

# Continuous Delivery People, Governance and Capability

## Final Decision Document

15 August 2024



## Accessibility

This decision document is important, and it matters to us that everyone who needs to understand it can do so easily – so we have written it with accessibility in mind.

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## Foreword

Kia ora tātou,

This document sets out the decisions made on the first and second Continuous Delivery proposals to support our goal of a more integrated, responsive and efficient work system for the digital enablement of Kāinga Ora. These decisions have been made, following careful consideration of the feedback received during both consultation periods.

The new work system and structure is the result of a significant amount of work over the last year. Together we have trialled, challenged and carefully considered what we do, to find a system that would maintain our business process, data and technology assets, and support the work we are responsible for. It also incorporates the changes we must make in the current environment, whilst ensuring we can work more efficiently and collaboratively.

Thank you to everyone who provided feedback on the proposed changes. Your suggestions have informed the final decisions that you see reflected in this document.

We want to acknowledge the professionalism and patience you have shown during what has been a challenging time. We encourage you to read through this final decision document, take time to reflect on what it means for you, and access the support available to you (via the Navigating Change page on Atamai) as we move forward into the implementation stage.

Ngā mihi



Syl Shamy  
**Acting General Manager – People, Governance and Capability**



Andrew McKenzie  
**Chief Executive Officer**

# Executive Summary

This document confirms the decisions that have been made to implement a new work system for the digital enablement of Kāinga Ora, bringing together the roles and functions within the Information and Intelligence, Technology, and Organisational Improvement areas into a single integrated team. This new directorate will be called Business Enablement, and the new way of working is referred to as the Continuous Delivery model.

The changes set out in this document were consulted on over two successive proposals between May and July 2024. The consultation process has confirmed that changes to both our structure and the way we operate are necessary, and the move to a Continuous Delivery model is supported.

The key factors driving the need for change, highlighted through our own experiences and through feedback from our customers across the organisation, have been reinforced through the feedback and consultation processes. These factors can be summarised as follows:

- We are operating in an environment of fiscal constraint
- We often work in silos, which has created inconsistencies in our practices
- We have no centralised planning mechanism to support planning for the work being delivered across inter-connected teams and functions
- Our current work systems limit the ability to demonstrate the value of work delivered.

The changes confirmed in this document are based on reorganising our structure and the way we work around Value Streams, which are the key areas of business results that Kāinga Ora is funded and mandated to provide. Adopting modern ways of working – including spending less time on detailed planning and business casing, and more effort on maintaining and improving the digital assets we are custodians of – will ensure we are more responsive and efficient.

Overall, the implementation of the Continuous Delivery system:

- Gives effect to a reduced operating budget from October 2024 by reducing the scale of most teams. This means we will support the wider organisation to prioritise the business improvements that will be delivered through Value Streams.
- Will result in changes to service levels to our customers across the organisation.
- Shifts us away from formal projects as the main mechanism for business improvement to the use of stable, multi-disciplinary teams, who hold accountability for maintaining specific business process, technology and data assets, as well as working with key business stakeholders to apply those assets for genuine and sustainable business improvement.
- Moves us from a functional leadership model to one in which people leaders can share accountability with their teams for their collective results.
- Results in a net reduction of 103 roles. 290 roles will operate the Continuous Delivery system as part of the Business Enablement team. A further 33 roles have been transferred to other Kāinga Ora teams (effective 5 August 2024), as confirmed following the first consultation process.

## This decision document

This document sets out the confirmed team structures, together with a summary of what was proposed in the first and second consultation processes. Where possible, a summary of the key feedback themes that informed the final decision has been included. This document does not reflect every individual submission.

A brief overview of the Business Enablement directorate is included in the opening sections, and details of the specific teams and Value Streams which sit within the directorate are discussed in more detail later in the document.

Throughout this document you will see reference to both Business Enablement and Continuous Delivery.

- **Business Enablement or Business Enablement Directorate**  
The **structure or single directorate** which houses people and roles delivering the work.
- **Continuous Delivery, Continuous Delivery Model** (or sometimes Continuous Delivery work system)  
The **operating system** through which work is commissioned and delivered.

## Context

### Our operating environment

Kāinga Ora is Aotearoa New Zealand's largest social housing provider, managing warm, dry and safe homes for over 180,000 customers in over 75,000 homes.

The Technology, Information and Intelligence, and Organisational Improvement directorates are responsible for delivering improvements and maintaining the underlying technologies, data and business processes that enable the organisation to achieve its outcomes. We have had a substantial workforce supporting Kāinga Ora across projects, squads, software teams and more, working to deliver this support.

Our operating environment is changing, and we are working in the context of shifting strategic direction and fiscal constraints. We need to better connect and coordinate our work, as well as help the business to prioritise what we deliver at the right time and in the right sequence. The changes confirmed through this change process will create an improved delivery system to better support the organisation to achieve its strategic objectives, respond to changing priorities and eliminate waste and duplication.

## Why do we need to change?

The key factors driving the need for change, highlighted through our own experiences and through feedback from our customers across the organisation, have been reinforced through the feedback and consultation processes.

### **We are operating in an environment of fiscal constraint**

- Kāinga Ora is no longer in a growth phase and now needs to consolidate and carefully prioritise.
- The Kāinga Ora operating environment is constantly changing. Our different work systems mean responding to changing priorities in a coordinated way is difficult.
- Our current work systems have a significant amount of waste and duplication.

