Realignment@kaingaora.govt.nz with the dates you are going on leave and your personal contact information.
- If you are a People Leader, ask your team to complete the above actions. If someone in your team is already on extended leave, contact them to collect this information and let them know that you will send it to the PGC Realignment email on their behalf.

We need this information in case we need to consult with you on any changes, whilst you are away from work. This information will only be kept while the PGC Realignment Project is in place and will be destroyed afterwards.

Support with navigating change

The [Navigating Change](#) page has been set up to provide you with all our information on support services available to you. It is being updated regularly with more resources to support you and your team members / colleagues.

We all respond to change differently, so it is important to act with Manaakitanga and seek help if you are feeling worried, overwhelmed or out of sorts.

Do you have a question?

Email them through to PGC.Realignment@kaingaora.govt.nz

From: [PGC Realignment](#)
Subject: PGC Realignment – Update 3
Date: Wednesday, 27 March 2024 2:26:59 PM
Attachments: [image001.png](#)

Kia ora koutou,

Welcome to our third email update from the PGC Realignment team. This email has update has information on an Umbrella Wellbeing seminar that you are invited to attend.

This is our final PGC Realignment update, as some teams will start consultation in the next couple of weeks. It will then move to team-specific updates from the PGC Realignment team.

This week's update includes:

- Progress update on the PGC Realignment work.
- Umbrella Wellbeing Sessions coming soon.
- Reminder of what you need to do if you're going on extended leave.
- A reminder of our support services available to you.

Update on PGC Realignment progress

The PGC Realignment team are in the final stages of preparing consultation documents to share with the Chief Executive's Leadership Group for discussion and endorsement. We're still on track with the timelines we shared in our update on 14 March.

Reminder for Continuous Delivery teams:

- Rowan Macrae, General Manager PGC and Andy Walmsley, Director Organisational Improvement will be holding a session at 12.30-1pm on Thursday, 28 March to update you on the Continuous Delivery model. You should have received a meeting invite – if you haven't received the invite, contact us at PGC.Realignment@kaingaora.govt.nz.
- The Continuous Delivery Design team will hold drop-in sessions following the release of the consultation documents in May, to take you through the proposed model and changes to how we will work.

Supporting You Through Change - Umbrella Wellbeing Seminar Coming Soon

To support you, we're offering a session for all PGC on 18 April. This 60-minute seminar will focus on change readiness and will cover:

- managing your mindset.
- adopting a compassionate stance to support yourself and others.
- focusing on what you can control.

This seminar will be via Zoom and will be facilitated by Dr Barbara Rysenbry - Registered Clinical Psychologist.

We encourage you to attend the seminar. Here's the [link to secure your spot](#). If you haven't used the Learning Management System (LMS) in a while you may need to click the link twice.

Note: These sessions are being run by Umbrella Wellbeing and are focused on general tips on navigating change. There will be no update in these sessions specific to any proposed internal change, and any questions on this should be directed to PGC.Realignment@kaingaora.govt.nz.

IMPORTANT REMINDER: If you are going on extended leave? We need to know

If your role is based in PGC (or you're on secondment, but your substantive role is in PGC) and you're going on extended leave, including annual leave, parental leave, planned sick leave or leave without pay (LWOP) **this is what you need to do:**

- Make sure your People Leader has your personal contact information - both email address and phone number.
- Send an email to PGC.Realignment@kaingaora.govt.nz with the dates you're going on leave and your personal contact information.

Support with navigating change

Our [Navigating Change](#) page is being updated regularly with more resources to support you and your teams in preparing for change, and wellbeing through change.

Latest updates:

- Andrew McKenzie's online session with People Leaders can be viewed [here](#).
- Atamai article on [what to expect from EAP Services](#).

Do you have a question?

Email it through to PGC.Realignment@kaingaora.govt.nz

From: [PGC Realignment](#)
Subject: PGC Realignment – Update 3 for People Leaders
Date: Wednesday, 27 March 2024 2:15:36 PM
Attachments: [image001.png](#)

Kia ora koutou,

Welcome to our third email update for People Leaders from the PGC Realignment Team. This email update has information on the upcoming Umbrella Wellbeing sessions about Leading Through Change that all People Leaders are recommended to attend. A separate email will go to all of PGC to give a heads up about a separate Umbrella Wellbeing seminar that your teams can attend.

This is our final PGC Realignment update, as some teams will start consultation in the next couple of weeks. It will then move to team-specific updates from the PGC Realignment team.

This week's update includes:

- Progress update on the PGC Realignment work.
- Leading Through Change - Umbrella Wellbeing Sessions for People Leaders.
- Reminder of what you need to do if you're going on extended leave.
- A reminder of our support services available to you.

Update on PGC Realignment progress

The PGC Realignment team are in the final stages of preparing consultation documents to share with the Chief Executive's Leadership Group for discussion and endorsement. We're still on track with the timelines we shared in our update on 14 March.

Reminder for Continuous Delivery teams:

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- The Continuous Delivery Design team will hold drop-in sessions following the release of the consultation documents in May, to take you through the proposed model and changes to how we will work.

Leading Through Change - Umbrella Wellbeing Sessions

To support our PGC People Leaders we're offering Leading Through Change sessions run by Umbrella Wellbeing. These sessions are designed to:

- raise awareness,
- spark useful conversations and,
- provide People Leaders with practical tips for navigating through change.

There are four sessions to choose from, each covering the same content, so you can select the time that suits you best. Each session is two hours via Zoom and will be facilitated by Dr Barbara Rysenbry - Registered Clinical Psychologist. There will be a chance to ask questions and interact with others via break-out rooms - so consider how to best set yourself up for this, and where you might be dialling in from.

In this two-hour session we will cover:

- The common ways people may respond to change.
- An explanation of the science underlying responses to change.
- Making self-care a priority.
- The important role of leaders in supporting team members through change, encompassing:
 - creating a psychologically safe and supportive environment
 - effective leadership strategies to help team members prepare for and navigate change, and
 - skills to support team members' wellbeing and optimise their ability to adapt to change.

We recommend all People Leaders attend this session so you can be well equipped to support your people through this time. We'll have more information coming soon, along with a link to secure a spot.

Dates and times for People Leader sessions

- Thursday 4 April – 1pm-3pm
- Monday 8 April – 10am-12pm
- Friday 12 April – 1pm-3pm
- Monday 15 April – 10am-12pm

Here's the [link to book to attend one of the sessions](#). If you haven't used the Learning Management System (LMS) in a while you may need to click the link twice.

Sessions for your team

There will also be a session for all PGC on 18 April. This will focus on change readiness and will cover:

- managing your mindset
- adopting a compassionate stance to support yourself and others
- focusing on what you can control.

Please encourage your team to attend this session.

Note: These sessions are being run by Umbrella Wellbeing and are focused on general tips on navigating change. There will be no update in these sessions specific to any proposed internal change, so any questions around this should be directed to

PGC.Realignment@kaingaora.govt.nz.

IMPORTANT REMINDER: If you or someone in your team is going on extended leave? We need to know

If your team is based in PGC (or includes people who are on secondment, but whose substantive role is in PGC) and you're aware of people who are going on extended leave, including annual leave, parental leave, planned sick leave or leave without pay (LWOP) **this is what you need to do:**

- Ask them to send an email to PGC.Realignment@kaingaora.govt.nz with the dates they're going on extended leave and their personal contact details. You can also do this on their

behalf, if they agree, and/or advise the PGC Realignment team of any other relevant information they should have on record.

Support with navigating change

Our [Navigating Change](#) page is being updated regularly with more resources to support you and your teams in preparing for change, and wellbeing through change.

Latest updates:

- Andrew McKenzie's online session with People Leaders can be viewed [here](#).
- Atamai article on [what to expect from EAP Services](#).

Do you have a question?

Email them through to PGC.Realignment@kaingaora.govt.nz



Continuous Delivery

PGC Realignment Project

March 2024



Tūwhera

Whiria te pō, te pō whiri mārama
Tomokia te ao, te ao whatu tāngata
Haumi e, hui e, tāiki e!

Opening

Let us navigate uncertainty to seek understanding
Through understanding we shall be united
We are drawn together, affirm!

Agenda

Ana Vaney

Manager – Advisory Services



Introduction



Recap of Continuous Delivery



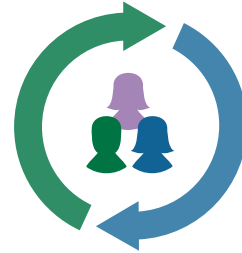
Questions and Answers



Accessing Support

Introduction

Rowan Macrae
General Manager – People,
Governance & Capability



Why we need to make changes



Our current environment



The opportunities and challenges ahead



Value Management

Roadmaps and Significant Investments

Direction Setting

- Strategies
- Statement of Performance Expectations
- Statement of Intent
- Strategic priorities
- Letter of Expectation

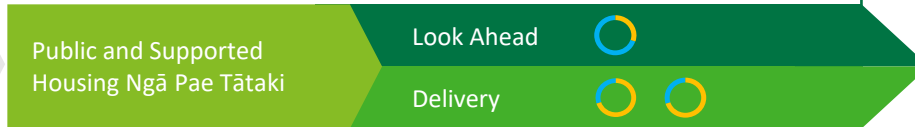
Chief Executive Leadership Group

Goals, Priorities & Resources

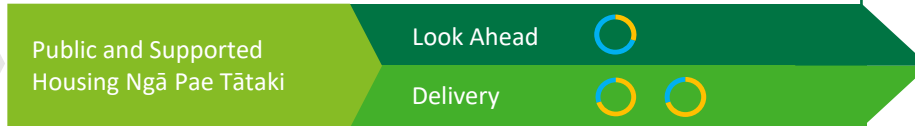
Public and Supported Housing and Communities



Asset and Maintenance



Housing Growth and Renewal



Urban Development and Home Ownership



Enterprise Services



Roadmaps

Customer Satisfaction	Standardised Team Measures
Healthy homes	
Housing Stock	
Land released to market Homes purchased	
Employee Experience	
Flow	
Quality	
Efficiency	
Cost	
Team Satisfaction	

Feedback loops

Capability

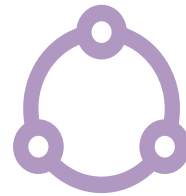
Questions & Answers

Rowan Macrae

General Manager – People,
Governance & Capability

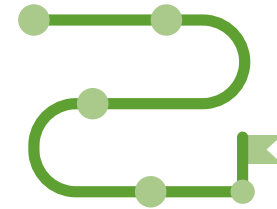
Andy Walmsley

Director – Organisational Improvement



Better Together

Continuous Delivery will propose a different structure to what we have today and you will be consulted with on that.



Timeframes

The PGC realignment team is still intending to commence consultation in the first week of May

Support is available

Rowan Macrae
General Manager – People,
Governance & Capability

Andy Walmsley
Director – Organisational Improvement

Navigating change

The Navigating Change page on Atamai is your one source of all information on support services available during change



EAP is confidential counselling and is available 24/7 via 0800 327 669 (0800 EAP NOW), or you can make an appointment online



Clearhead (through UniMed) have a network of mental health professionals (counsellors, psychologists, psychotherapists) to provide you with confidential support when your need it

Whakakapi

Kua whiria te pō

Kua tomokia te ao

Kia puta ai ki te whai ao, ki te ao mārama

Haumi e, hui e, tāiki e

Closing

We have navigated uncertainty

We have gained further understanding

We are drawn together, affirm!

From: [PGC Realignment](#)
Subject: Continuous Delivery session follow up
Date: Thursday, 4 April 2024 11:01:42 AM
Attachments: [Continuous Delivery Presentation 3 April 2024.pdf](#)

Kia ora koutou,

Thank you for attending the online session with Rowan Macrae and Andy Walmsley on Thursday, 28 March and the follow up session with Andy Walmsley on Wednesday, 3 April to hear an update on the Continuous Delivery Model and answer your questions.

Attached is the presentation that Rowan and Andy shared in those sessions.

We are planning further online and drop-in sessions to ensure you have the opportunity to engage and provide your feedback closer to, and during, your consultation.

Make sure you register to attend the Umbrella Wellbeing Seminar

To support you, we're offering a session for all PGC on 18 April. Here's the [link to secure your spot](#).

This 60-minute seminar will focus on change readiness and will cover:

- managing your mindset.
- adopting a compassionate stance to support yourself and others.
- focusing on what you can control.

This seminar will be via Zoom and will be facilitated by Dr Barbara Rysenbry - Registered Clinical Psychologist.

Note: These sessions are being run by Umbrella Wellbeing and are focused on general tips on navigating change. There will be no update in these sessions specific to any proposed internal change, and any questions on this should be directed to PGC.Realignment@kaingaora.govt.nz.

Support with navigating change

Our [Navigating Change page](#) is being updated regularly with more resources to support you and your teams in preparing for change, and wellbeing through change.

Questions?

If you have any additional questions, please email PGC.Realignment@kaingaora.govt.nz.

From: [PGC Realignment](#)
Subject: Leading Through Change (Umbrella Wellbeing - resources)
Date: Friday, 5 April 2024 8:40:27 AM
Attachments: [Introductory Training Change Readiness \(handout\).pdf](#)
[Slides for Kāinga Ora.pdf](#)

Thank you for attending this Leading Through Change (Umbrella Wellbeing) session – we hope you found it useful!

You will find attached some resources that Barbara has shared with us, including:

- Slides from the session (with the circle of concern, and the nine key points)
- Introductory change readiness handout (with the change curve and strategies to help manage change)

Additional support

Our [Navigating Change page](#) has resources available for you and your team, with new content being added regularly.

You will also receive an email from our LMS with a short survey about the session. We appreciate your feedback, as it helps us to improve future sessions and ensure we are providing useful content.

We are running a 60 minute Umbrella Wellbeing session available for everyone across PGC. It will also be facilitated by Dr Barbara Rysenbry, and will be a seminar rather than a discussion. Here's the [link to share with your team](#) (or enrol yourself).

This 60-minute seminar will focus on change readiness and will cover:

- managing your mindset.
- adopting a compassionate stance to support yourself and others.
- focusing on what you can control.

Kind regards,
PGC Realignment

Understanding common adjustment reactions

Research highlights that our move through to positive adjustment is not linear. We can expect to experience many different thoughts, feelings and physical reactions as we process what the challenge means for us and those around us. We might notice similar or different responses to change in our colleagues. All of these reactions are valid.