### **We often work in silos, which has created inconsistencies in our practices**

- Teams across the three directorates have developed individual work practices, leading to inconsistent ways of delivering, including hand-offs between teams.
- Commissioning new work requires intensive ramp-up and ramp down effort that is time-consuming and resource-intensive and does not maximise the delivery of value to the business.

### **We have no centralised planning mechanism to support planning for the work being delivered across inter-connected teams and functions**

- The lack of centralised planning for current, ongoing and future work means we miss opportunities to combine work with similar outcomes and achieve efficiencies.
- Inefficient use of resources puts pressure on people, for example individuals being assigned to multiple pieces of work at once.





















### **Our current work systems limit the ability to demonstrate the value of work delivered**

- The current work system is not aligned closely enough to business value, making it difficult to see where and when value is delivered for our customers.
- Inefficiencies identified in our current work systems result in customer dissatisfaction.

To address these issues, we will implement a new work system for the digital enablement of Kāinga Ora, bringing together the current roles and functions within the Information and Intelligence, Technology, and Organisational Improvement areas into a single integrated team. This new team will be called Business Enablement, and the new way of working is referred to as the Continuous Delivery model.

# Benefits of moving to a Continuous Delivery model

There are a range of benefits in moving to a Continuous Delivery model, both for the teams that operate within the system and for our customers across the organisation.

Enables a joined up coordinated work system	Builds in the ability to be more responsive to changing business needs	More actively drives collaboration and partnership	Allows for better prioritisation and transparency of ALL the work	Enables coordinated delivery cadence	Enables evidence-based decision making and improvement
 <p>People are dedicated to one team at a time – not spread across various work priorities</p>	 <p>Decrease in change burden for the business</p>	 <p>Teams feel ownership for delivering with less distinction on individual tasks or roles</p>	 <p>Clear strategic direction with simple objectives, measures, and priorities</p>	 <p>Work is prioritised across the Value Streams based on benefits</p>	 <p>Value delivered to the business in smaller increments, more often and earlier</p>
 <p>Improvements and solutions are based on clearly defined customer needs and regular feedback loops</p>	 <p>Work is prioritised based on benefits delivered to the end user</p>	 <p>Reducing time starting &amp; closing initiatives, duplicating effort across teams, and delays in decision making means greater efficiency</p>	 <p>Work is visible to the whole team</p>	 <p>Coordinated delivery cadence makes it easier to plan and prioritise work and ensure we have the capacity to deliver on those plans</p>	 <p>Joined-up roadmaps, understanding people, process, technology, and information as a whole means we know where we are headed so today's solutions are aligned for tomorrow's context</p>
 <p>Teams are cross-functional with all the skills needed to deliver an outcome (including business context)</p>	 <p>Delivering smaller increments of work means decisions can be devolved closer to operational knowledge, increasing speed of delivery</p>	 <p>Strong partnerships are fostered with the people we serve which supports an enduring knowledge of Customer Needs</p>			
 <p>Team health measurements indicate teams feel more connected &amp; confident</p>	 <p>Our processes are tailored for scale, complexity and risk</p>				
 <p>Consistent performance measures over all work delivered</p>	 <p>Less of a bias toward needing certainty and answers early</p>				 <p>PGC processes are viewed as reasonable, up to date, clear</p>



# Introduction to the Business Enablement directorate

The Business Enablement directorate is part of the People, Governance and Capability group and is responsible for the digital enablement of Kāinga Ora. The team will operate using the Continuous Delivery model, which will fundamentally change the way value is delivered to our customers across the organisation.

The Business Enablement directorate will develop and deliver the digital strategy and supporting roadmaps for the organisation – encompassing our technology, data, and related processes. These roadmaps ensure all work is strategically aligned, grouped into manageable initiatives and prioritised across the business.

The successful operation of the Continuous Delivery model in line with the Digital Strategy, rests on the performance of the Value Management Office and Value Streams. The Value Management Office will facilitate the delivery of value to the business, through planning, reporting, feedback and supporting the growth of skills and capabilities, as well as ensuring the overall success and maturity of the system.

Value streams are the mechanism for work to flow smoothly through the system, organised around business value. The Value Streams within the Business Enablement directorate are as follows:



A total of 290 roles will operate the Continuous Delivery system as part of the Business Enablement team. A further 33 roles have been transferred to other Kāinga Ora teams (effective 5 August 2024), as confirmed following the first consultation process.