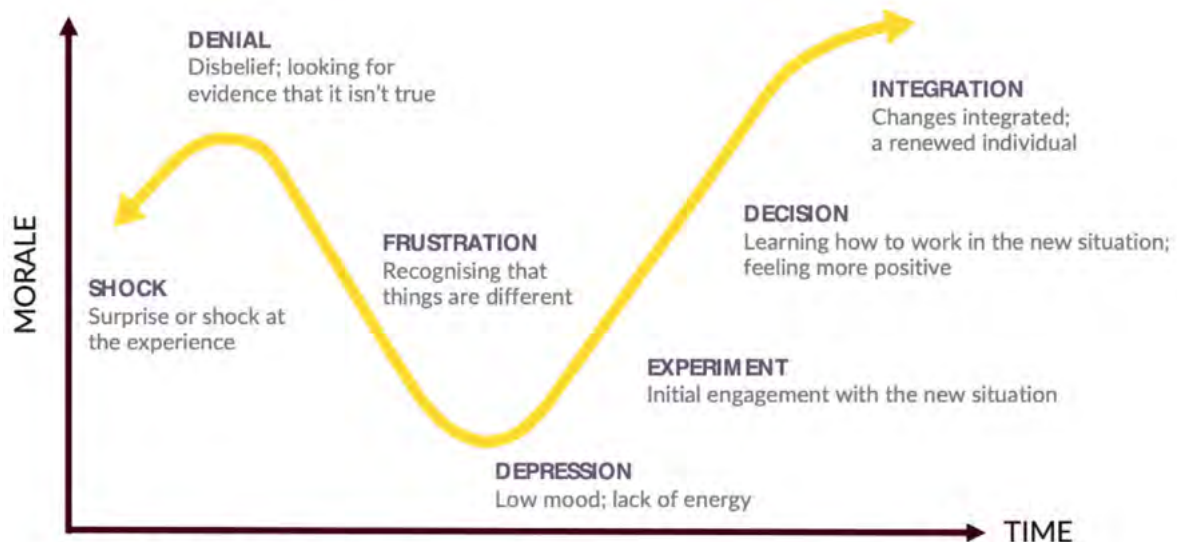


Figure 1: Kübler-Ross Change Curve

Lots of other things affect how we respond to change including personal factors (e.g., things that are happening at home, already feeling stressed and overwhelmed) and contextual factors (e.g., a history of failed changes in organisations we have worked for, we don't understand why the change is happening).

We can adapt to change

Change is always happening, whether we realise it or not. While there is an assumption that people don't like change or cope well with it, we have probably managed many different changes already in our lifetime. How we respond to change after our initial reactions is important and can play a role in how the change affects our lives.

Strategies to help manage change

- 1. Manage your mindset** – our thoughts have the ability to impact our feelings, what happens in our body, and how we act. Try to adopt a challenge mindset (rather than a threat one) by considering the strengths and resources you do have and taking time to reflect on and learn from past experiences of navigating change.
- 2. Support yourself and others** – show ourselves the same kindness during challenging times that we would show a friend. A recipe for compassion can include:
 - Mindful awareness - Acknowledge our unpleasant emotions and allow them to be there, just as they are.
 - Common humanity - Recognise that suffering and hard times are something we all go through; it is not you alone struggling.
 - Kindness - Be warm and understanding toward yourself at difficult times, rather than judging.
- 3. Control what you can** – worrying about things that are outside of our control takes a lot of time and energy. Refocusing on the things that are within our control to change or influence can be a way to empower ourselves and work towards change that is possible. This includes accessing support, taking care of ourselves physically, and ensuring we devote time to rest and relaxation.