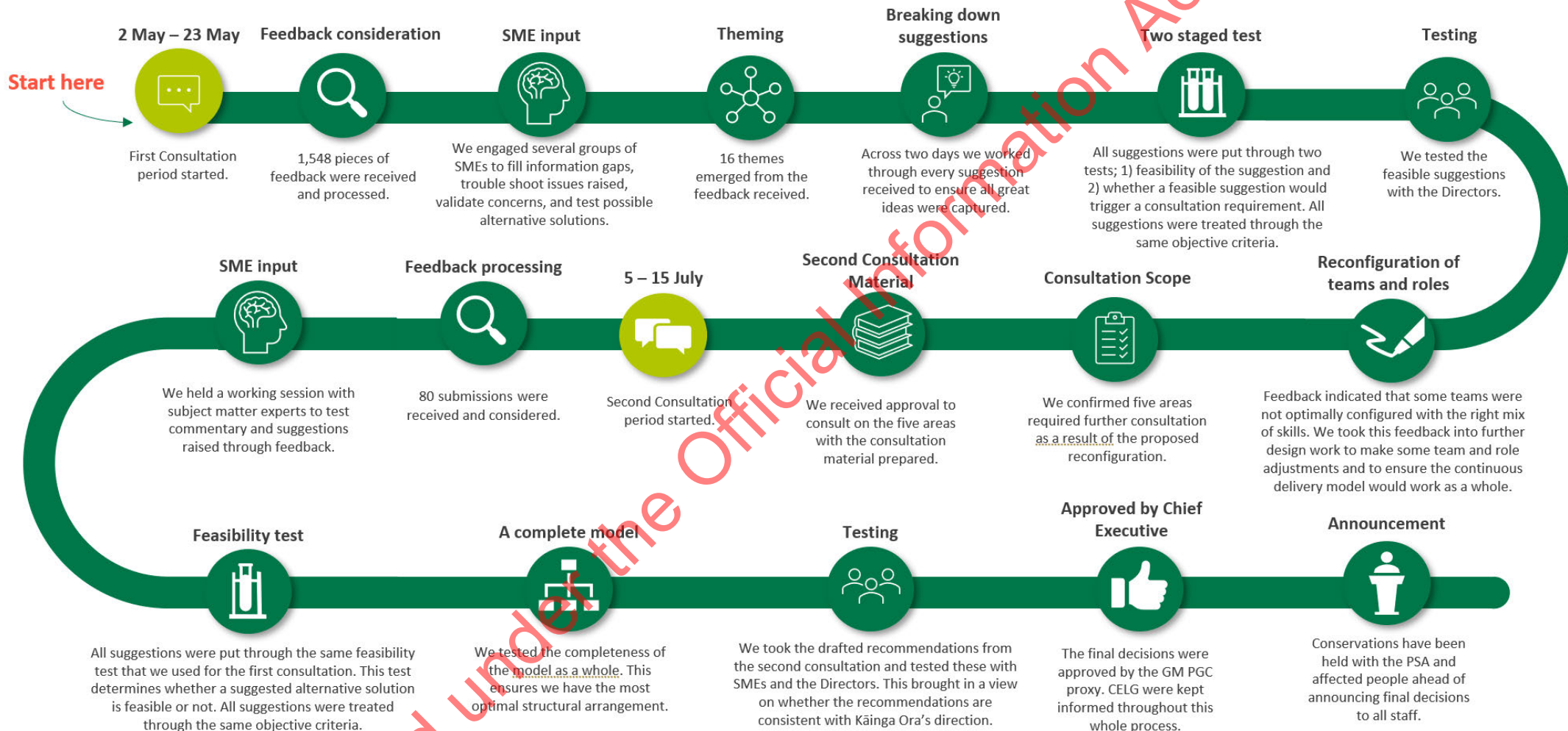
# Consultation Process and Feedback Summary

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# The process to reach final decisions

Below is an overview of the process we have undertaken to arrive at the final decisions for the Continuous Delivery Consultation.



## Feedback themes and responses

Analysis of all the feedback received produced **16 common themes**, which are summarised below.

Further feedback relating to the operating model, specific teams and next steps is outlined within the relevant sections in the body of this document.

In general, there was:

- Broad support for the need for change.
- Broad support for the proposed Value Streams as an organising principle.
- A request to better understand the flow of work across teams and within the CD model by providing a worked example.
- General acknowledgement about the need for enhanced business prioritisation for the model to be successful, particularly considering required headcount reductions.
- Interest about potential impacts to in-flight projects over the transition/implementation stage.
- Interest in the implementation support (training and materials) that would be available to assist our people with new ways of working.
- Encouragement to schedule a future review to enable our people and stakeholders to provide feedback on how implementation has gone and any further refinement that may be beneficial.

### Feedback theme one: Directorate level

*Structure of senior leadership of the whole system.*

Feedback	Response
There is a large breadth of capability expected of the Director - Business Enablement, this would be better managed under a two-person Directorate.	The Director - Business Enablement role has been confirmed, with an additional new role created titled, Manager - Enterprise Services. The creation of this new role will alleviate the breadth of capability required by the single Director.
There are a mix of levels reporting into the Director - Business Enablement. Having an Enterprise Value Stream Manager would provide the technology leadership required, reduce the number of direct reports to the Director and enable more efficient and strategic Value Stream management across Enterprise Services.	A new role of Manager - Enterprise Services has been created. The creation of this new role now emulates the same structure as all other Value Streams and provides technology leadership.
A range of alternative titles were provided for both the Directorate and the Director role.	Further consideration was given to the titles of both the Director role and the Directorate. On balance, there wasn't a title that offered greater clarity for the role, so the original titles are confirmed.

Feedback	Response
A few alternatives to the proposed Directorate structure were received. This included suggestions to have the Director - Business Enablement reporting directly to the Chief Executive and all its direct reports reporting to the GM PGC.	It was decided the proposed reporting line for the Director - Business Enablement made the most sense for the structure. Changing the wider structure of PGC i.e. at CELG level is out of scope of this change process.
There would be a gap in Technology leadership should a single Director structure be confirmed. Feedback queried whether the single Director structure would be spread too thin, making it difficult to fulfil all requirements (technology and delivery leadership) of the work system.	It was decided that a new role of Manager – Enterprise Services, reporting to the Director – Business Enablement was needed to provide the technology-focussed leadership that is required.
Clarity was sought on the reason that change management capability was proposed to be at the senior leadership level and what these roles were responsible for.	The intent of these roles was to provide change management support for initiatives and solutions delivered by the Enterprise Services Value Stream so the reporting line has changed to the Manager – Enterprise Services.

## Feedback theme two: Team leadership

*Location and gaps of key accountabilities.*

Feedback	Response
Combining delivery and pastoral care accountabilities may create conflicting priorities that reduce pastoral care.	Combining the responsibilities of pastoral care and the delivery of work into one role was intentional and aligns to industry standard. Delivery of results at a team level and a person's overall wellbeing are inextricably linked. Having the same person responsible for both enables the Delivery Lead to deliver effective pastoral care in the context of their work environment. Both pastoral care and delivery of results are of equal importance, and it is expected the Delivery Lead will manage these responsibilities appropriately.
Product Owners should be accountable for delivery results.	The Product Owners will work in partnership with the Delivery Leads. The two roles however have very different focuses. The Product Owner works with Delivery Teams to bring the business voice and ensures the right outcomes are delivered. The Delivery Lead works with Delivery Teams to ensure results are delivered in the right way and the team has everything they need to achieve good outcomes.

Feedback	Response
There was support for the new Delivery Lead roles.	This has been noted.
Lack of any technical expertise within the Delivery Lead roles may diminish this role's ability to support their team.	This has been noted. Having knowledge and experience in one of each of process, analysis, software development or data engineering has been added to the Delivery Lead job description. Having a network of technical expertise throughout the work system will provide a network of support for all different role types.

### Feedback theme three: Governance

*Capability, accountability, and location of decision making.*

Feedback	Response
Further clarity needed on where prioritisation decisions are made, who is involved, and how they will be made.	More detail will be communicated on the process to prioritise work, including who is involved and how decisions are made. This information and more will be communicated the lead up to the new model being stood up.
Caution of diluting SRO accountability for end-to-end outcomes in an agile model. There is potential for insufficient accountability and oversight. Make sure accountabilities are clear for governance entities (e.g. CELG and Nga Pae Tātaki).	The new process that will govern work priorities in the new model will see roadmaps designed for Value Streams that look a year ahead but are reassessed each quarter. This regular checkpoint enables adaptation for changing strategic context but also routine check-ins on the outcomes sought through each roadmap. There will be performance metrics in place to measure the value delivered through these roadmaps is occurring as intended. A prioritisation process will be worked out in conjunction with the decision groups to clarify where accountabilities lie.
Value Streams need to be empowered to make autonomous decisions.	More detail will be communicated on the new work prioritisation process, including where different decisions will be made. You can expect to see this in the onboarding material as we progress towards standing up the new model.
Be careful not to conflate governance with management. Have clearer definitions of strategic and operational governance levels.	This has been noted. We have made a concerted effort to clarify decision making within the system, by whom and at what level. You can expect to see more on this in the onboarding material as we progress towards standing up the new model.

Feedback	Response
Clarify accountabilities for governance in position descriptions.	We have cross-checked position descriptions to ensure accountability for decision-making, system governance, and data governance are clear.

### Feedback theme four: Reporting line configuration

*Team reporting line configuration.*

Feedback	Response
Re-examine the spans of control in some areas where proposed changes would result in many direct reports.	One of the key principles when designing the Continuous Delivery model is that we must be smaller. This has given us the opportunity to have larger spans of control in some areas than we are currently used to.
Separate out Automation from Release, with Release reporting to the Manager – Value Management Office and Automation aligning with the Platform teams in Enterprise Services.	We agreed that the proposed configuration for these roles was not optimal. Manager Release and Environments and the team are now reporting to the Manager -Value Management Office and Automation roles now report to the appropriate Platform Lead.
Alternative suggestions were received for the Chief Architect title and related team.	We agreed that the Chief Architect role was not reflective of the intent of the position. A new role has been created to meet the intent - Manager Digital Standards and Planning.
Individual requests were received for movement of teams and/or roles within the proposed structure.	Where feedback made a specific request to move teams and roles, these were all looked at on an individual basis and as part of the wider Continuous Delivery Model. The rest of this document outlines where changes have been made.

### Feedback theme five: Configuration of roles / teams

*Composition and configuration of teams.*

Feedback	Response
The size of teams within the Housing Growth and Renewal, Urban Development and Home Ownership Value Streams may be too large due to future uncertainty around mandate and workload, as well as acknowledging that technology to support the Housing Delivery System is still being trialled.	Agreed. We took another look at the configuration of the Housing Growth and Renewal, Urban Development and Home Ownership Value Streams and with the context of recent organisational settings have made configuration adjustments.

Feedback	Response
Add more 'doing' roles into the system to allow for more flexibility.	A key principle of the Continuous Delivery model is that we must be smaller. A key benefit of establishing a cross-functional structure is that flexibility is built into the model, where work is not restricted to one role type, giving teams the autonomy to flex and support each other where needed. We also looked at the balance of leadership versus delivery roles and made configuration adjustments where necessary.

### Feedback theme six: Change Management

*Location and numbers of Change Managers.*

Feedback	Response
More change management resources are required across the model. If there are to be fewer roles in the new world, then there should be a greater ratio of senior roles to reflect a great capacity for productivity. The Housing Growth & Renewal Value Stream requires more change management resources.	A key principle for providing change management support for our business stakeholders is to move away from change management support being embedded within every delivery team but provide support at an overall Value Stream level. This will help us support our business customers in a more coordinated fashion.
The change management function should be centralised within the VMO.	The core intent for operating in a Continuous Delivery model is a move away from functional arrangement. We have focused on placing change management resource mainly at the Value Stream level.
The two Change Manager and Senior Change Manager roles should not report directly to the Director - Business Enablement.	We agree. The intent is these roles support delivery from the Enterprise Services Value Stream, therefore the reporting line has been changed to report to the Manager – Enterprise Services.