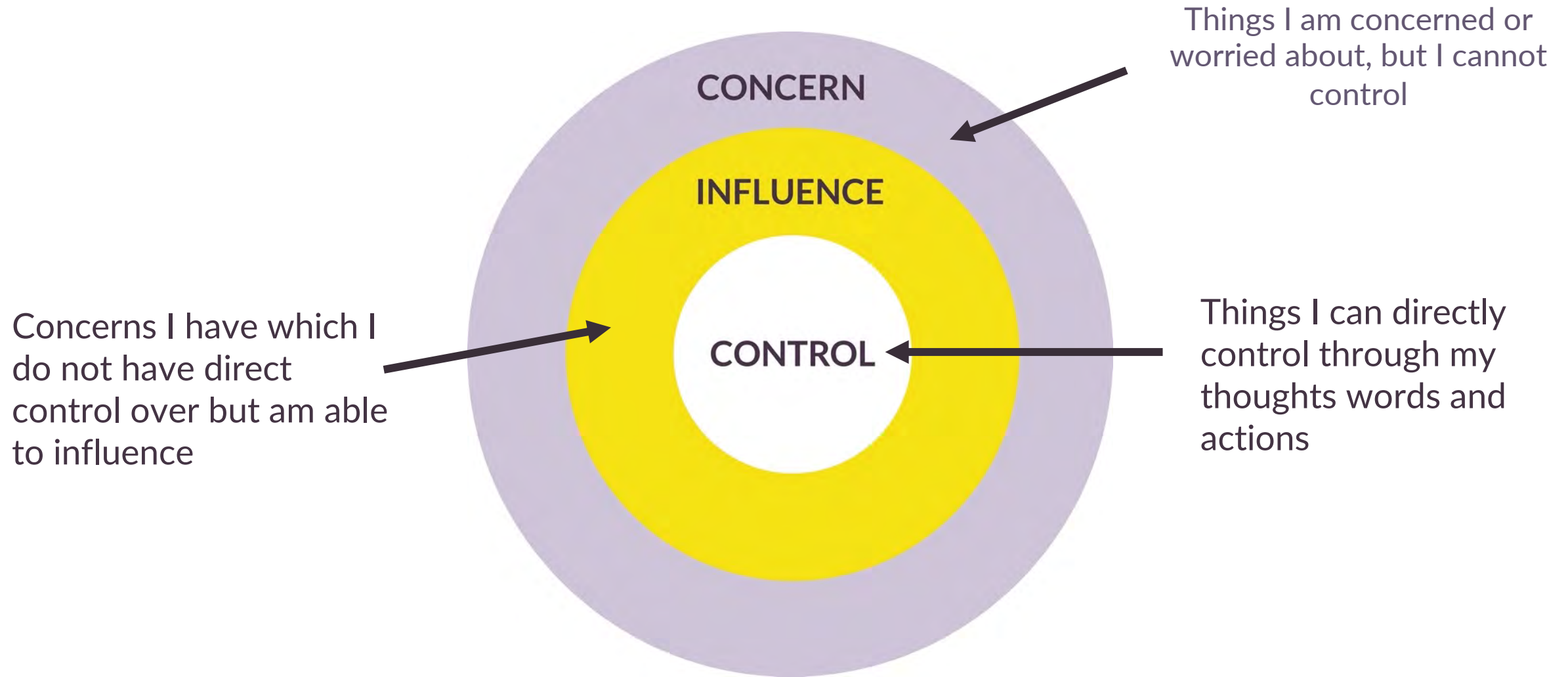


Whakatauki

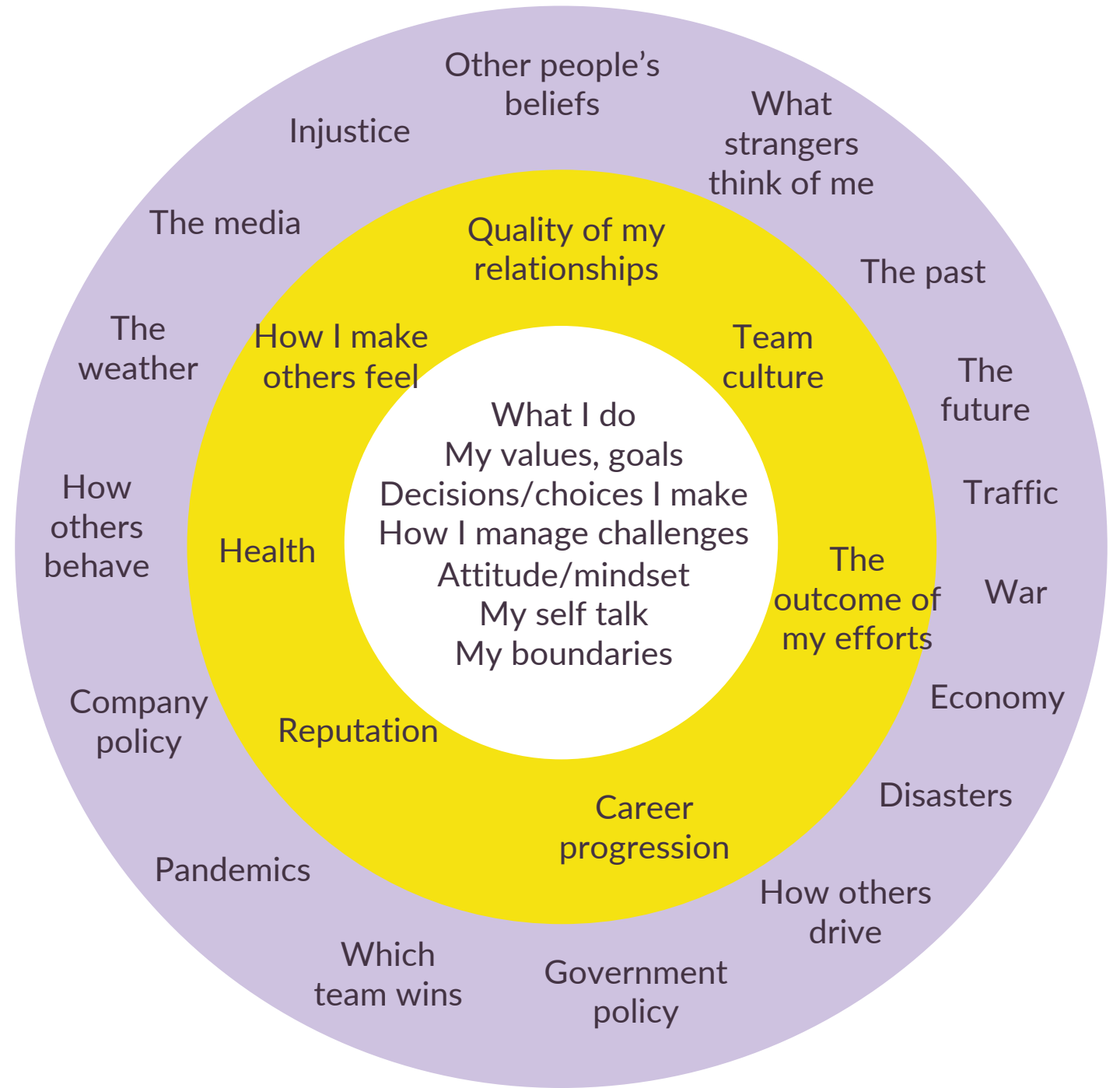
He aha te kai o te Rangatira?
He kōrero, he kōrero, he kōrero.

*What is the food of the leader?
It is knowledge, it is communication.*

Circles of Control



Circles of Control



Key messages: supporting wellbeing through change

1 Walk the talk

Model and encourage a workplace culture of self care, connection, and wellbeing.

2 Psychological Safety

Ensure a safe, respectful environment for people to raise concerns or disclose difficulties

3 Genuine connection

Get to know your team members. Spend time with them. Know when they are not OK

4 Ask, Listen, Validate

Everyone's situation is different. Don't assume how your team members are, check in with them

5 Build Trust

Do what you say you are going to do. Be genuine, authentic. Listen

6 Threat or Opportunity?

How is your mindset affecting you/your team?

7 Communication

Clarity, transparency, honesty, fairness, equity of information, validate concerns

8 Laugh more

Find ways to inject fun and humour. Create social opportunities

9 Focus on what you can control

Identify what you and your team are in control of and focus your time and energy on that



From: [PGC Realignment](#)
Subject: PGC Realignment – Update 4 Consultation has started
Date: Thursday, 11 April 2024 4:05:27 PM

Kia ora koutou,

Update from Rowan Macrae, General Manager PGC

This is an important update to let you know that consultation is now underway for some teams in PGC as part of the PGC Realignment Project. This is just the start of a significant period of change for all of us.

Members of the People team, and the Safety, Support and Wellbeing team, will be taking the time to work through their feedback on their team proposals. And in early May, the teams in Organisational Improvement, Technology and Information and Intelligence will begin consultation on the Continuous Delivery proposal. If you're part of these consultations, it's important that you take the time to engage in the process and understand what it could mean for your role.

It's a challenging time for our people in these teams, and for the wider organisation – for many of us, it's the first time we've been part of a process like this. This is the time for us to really lean into our values. We're all in this together, regardless of what team we're part of, and whether we're part of this consultation.

It's super important that

- We demonstrate Manaakitanga through listening to understand and being empathetic toward those around us.
- We demonstrate Mahi Tahi by sharing our feedback on the consultation constructively
- We demonstrate Whanake by asking for help when we need it and understanding the impacts of our behaviours of those around us.

Please hold our values close, and consider how we're demonstrating them as we connect with each other.

Questions about the option for voluntary redundancy

This is something I do want to cover in this update. The option of voluntary redundancy will be available to people within the teams that are part of these change processes, not across the whole PGC Group. All applications for voluntary redundancy will be considered on a case-by-case basis, and determined at the sole discretion of Kāinga Ora, to ensure we maintain the right balance of skills, experience and knowledge in the workplace. There are more details on this in the consultation documents.

Supporting you through change - Umbrella Wellbeing Seminar

If you haven't yet registered, I encourage you to attend the Umbrella Wellbeing Seminar on 18 April - here's the [link to secure your spot](#). These sessions have been designed to help us navigate change, with a focus on practical tools and tips. There will be no update in these sessions specific to the consultation or proposed changes.

Access our support services

Please make sure you reach out for extra support if you need it, either via your People Leader, or

the range of resources and services we've gathered into one place for you on our [Navigating Change](#) page.

If you still have questions, do send them through to the team at PGC.Realignment@kaingaora.govt.nz

Ngā mihi

Ro

From: [PGC Realignment](#)
Subject: Update on PGC Realignment - Consultation date confirmed
Date: Monday, 29 April 2024 2:02:47 PM
Attachments: [image001.jpg](#)

Kia ora koutou,

Update for people in Organisational Improvement, Technology, and Information and Intelligence from Rowan Macrae, General Manager PGC

This is an important update to confirm that the consultation process for proposed changes to the Organisational Improvement, Technology and Information and Intelligence teams will start on **Thursday, 2 May 2024**.

I want to thank you all for your patience, and a special thanks to everyone who has engaged with us on the design, development and testing of the Continuous Delivery model. We are now in a position to propose a structure that will support our new ways of working, and to begin consultation.

What is happening

Prior to consultation, this week - people from the PGC Realignment Project will be organising meetings with you to talk you through the consultation process.

Thursday, 2 May

1. **Online session** – before the consultation is released, I will hold an session for all our people in the Organisational Improvement, Technology and Information and Intelligence teams to share an overview of the proposal for change. Invites for this online session will be sent out on 30 April.
2. **Proposed consultation document sent** - following the online session, the consultation document will be sent out to all our people in Organisational Improvement, Technology and Information and Intelligence by email and consultation will start.
3. **Letters sent** – all people in Organisational Improvement, Technology and Information and Intelligence teams will receive a letter outlining the nature of any changes proposed for their role.

Thursday, 23 May – Consultation closes.

Support services are available for you

I understand that these are extremely challenging times for our people, and we want to make sure there's plenty of support available to you as we navigate our way through them.

Please remember that when we talked about our change last year, we acknowledged that asking for support is actually a sign of strength, not weakness. So please do reach out for extra support if you need it, either via your People Leader, or through the range of resources and services on our [Navigating Change](#) page. Some key supports include:

- Book [online](#) or call 0800 327 669 for confidential counselling with EAP Services
- UniMed members can book mental health therapy through [Clearhead](#) - up to three funded sessions per year.
- Call or text [1737](#) for counselling support through Whakarongorau - New Zealand Telehealth Services.
- Check out the article on [Change Readiness](#) on Atamai. It includes a link and password to watch a video from Umbrella Wellbeing.