### Feedback theme seven: Business Intelligence

*Placement of a range of Business Intelligence roles.*

Feedback	Response
The ratio of Business Intelligence roles does not appear to be correct and the allocation of roles across Value Streams is insufficient.	Distribution of all role types has been considered across the entire work system based on the business functions we need to support. Various team configuration adjustments have occurred based on feedback with the overall impact of each role described in the <a href="#">Impact Tables</a> in the



Feedback	Response
	Confirmed Roles and Impacts section of this document.
Capability and resourcing gaps expected in relation to GIS Platform.	We have noted this feedback. The GIS / Snowflake team has a range of Business Intelligence Specialist and Developers with one additional role added.
Retain central, functional pool of Business Intelligence Developers to eliminate dependency risk of having a single BI Developer in a team.	The Continuous Delivery model is moving away from a functional structure. Where Business Intelligence roles are required, they have been placed into a cross-functional team. In some teams where the product the team is responsible for is a data 'product' e.g. Asset Data team, the teams have had additional Business Intelligence resource added to deliver complete business outcomes.
Professional development constraints with moving away from specialisation towards generalist BI.	The Communities of Practice are designed to support the growth and development of our people who are in similar role types. More detail on how this will work will come through the training and onboarding material.

### Feedback theme eight: Software Developers

*Placement of software developers in relation to their skillset and needs of teams.*

Feedback	Response
Having generalised Developers placed throughout the model has the potential to create a single point of failure as Software Developers have skills specific to their current systems.	Agreed. Seven new position descriptions have been created to reflect the specificity of Developer roles. This is to mitigate the concern around single points of failure and misalignment of skills to roles.
The number of software-specific Developers today does not align with the reconfirmed roles outlined in the first consultation. It should be clearer which roles relate to which applications to ensure roles are filled by people with the requisite skills.	The new Developer role types have been mapped to the relevant applications. This means the position descriptions are reflective of the skills required to work on a particular application. The specific Developer role type has been clarified for each team.
Consider the ratio of various roles in the model to ensure we have enough resource for 'doing' work, with an apparent reduction in Developer roles.	The configuration of teams was reviewed as a result of feedback received. Team configuration adjustments have occurred to reflect more beneficial or optimal solutions suggested. Overall, the number of Developer roles has increased from 19 to 23.
Reducing the number of Kotahi developers will have a significant impact on the ability to deliver, particularly as demand is expected to increase in	There has been a slight reduction in Senior Developer roles for Kotahi from seven roles to six roles. A robust prioritisation and planning process

Feedback	Response
tenancy management functions due to the Government's new Letter of Expectation. Suggest adding in more Kotahi developers.	has been built into the Continuous Delivery model at both the system and team level, meaning we will only be working on the highest value work items we have the capacity to deliver.
Increase the number of senior developer roles as a mitigation for spreading the developer resource thinly by specifying the application skillset required.	When reviewing the configuration of teams, the ratio of Senior Developers to Developers was determined to be appropriate for the expected workload and requirements of the work system.

### Feedback theme nine: Software testing

*Number and location of testers throughout the proposed structure.*

Feedback	Response
Reduction in the number of testers will reduce service quality, ability to deliver, single point of failure in a Value Stream, and other roles being asked to fill the gap.	A constraint of the Continuous Delivery model is that we must be smaller, and it is acknowledged that we will work to capacity using a strong prioritisation process to make choices.
Retain the testing practice or add additional testers into various teams.	The Continuous Delivery model is moving away from a functional structure to one where teams are equipped to deliver complete business outcomes. Various team configuration adjustments have occurred based on feedback with the overall impact of each role described in the <a href="#">Impact Tables</a> in the Confirmed Roles and Impacts section of this document.
The Oracle eBS team requires a tester.	Noted. This was a gap. A Senior Test Analyst and Test Analyst have been added to the Oracle eBS team.

### Feedback theme ten: Communities of Practice (CoP)

*Depth and breadth of the Communities of Practice.*

Feedback	Response
The proposed four Communities of Practice are too broad to adequately cover the range of skillsets and facilitate collaboration, development of capability, and support for team members.	The Communities of Practice have been designed to cover multiple skillsets within one practice area. The Continuous Delivery model is moving away from a functional structure to a cross-functional model. This rationale carries over to the Communities of Practice. The Communities of Practice will be a place for learning and

Feedback	Response
	development for skills that can be utilised for many different role types. Team configuration adjustments have also been made based on feedback.
Practice Leads should be required to have elements of technical expertise in their position descriptions.	Agreed. The role of the Practice Lead is to design the programme to uplift capability across the system in their respective areas and work in partnership with roles who have education and learning expertise.
A range of requests for additional Communities of Practice, in addition to the four proposed.	The Communities of Practice are designed to be broad in scope but have sufficient expertise to support the growth and development of many different roles from a practice area. This means Communities of Practice are not designed based on functional role type. No additional Communities of Practice have been added however some team configuration adjustments have been made based on feedback.
Suggestions for alternative names for Communities of Practice.	We heard this feedback and have changed some of the names to better reflect the areas covered by the communities. The confirmed Communities of Practice are: <ul style="list-style-type: none"> <li>• Process Engineering (Analysis had previously been proposed)</li> <li>• Data Engineering (no change)</li> <li>• System Development (Software Engineering had previously been proposed)</li> <li>• Ways of Working (no change).</li> </ul>
Increase the number of Practice Leads to bolster capacity to complete the breadth of accountabilities of Practice Leads, including the capability development of staff.	We agree. We have increased the number of Practice Lead roles by 1 and retained some Change Trainer roles to ensure that our people are supported to grow and progress in their roles.