The consultation document includes all the information you will need to be able to understand and engage with this consultation process. If you have any questions about the process, you can email the team at PGC.Realignment@kaingaora.govt.nz.

Ngā mihi

Ro



Rowan Macrae (She/Her)

General Manager
People, Governance and Capability

Email: [s 9\(2\)\(a\)](#)

Out of Scope

From: PGC Realignment <PGC.Realignment@kaingaora.govt.nz>
Sent: Thursday, May 2, 2024 3:08 PM
Subject: PGC Realignment Update from Rowan Macrae, General Manager PGC

Kia ora koutou,

Navigating change is challenging for all of us. In times like these we look for what we can be certain of, what we can rely on, what we can be confident about. Sometimes it's really hard to identify these things, which is why it's super important we stay as informed as possible and participate in any process that will change the way we work together each day.

People team and Safety, Support and Wellbeing team

Consultation has now closed for members of the People team and the Safety, Support and Wellbeing team. I want to thank everyone who has taken part in the consultation process and provided your feedback on the draft proposals for your role and your team.

The PGC Realignment team will now work with your Director to consider all your feedback to ensure we reach the best outcomes to deliver our work more efficiently and provide the best value that we can for our organisation. If you're in a role and a team that's part of this process, you'll have received an email outlining the next steps for the process.

I also want to acknowledge that waiting is especially difficult for our people whose roles are proposed for change. But it's important to take the time to ensure the final decisions are the best for the future of Kāinga Ora, so we'll come back to you with those decisions as soon as possible.

Organisational Improvement, Technology and Information and Intelligence teams

People in the Organisational Improvement, Technology and Information and Intelligence teams are now in Consultation on the Continuous Delivery proposal, so they'll be taking the time to work through their feedback on their team proposals.

I also want to acknowledge that this proposal is a significant change for people in each of these teams, and that the new proposed structure and operating model will lead to a significant reduction in roles. Work on this has been very thorough, with a great deal of engagement with key stakeholders on the model over the last few months.

If you're in one of these teams and part of this consultation, please do take the time to engage in the process, understand what it could mean for your role and share your feedback.

Access support if you need to

Please do reach out for support if you need it, whether or not your role or team is part of this consultation process.

Our team is updating resources and tools you can use to look after your own wellbeing. If you missed the [Umbrella Wellbeing Seminar](#), we have a recording available for a limited time. See our [Navigating Change](#) page.

If you have any questions, send them through to the team at PGC.Realignment@kaingaora.govt.nz.

Ngā mihi

Ro



Rowan Macrae (She/Her)

General Manager
People, Governance and Capability

Email: [s9\(2\)\(a\)](mailto:s9(2)(a)@kaingaora.govt.nz)

Out of Scope

From: PGC Realignment <PGC.Realignment@kaingaora.govt.nz>
Sent: Thursday, May 2, 2024 2:39 PM
Subject: CONFIDENTIAL Continuous Delivery: Consultation document and FAQs

Kia ora,

Thank you for attending the consultation meetings this week to discuss the proposed changes as a part of the Continuous Delivery change proposal. Further to the meetings that have taken place, please find attached:

- The consultation document
- A Frequently Asked Questions document

Note: The change proposal document is confidential to you and Kāinga Ora, and must not be shared outside Kāinga Ora, without written pre-approval from the PGC Realignment team (approval can be requested by email to PGC.Realignment@kaingaora.govt.nz).

By the end of this week, everyone will have received a letter outlining the nature of any changes proposed for their role.

Please take time to read what is being proposed, reflect on it, discuss it as appropriate and provide your feedback. All feedback should be provided via the MS form [Here](#).

Any questions about the proposal or consultation process can be sent to PGC.Realignment@kaingaora.govt.nz.

Please also keep in mind that the Continuous Delivery team will be holding drop-in sessions during the consultation period, where you will have the opportunity to ask questions. I encourage you to attend one of these - keep an eye out for an invitation.

Support services are available for you

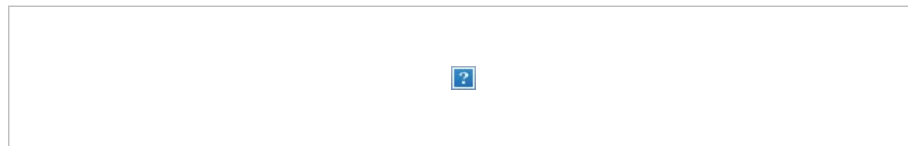
These are challenging times for our people, and we want to make sure there's plenty of support available to you as we navigate our way through them.

Please reach out for extra support if you need it, either via your People Leader, or through the range of resources and services on our [Navigating Change](#) page. Some of these services are as follows:

- Book [online](#) or call 0800 327 669 for confidential counselling with EAP Services.
- UniMed members can book mental health therapy through [Clearhead](#) - up to three funded sessions per year.
- Call or text [1737](#) for counselling support through Whakarongorau - New Zealand Telehealth Services.
- Check out the article on [Change Readiness](#) on Atamai. It includes a link and password to watch a video from Umbrella Wellbeing.

Ngā mihi nui,

Ro



Rowan Macrae (She/Her)

General Manager
People, Governance and Capability

Email: [s9\(2\)\(a\)](mailto:s9(2)(a)@kaingaora.govt.nz)

From: s 9(2)(a)
To: Customer Experience & Practice – All
Cc: PCLT; s 9(2)(a)
Subject: Customer Experience and Practice Change Proposal
Date: Monday, 29 April 2024 3:28:56 PM
Attachments: image001.jpg
Importance: High

Kia ora tātou

The Customer Experience and Practice (CEP) group within National Services was created as part of Shaping Kāinga Ora. At that time, the organisation was scaling up to meet its new legislative requirements while simultaneously implementing key internal change programmes such as the Customer Programme. CEP has now been in place for three years, the Customer Programme has closed, and the capacity and capability to drive persistent operational excellence across the regions has shifted. Recognising the change in capacity and capability now needed, CEP has held a number of vacancies across the group for a period of time now, which is impacting our ability to deliver, and is not sustainable going forward. I have been thinking about our capacity and capability and have been looking at how we can best organise ourselves moving forward.

There are several inputs that have gone into my thinking including the five foundational work programmes that we have been implementing to refine how we deliver our function. In undertaking these work programmes, I have listened to valuable feedback from Practice & Customer Contract (PCC) and CEP Leadership Teams as well as our place-based stakeholders to consider how we can best organise ourselves moving forward to maximise operational excellence across our place-based colleagues, stakeholders, and ultimately for the benefit of customers living in our homes. Furthermore, we are currently operating in a constrained fiscal environment across the public sector, and it is therefore critical that we respond and organise ourselves as efficiently and effectively as possible.

We are progressing with this consultation ahead of the wider Kāinga Ora review for several reasons:

- Our timing aligns with other change proposals in the organisation where our functions intersect so our people can provide feedback on more than one proposal where appropriate
- The work we do through CEP is critical to Kāinga Ora delivering its core functions. While the review may lead to some adjustments over time, unless the core role of Kāinga Ora changes, our function remains critical
- We have significant pressure points in teams currently that we need to address so we can maximise operational excellence

What this means

- I will be commencing a consultation process on proposed changes in Customer Experience & Practice team.
- I will be meeting with you all on **Wednesday 1 May 2024 at 2.00pm** to discuss the proposal.
- It is important that you take the time to engage in the process and understand what it could mean for your role.

Next steps

- You will receive an invite for an all of CEP meeting to be held on Wednesday 1 May 2024 at 2.00pm via Teams to discuss the proposal.
- People Leaders in CEP will be invited to also attend a PL session on the morning of Wednesday 1 May 2024.
- Those who are potentially affected by the proposed changes will be sent an invite to meet on the morning of Wednesday 1 May 2024. You are welcome to bring a support person to this meeting if you wish.

Support

- We all respond differently to news about change, so it's important to act with manaakitanga and be kind to ourselves, and to others, and to seek support if its required.
- Check out the [Navigating Change](#) page on Atamai for information on support services available to you including EAP.
- The PSA have been notified of this consultation and are available to provide advice and assistance to their members. PSA members are encouraged to engage with their PSA delegate for support and advice during this period.
- You are welcome and entitled to seek your own independent advice, guidance, and support throughout this process, including by being accompanied/represented at any meetings we hold with you about this process. This independent advice could be from the PSA, trusted friend, whānau member or representative/lawyer.

Ngā mihi



s 9(2)(a)

Director Practice and Customer Contact
Kaitohu Kiritaki Whakapā

National Services

Mobile: s 9(2)(a)
Email: s 9(2)(a)

From: s 9(2)(a)
 To: Customer Experience & Practice - All s 9(2)(a) s 9(2)(a)
 Cc: s 9(2)(a)
 Subject: CEP change proposal - update
 Date: Wednesday, 8 May 2024 3:45:00 PM
 Attachments: Customer Experience & Practice FAQs v2 - May 2024.pdf
 Position descriptions - proposed new roles - May 2024.zip

Kia ora tātou

Consultation

Consultation on the Customer & Experience Practice proposal closes at 5pm on Tuesday, 21 May 2024. Please make sure you have provided any feedback on the proposal by this time. All feedback will be reviewed and considered before any final decisions are made.

Drop in sessions

We are planning on holding a number of drop-in session for people to attend to ask questions about the change proposal. We will be sending invites to these sessions out separately.

Updated FAQs

Please find attached an updated version of the FAQs which includes a number of new questions and responses.

Proposed new positions

Please find attached the draft position descriptions for the proposed new positions which you are able to provide feedback on. Please also see below for the list of the proposed new positions, the proposed location, and the indicative sizing for each new role.

Position	FTE	Subgroup	Location	Indicative sizing	Position description provided
1. Manager - Practice Design & Implementation	1	Customer Experience & Practice	Auckland, Wellington or Christchurch	S3	✓
2. Team Leader - Assurance & Insights	1	Customer Experience & Practice	Auckland, Wellington or Christchurch	S2	✓
3. Principal Advisor - Practice Improvement & Integration	1	Customer Experience & Practice	Auckland, Wellington or Christchurch	S1	✓
4. Team Leader - Practice Design	1	Practice Design & Implementation	Auckland, Wellington or Christchurch	S1	✓
5. Team Leader - Implementation	1	Practice Design & Implementation	Auckland, Wellington or Christchurch	S1	✓
6. Team Leader - Practice Improvement	1	Practice Design & Implementation	Auckland, Wellington or Christchurch	S2	✓
7. Senior Advisor - Practice Implementation (Northland/Auckland)	1	Practice Design & Implementation	Auckland	17	✓
7. Senior Advisor - Practice Implementation (Central)	1	Practice Design & Implementation	Wellington	17	✓
7. Senior Advisor - Practice Implementation (Southern)	1	Practice Design & Implementation	Christchurch	17	✓
8. Practice Improvement Manager (Northland/Auckland)	1	Practice Design & Implementation	Auckland	S1	✓
8. Practice Improvement Manager (Central)	1	Practice Design & Implementation	Wellington	S1	✓
8. Practice Improvement Manager (Southern)	1	Practice Design & Implementation	Christchurch	S1	✓
9. Senior Advisor - Practice Improvement (Northland/Auckland)	1	Practice Design & Implementation	Auckland	17	✓
9. Senior Advisor - Practice Improvement (Central)	1	Practice Design & Implementation	Wellington	17	✓
9. Senior Advisor - Practice Improvement (Southern)	1	Practice Design & Implementation	Christchurch	17	✓
10. Senior Advisor - Information and Documents	1	Practice Design & Implementation	Auckland, Wellington or Christchurch	16	✓
Team Leader - Tribunal	1	Practice Support	Auckland, Wellington or Christchurch		
Senior Advisor - Tribunal	3	Practice Support	Auckland (1), Wellington (1), various (1)		
11. Team Leader - Operations	1	Practice Support	Auckland, Wellington or Christchurch	S1	✓
Senior Advisor	1	Practice Support	Auckland, Wellington or Christchurch		
12. Senior Advisor	3	Assurance & Insights	Auckland, Wellington or Christchurch	17	✓
13. Senior Analyst	2	Assurance & Insights	Auckland, Wellington or Christchurch	17	✓

For more information on your support options please see pages 29-30 of the change proposal document. If you have questions, please contact your People Leader or s 9(2)(a)

Ngā mihi

s 9(2)(a)

Out of Scope

From: s 9(2)(a)

Sent: Thursday, May 9, 2024 4:12 PM

To: s 9(2)(a)

Cc: s 9(2)(a)

Subject: Final Decision Document

Dear Team,

Thank you for your patience during this change process. I really appreciate your professionalism and support, and what this means to all of you and your personal journey. I have attached the final decision document and encourage you all to consider this new structure and what this means for us as a team and each of you as an individual.

Over the next couple of working day's, you will receive a letter confirming the impact to your position. Expressions of interest dates are now confirmed to be 13-23 May 2024.

Many thanks again,

s 9(2)(a)

cid:image001.jpg@01D5782E.9D15AD90



s 9(2)(a)

Director Safety, Support and Wellbeing

Mobile: s 9(2)(a)

Email: s 9(2)(a)

From: s 9(2)(a)
To: [Governance Leadership Team: Governance Group](#)
Subject: Government and Sector Relationships Group - a new start
Date: Monday, 4 March 2024 9:22:40 AM
Attachments: [Outlook-xu2pttlc.png](#)
[Outlook-Logo_Desc.png](#)

Good morning, everyone.

As you will know, I was appointed Deputy Chief Executive – Government and Sector Relationships a week or so ago. I was delighted to accept this role, because in part, it means I will assume responsibility for the Governance Group, except for the Internal Communications team, which will continue to be part of PGC.

As an interim first step, Director Governance, Al Witcombe now reports to me, and this takes effect from today. This also means that Al's direct reports and associated teams are now part of the Government and Sector Relationships group.

I'm also announcing that I have asked Andrew Clapham to lead a change process to ensure we are 'fit for purpose' and that we have the right roles and structures in place to meet our obligations to the organisation, as well as to our Ministers and their Offices that we are here to serve. This change process is consistent with our approach to actively respond to an operating environment where there are increased budget constraints.

During the change process, apart from a reporting line change for Al and the Internal Communications team, there are no changes to your roles, responsibilities, or team structures.

To commence the process, we will hold a meeting for the entire team at 1pm today to outline the approach we're taking and why we need to take it. I've booked 5.02 for the meeting, although for those not in the office today, I'll send a Teams link shortly. For those in the office, I would like to see you all in person, however you are welcome to attend via Teams if you prefer. There will be plenty of opportunity for questions.

In the meantime, if you have any questions, please feel free to ask me, Andrew, or your people leader.

Regards, Greg



Greg Groufsky

Deputy Chief Executive Government and Sector Relationships.