### Feedback theme eleven: Work scheduling

*How work is resourced, organised and prioritised.*

Feedback	Response
There needs to be flexibility in how we manage resources to respond to priority demands. Consider having a separate organisational structure and ways of working so that you can flex resources without changing the organisational structure.	The structure needed to support the model has been decoupled from the model to ensure that the intended flexibility of roles is possible. An example of this is illustrated with the 3 Value Streams – Housing, Growth and Renewal, Home Ownership and Urban Development – while still

Feedback	Response
	being 3 distinct Value Streams in the model, delivery is led by one Manager – Value Stream.
More clarity is needed on how work will be prioritised, how we will say no to work that is not on the priority list, how reprioritisation will occur to meet reduced capacity, and reduction of backlog work.	More detail will be coming out on the new work prioritisation process, which will include the plan for how existing work will transition into the new model. You can expect to see this in the onboarding material as we progress towards standing up the new model.
Recommend the creation of performance and value measures.	This will be important in the new model for us to understand and track team performance and the level of value generated through our work. More will come on this as we progress towards standing up the model.

### Feedback theme twelve: Position description / sizing

#### *Accuracy of position descriptions and sizing of roles*

Feedback	Response
Caution not to link position descriptions explicitly to specific Value Streams or teams to ensure adaptability, should teams need to be moved or Value Streams adjusted to reflect changing organisational mandate or priorities.	The structure needed to support the model has been decoupled from the model to ensure that the intended flexibility of roles is possible. An example of this is illustrated with the three Value Streams – Housing, Growth and Renewal, Home Ownership and Urban Development – while still being three distinct Value Streams in the model, delivery is led by one Manager – Value Stream.
We received many suggestions for tweaks to wording in position descriptions.	This has been noted – position descriptions have been reviewed.
Requests to retest the sizes of a range of roles.	New roles were evaluated prior to the commencement of consultation in line with our job evaluation process by our external partner Korn Ferry. Following feedback on the sizes of a range of roles, several were reevaluated to further test the sizing. This resulted in some roles having the size adjusted. This is reflected in the confirmed new roles table.

## Feedback theme thirteen: Consultation process / transition

*How consultation has been carried out.*

Feedback	Response
There is a high degree of change fatigue across PGC and this transition and reduction in roles will further add to this, causing stress and anxiety.	We know that this is a difficult time for those impacted by the change on many levels. If you need support to help you as we work through the change process, please refer to the Navigating Change section on <a href="#">Atamai</a> .
Further clarity is sought on the plan to implement the new model.	More detail on the implementation of the model will be coming as we progress towards standing up the new model.
Requests for more information on how existing projects will be transitioned into the new model, particularly where work crosses over multiple teams.	Transition planning for existing projects will run in parallel with the selection process and decisions will be made when new teams are formed.
Our people need a supportive transition into this new way of working.	We agree. We know that working in a Continuous Delivery model is a new way of working for many. All people will have training and resources available to them once the new structure is in place.
As part of the transition, there needs to be a focus on understanding the purpose and 'bigger picture' of the Continuous Delivery model.	There is a key focus on providing this information in the first stage of the onboarding and training plan.
Seeking more clarity on ringfencing roles, the redeployment plan and the selection process.	The confirmed selection processes are included within this document to provide clarity here. Please see the <a href="#">Confirmed Selection Process Information section</a>
Consideration needs to be given for the business culture being created through the transition process.	We agree. We know how important the culture of our workplace is, and this is at the top of our minds moving into transition planning.
Concerns about several changes happening at once across the organisation.	This is a time of significant change in the organisation. We know change can be unsettling and challenging for people. If you need support through this time, please reach out to your support networks and see our Navigating through change page on <a href="#">Atamai</a> .

## Feedback theme fourteen: CEP consultation

*This feedback relates to changes proposed within the Continuous Delivery consultation and acknowledges the links to the National Services – CEP confirmed changes.*

Feedback	Response
<p>Providing a common example of how the model will work in practice would help to make the distinction between the roles of Continuous Delivery and CEP clearer.</p>	<p>We agree and an example is currently being worked out in conjunction with CEP. This will be made available as we progress through transition.</p>
<p>The Value Streams could work more closely with their business customer to leverage the training and implementation support held within the business. For example, a great relationship between the Public and Supported Housing and Communities Value Stream and CEP can facilitate a shift in ownership over change training to the business, where delivery happens.</p>	<p>The approach to supporting change management across Continuous Delivery will vary by value stream. In the case of the Public and Supported Housing value stream, the Customer Experience and Practice team are now accountable for supporting implementation of business change to National Services and Place-based teams. In the cases of Enterprise Services, Asset &amp; Maintenance, Urban Development, Home Ownership and Housing Growth and Renewal, Business Enablement is accountable for change management.</p>
<p>Retain the Change Management and Change Trainers as a squad which can be used by all Value Streams to move around the whole of the Continuous Delivery model.</p>	<p>The proposal to keep Change Managers and Trainers together as a squad was considered however the flexibility it presented came at the expense of other benefits like having more consistent team and business relationships as well as the deeper understanding of the business context that allows us to develop in each of the value streams.</p>
<p>Cautioned a risk of dilution and downgrading of specialist change management and training expertise.</p>	<p>A balanced approach has been taken as part of the design to ensure sufficient expertise is available. The relative risks of reductions in roles across the structure, as well as where responsibilities have been combined into new roles has been considered as part of decision making.</p>