Mobile: s 9(2)(a)

Logo Description automatically generated with medium confidence



Freephone: 0800 801 601 | Kāinga Ora – Homes and Communities
PO Box 2628 Wellington 6140 | New Zealand Government | www.kaingaora.govt.nz

From: [Greg Groufsky](#)
To: [DL Government and Sector Relationship Group: DL Government and Sector Relationship Leadership Team](#)
Subject: Government and Sector Relationships Change Proposal
Date: Wednesday, 13 March 2024 12:10:19 PM
Attachments: [Outlook-inwaihl5.png](#)
[Outlook-Logo_Desc.png](#)
Importance: High

Good afternoon everyone

Further to my email of last Monday, 4 March, I am now advising that the release of the change consultation document, which was due on Friday this week, will now be released following the Easter weekend on Tuesday 2 April. As I previously indicated, the consultation period will be open for two weeks, so until 5pm Tuesday 16 April.

I am sorry to bring you this news so soon after announcing our plans and timelines, although the delay has been outside of our control. The revised timetable is as follows:

- **Tuesday 2 April – Release of the Consultation Document**
 - This is our proposal for change
 - We encourage feedback from you all by 16 April
 - We will consider your feedback
- **Wednesday 24 April (or Friday 26 April) – Release of Decision Document**
 - We will provide you with final decisions and begin the process of implementation

And again, if you have any questions, please feel free to ask me, Andrew, or your people leader.

Regards, Greg



Greg Groufsky

Deputy Chief Executive Government and Sector Relationships.

Mobile: s 9(2)(a)

Logo Description automatically generated with medium confidence



Freephone: 0800 801 601 | Kāinga Ora – Homes and Communities
PO Box 2628 Wellington 6140 | New Zealand Government | www.kaingaora.govt.nz

From: [Greg Groufsky](#)
To: [DL Government and Sector Relationship Group](#)
Subject: Government and Sector Relationships Change Proposal
Date: Tuesday, 2 April 2024 4:59:08 PM
Attachments: [Outlook-dootsimv.png](#)
[Outlook-Logo_Desc.png](#)
Importance: High

Good afternoon everyone

I hope this email finds you well rested after a long Easter weekend.

On 13 March, I wrote to you to inform you that the consultation for the Government and Sector Relationships Change Proposal would be going live on Tuesday 2 April 2024.

I am writing today to advise that this date has now changed to **Monday 8 April 2024**.

We have not taken this decision lightly, given we had already communicated some timeframes with you. However, after a productive session with CELG last week, we have agreed that a couple of extra days to dot the I's and cross the T's on the consultation document will give CELG, and most importantly - yourselves, the rigour and assurance you deserve in matters of this importance.

The decision to push out the starting date for consultation does not affect the two-week time period we have committed to you to consider and provide feedback on the contents of the document. The closing date for consultation will now be COB Monday 22 April.

I want to acknowledge that processes like this can be challenging and can have an affect our wellbeing. I encourage you to take time out from your day to engage with the support available through the Navigating Change page on Atamai and keep an open channel of communication with your People Leader.

Please do not hesitate to contact me if you have any questions.

Regards

Greg



Greg Groufsky

Deputy Chief Executive Government and Sector Relationships.

Mobile: **s 9(2)(a)**

Our Vision

**Building better,
brighter homes,
communities and lives.**

**He oranga kāinga,
he oranga hapori,
he oranga tāngata.**

Freephone: 0800 801 601 | Kāinga Ora – Homes and Communities
PO Box 2628 Wellington 6140 | New Zealand Government | www.kaingaora.govt.nz

From: s 9(2)(a)
Subject: GSR Consultation document and draft position descriptions.
Date: Monday, 8 April 2024 2:03:51 PM
Attachments: [image001.jpg](#)
8 April 2024 - GSR Change Proposal - Final.pdf
[DRAFT PROPOSED Board Secretary April 2024 v2.pdf](#)
[DRAFT PROPOSED Manager - Executive Services April2024.pdf](#)
[image003.png](#)

Kia ora koutou

As discussed today, please find attached a copy of the GSR Consultation document and a copy of the two proposed new PDs. Please use this email account for your feedback on the proposals and PDs. Feedback is open to run for two weeks from today until close of business **22 April 2024**.

We look forward to hearing from you.

Ngā mihi nui,

Greg



Greg Groufsky

Deputy Chief Executive Government and
Sector Relationships.

Mobile: s 9(2)(a)

Logo Description automatically generated with medium confidence



Freephone: 0800 801 601 | Kāinga Ora – Homes and Communities
PO Box 2628 Wellington 6140 | New Zealand Government |
www.kaingaora.govt.nz

From: [Greg Groufsky](#)
To: [DL Government and Sector Relationship Group: s 9\(2\)\(a\)](#)
Cc: [s 9\(2\)\(a\)](#); [Andrew Clapham](#)
Subject: Consultation has now closed.
Date: Monday, 22 April 2024 5:01:18 PM
Attachments: [Outlook-3dw50d04.png](#)
[Outlook-Logo_Desc.png](#)

Consultation has now closed.

Consultation on the proposed changes to the Government and Sector Relationships (GSR) Group has now closed.

Thank you to everyone who provided feedback on this proposal. This feedback will be taken into consideration before any final decisions are made.

All decisions made on the proposed and feedback will be announced on **Wednesday, 8 May 2024**.

Important Information

Redeployment and selection

The process to fill positions would begin once a final decision on the proposed structure has been made, following consideration of all feedback received. Changes would be implemented in accordance with employment agreements, and other related policies and procedures that form our obligations as a good employer. The process aligns with our commitment to treat people with kindness, openness and respect, in line with our values. You can find out more about our People policies in the Change Management Procedures (H-126) and the Change Management Policy (SH-POL-110). For people on secondment, any impact to a position would be assessed based on the substantive position they have been employed for.

Who is affected by this change?

People are affected by a change if their role is either disestablished or impacted by a ringfence process. A ringfence process means there are fewer roles required in the proposed new structure and these people would have priority as an affected person to apply for ringfence roles. Only affected people would be eligible to participate in the redeployment expression of interest process.

What does 'reconfirmed' mean?

If a person is reconfirmed to a position (because their role is the same or substantially similar) they are not affected, but may have some minor changes such as:

- A change in position title.
- A change in reporting line.
- An updated position description.

Redeployment and selection definitions

What is redeployment?

Redeployment is when someone who is affected by a change, is placed into a suitable alternative position which allows their permanent employment to continue, therefore avoiding a redundancy situation. An alternative position is 'suitable' if:

- the person is capable of undertaking the role, duties and responsibilities, following some reasonable training if required, and
- the position is offered on the same or similar terms and conditions of employment to the person's current position, or
- the person agrees to accept the position as an alternative to redundancy, when it is offered to them by Kāinga Ora.

What is the redeployment pool?

The redeployment pool is a group of people whose roles are confirmed as being disestablished following the final change decision.

What is a ring-fence selection pool?

Where there is a group of people whose positions would have been reconfirmed, except for the fact that there are more people than positions within the new structure, these people would be placed in a selection pool and the available positions would be ring-fenced for those people only. In this situation a skills, knowledge and experience criteria selection process would be used, making sure the best suited person/people is/are reconfirmed. Kāinga Ora reserves the right to consider all eligible people for reconfirmation to a ring-fenced position, irrespective of whether they choose to participate in a selection process. A person who is appointed in the ring-fenced selection process would be reconfirmed into that position. People who are not selected for a role in a ring-fenced selection process would be deemed to be in a disestablished position. They would then be considered for other redeployment options or would be entitled to redundancy compensation if no redeployment option is identified.

Redeployment and selection process

The following process would apply:

- Through an Expression of Interest (EoI) process, affected people would indicate which roles they are interested in, and asked to rank their position preferences. This can include voluntary redundancy (VR); however, if a VR application is not accepted a redeployment may occur to a suitable alternative position in accordance with our policy.
- The Expressions of Interest (EoI) application would consist of capability-based (knowledge, skills and experience – as set out in the position description) questions and an up-to-date CV.
- Affected people would receive support to help them work through this process, including support to prepare for the Expression of Interest (EoI) process.
- All Expression of Interest (EoI) applications would be reviewed by a panel.