## Feedback theme fifteen: Non-structural

*Feedback to be considered in transition planning.*

*Please note, feedback was also received on the information contained in the consultation documents in relation to the Selection Processes. A summary of this feedback and responses is provided in the [Confirmed Selection Process Information](#) section.*

Feedback	Response
Desire for more information about performance and capability measurement, career progression, career development, and training in the new model.	We know the importance of having this information and it will be available as part of the onboarding material.
The success of this model will in part be determined by how well we teach the business to engage with us in a continuous way of working.	There are many elements to the implementation of this model which are crucial to its success, how the business engages with the model being one of them and this will be part of the onboarding and training programme.
We should enable a culture of working across Value Streams so that people within the same roles are able to support each other.	Agreed. Through the practices those with the same role type can support one another. The Continuous Delivery model is moving away from a functional structure and into a cross-functional model, meaning support can come from multiple areas not just from those in the same role.
Queries on how success in Continuous Delivery will be measured and how we will measure value generated from prioritised work.	Through the onboarding plan we will define measures for team performance and value delivered. These measures will have a strong focus on sustainable, happy and high performing teams. More detail on these measures will come through the onboarding material.

## Feedback theme sixteen: Other cost saving options

*Suggestions on how to reduce costs before impacting people.*

Feedback	Response
Consider alternative cost reduction activities, such as consolidating offices and making changes to the vehicle fleet, before reducing roles.	Other cost saving options are also being implemented e.g. travel reduction, licensing efficiencies. Reductions in FTE are however a necessary part of a broader approach.
Concerns that implementing Continuous Delivery in conjunction with reduced staffing levels will be disruptive and result in further complexity.	Implementing a lot of change at once can be challenging. The move towards a Continuous Delivery model within PGC has been in train for some time and it made sense to make a more deliberate transition now, given the mandate to deliver more effectively while being smaller.



## Confirmed Model and Structure: Directorate Level

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# Confirmed Continuous Delivery operating model

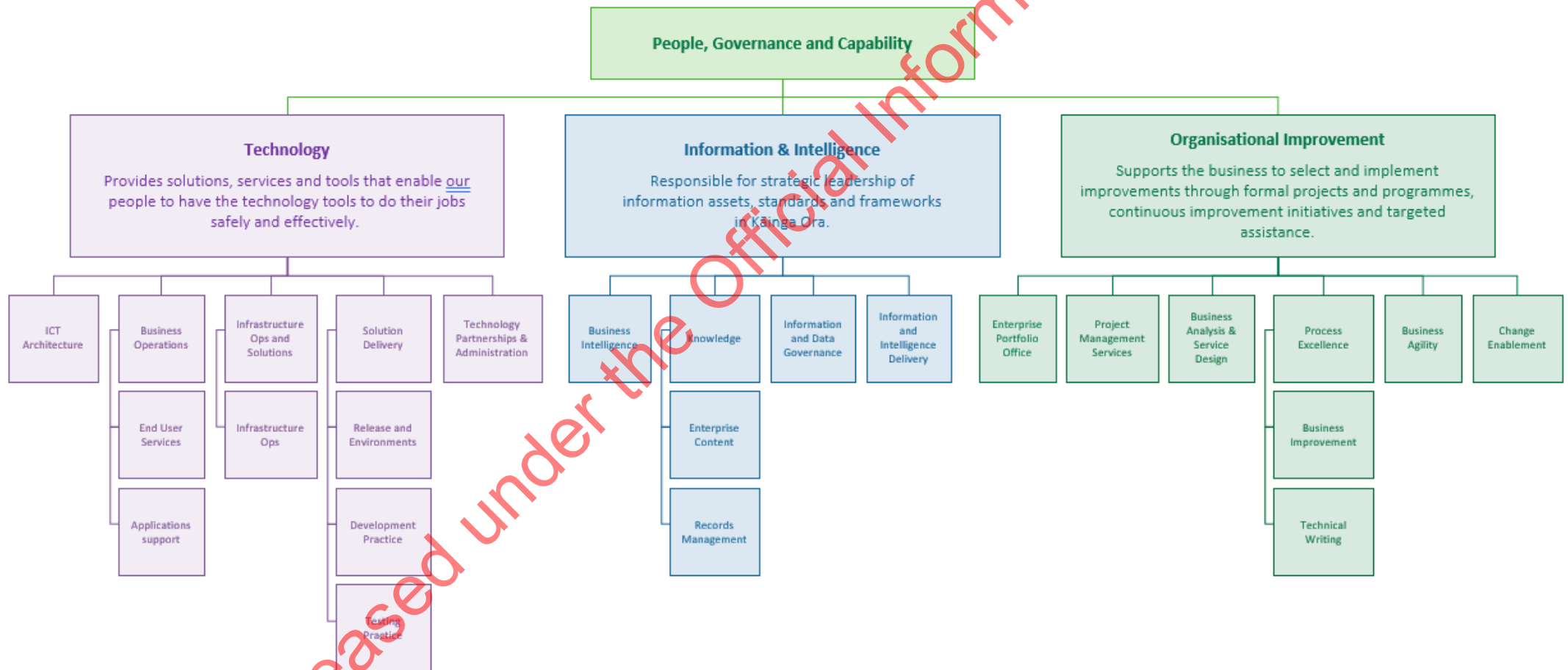
There was broad support from people on the overall Continuous Delivery Model and Value Streams as an organising principle. Feedback also supported the six Value Streams proposed. The Continuous Delivery model will be organised from an operating point of view as shown in the diagram below.