- Shortlisting would be assessed against selection criteria for the position/s, based on the information provided in the Expression of Interest (Eoi).
- We would conduct panel interviews for affected people.
- If a person has expressed an interest in more than one position, where possible they would only need to attend one interview.
- Feedback would be provided to all people who were unsuccessful.
- Affected people who have not been successfully redeployed or offered suitable alternative position may have the opportunity to apply for other positions within Kāinga Ora during their notice period.
- If redeployment or a suitable alternative position is not possible, then redundancy would take effect from the notified date.

Voluntary Redundancy

Q. Who is eligible for voluntary redundancy?

A. As part of the Kāinga Ora Realignment Projects any member of an impacted team (whether or not the proposal would affect your role) will have the option to request voluntary redundancy through an application process.

Q. When can voluntary redundancy be applied for?

A. Voluntary redundancy applications can be made before, during, or up to Monday, 13 May 2024.

Q. How can I express my interest in applying for voluntary redundancy?

A. If you are interested in applying, please contact the Payroll Team via PTChange@kaingaora.govt.nz in confidence for more information (please note that confidential enquiries can also be made via your People Partner).

Q. Does everyone who applies for voluntary redundancy get accepted?

A. Consideration will be given to voluntary redundancy applications. These will be considered on a case-by-case basis and determined at the sole discretion of Kāinga Ora to maintain a balance of skills, experience, and knowledge in the workplace and manage compensation related costs.

Q. Who will assess my application for voluntary redundancy?

A. Voluntary redundancy applications will be assessed by the Director - People.

Support available

Personal support

People are encouraged to talk with family, friends and they can also seek independent advice from any representative.

Employee Assistance Programme (EAP)

We realise that change can be unsettling and want to ensure you feel supported. You have existing support channels such as your People Leader or colleagues, but we also want to remind you that you can access the Employee Assistance Programme (EAP) at any time. EAP Services is an independent external company providing access to qualified and registered practitioners including registered counselling professionals with a minimum of five years' experience, legal advisors who are qualified solicitors, and financial advisors.

- EAP is available 24/7 via 0800 327 669 (0800 EAP NOW), or you can make an appointment online.
- Counselling can take place in person, over the phone or online, depending on what you prefer.
- The programme is voluntary and completely confidential.
- People Leaders can also use Manager Assist to help them provide proactive support to their team.

Clearhead (through Unimed)

Clearhead have a nationwide network of 500+ mental health professionals (counsellors, psychologists, psychotherapists) to provide you with confidential support when you need it. You can book an appointment via an online booking tool [HERE](#) and choose a therapist based on their profile.

Sessions must be booked via the online booking tool, not directly with your chosen mental health professional, in order for it to be funded through UniMed. You would need your UniMed Policy ID to complete the booking.

If you can't find the right person to meet your needs you can get in touch with Clearhead - 0800 257 433 or contact@clearhead.org.nz.

Public Service Association (PSA)

In addition, the PSA have been notified of this consultation and are available to provide advice and assistance to their members. You can reach out to one of the PSA Delegates Dylan Longley or Nick Brown.

Navigating Change Atamai page

We have also set up a dedicated page on Atamai called [Navigating Change](#), which provides our people with all the different support services available and on offer during this period. This page is being regularly updated with information, resources and upcoming sessions to help you prepare and support you through a period of change and uncertainty, so make sure to visit the page regularly.

Expression of Interest/CV support

There will be support on offer for affected people, to assist with the Expression of Interest (Eoi) process including assistance and support with CV and interviewing. More information on this will be in the final decision document.

Independent Advice

You are welcome and entitled to seek your own independent advice, guidance and support throughout this process. This independent advice could be from the PSA, trusted friend or whānau member or representative/lawyer.

Nga mihi

Greg



Greg Groufsky

Deputy Chief Executive Government and Sector Relationships.

Mobile: s 9(2)(a)



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From: [Greg Groufsky](#)
To: [DL Government and Sector Relationship Group](#); s 9(2)(a)
Subject: Voluntary Redundancy
Date: Friday, 26 April 2024 12:09:31 PM
Attachments: [image003.png](#)

Good afternoon everyone

Thank you all for your feedback on the Change Proposal.

We're still working through your feedback, but I wanted to clarify the matter of Voluntary Redundancy now, as some of you wanted a little more clarity on that matter.

Below are Q&A's that I trust will provide the information you seek.

Voluntary Redundancy:

- **Who is eligible for voluntary redundancy?**

Any member of the GSR team (whether or not the proposal would affect your role) will have the option to request voluntary redundancy through an application process. This also being offered to the PGC group as part of the PGC Realignment project, where different teams are currently going through a change process as well.

- **How do I find out about what my redundancy estimate or calculation is?**

Please send an email to Jo.lepua@kaingaora.govt.nz – our Senior People Partner who will arrange this for you.

- **When can voluntary redundancy be applied for?**

Voluntary redundancy applications can be made before, during or up to 13 May 2024.

- **How can I express my interest in applying for voluntary redundancy?**

If you are interested in applying, please contact the PGC.Realignment@kaingaora.govt.nz for more information.

- **Does everyone who applies for voluntary redundancy get accepted?**

Applications will be considered on a case-by-case basis and determined at the sole discretion of Kāinga Ora to ensure we maintain a balance of skills, experience, and knowledge in the workplace and manage compensation related costs.

- **Who will assess my application for voluntary redundancy?**

Voluntary redundancy applications will be assessed by the DCE Government and Sector Relationships. A voluntary redundancy decision can be appealed in writing and will be reviewed by the GM PGC who will make a final decision.

If you have and further questions, please contact us through GSRconsultation@kaingaora.govt.nz, or feel free to contact Jo Lepua directly.

Greg



Greg Groufsky

Deputy Chief Executive Government and Sector Relationships.

Mobile: s 9(2)(a)

Our Vision

**Building better,
brighter homes,
communities and lives.**

**He oranga kāinga,
he oranga hapori,
he oranga tāngata.**

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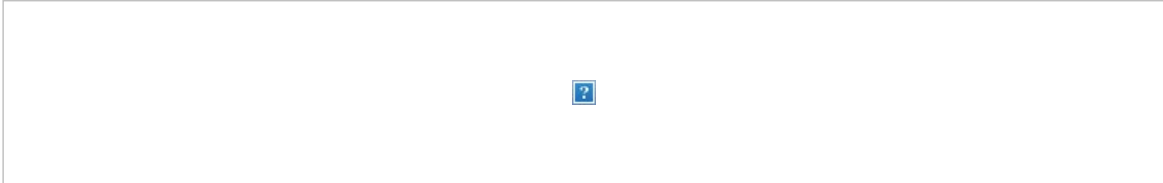
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From: [Andrew Clapham](#)
To: [DL Government and Sector Relationship Group](#)
Cc: [s 9\(2\)\(a\)](#)
Subject: Decision Document
Date: Thursday, 9 May 2024 2:55:33 PM
Attachments: [20240509 - GSR Decision Document FINAL .pdf](#)
[Chief Advisor Board May 2024 - FINAL.pdf](#)
[Manager Governance Support May 2024 - FINAL.pdf](#)
[image001.jpg](#)
[image002.png](#)

Hi everyone – thanks for attending the meeting this afternoon.

Please see attached the Decision Document and the Position Descriptions for the two new roles.

Kind regards, Andrew



Andrew Clapham (he/him)

Chief Advisor – Government and Sector Relationships | Mobile: [s 9\(2\)\(a\)](#)
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