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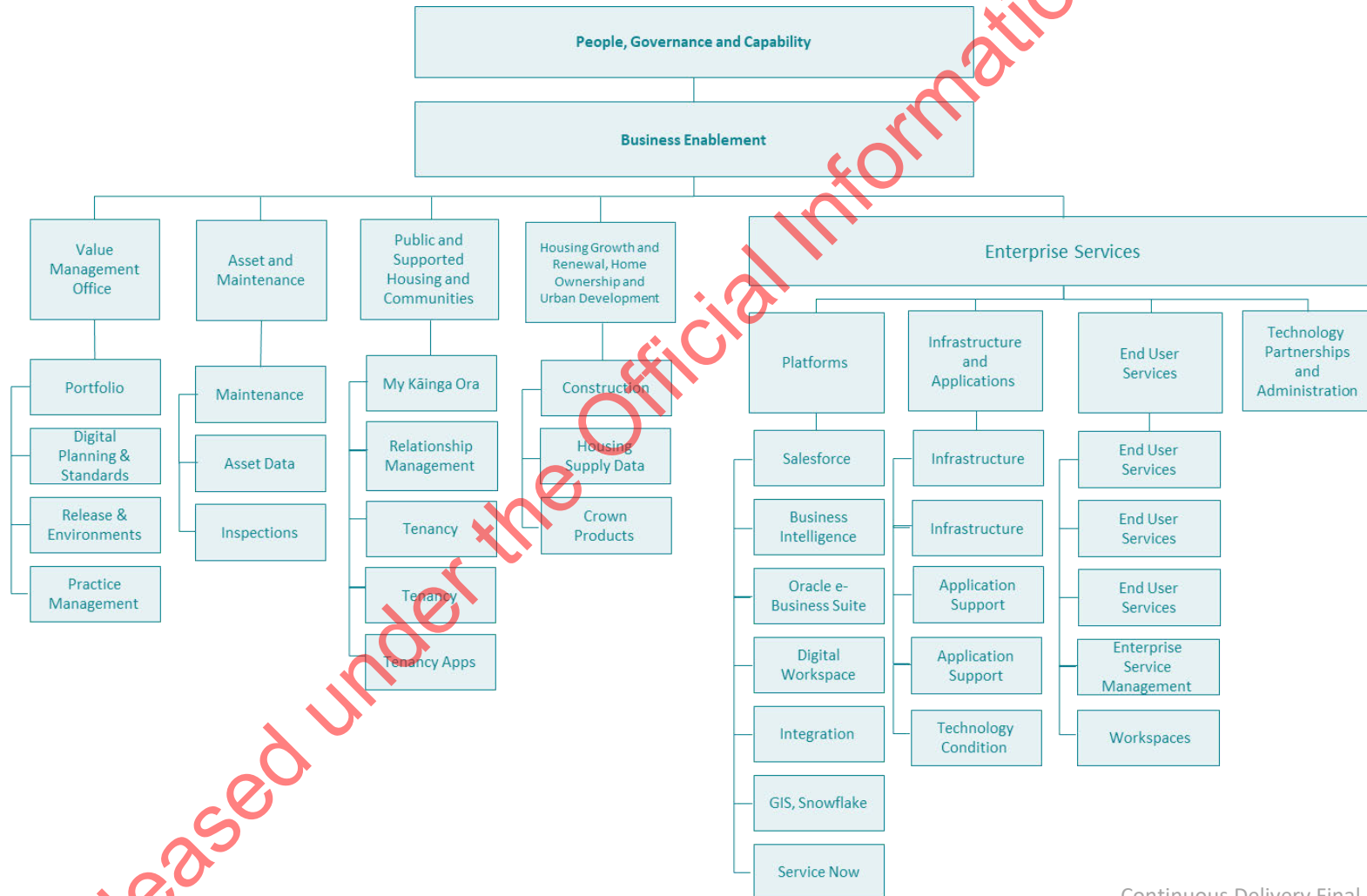
## Our current structure

The current structure of the functions that look after our technology, data and business improvement activity sees us organised in to three discrete directorates in the PGC business group, as shown below:



## Confirmed new structure

The diagram below shows the confirmed structure of the Business Enablement directorate, which brings together the functions which are accountable for the digital enablement of Kāinga Ora, including our technology, data and process assets. Work delivered in the Business Enablement directorate adopts a Continuous Delivery model for delivering work.





## Confirmed Structure: Team Level

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## Confirmed Structure Team Level

In the following section, the details of the final team-level structure are confirmed.

For each team, there are four sections:

1. **Original Proposed Structure** – A reminder of what was proposed in the consultation document, with an organisational chart of each team structure.
2. **Summary of Feedback and Responses** – A high-level view of some of the common themes that came through in the feedback process.
3. **Confirmed Structure** – An organisational chart of the final confirmed team structure.
4. **Confirmed Decisions and Rationale** – A record of the key changes that informed the final structure, and the reason those decisions were made.

The overall impacts to roles are captured in the impact tables in the [Confirmed roles and Impacts](#) section.

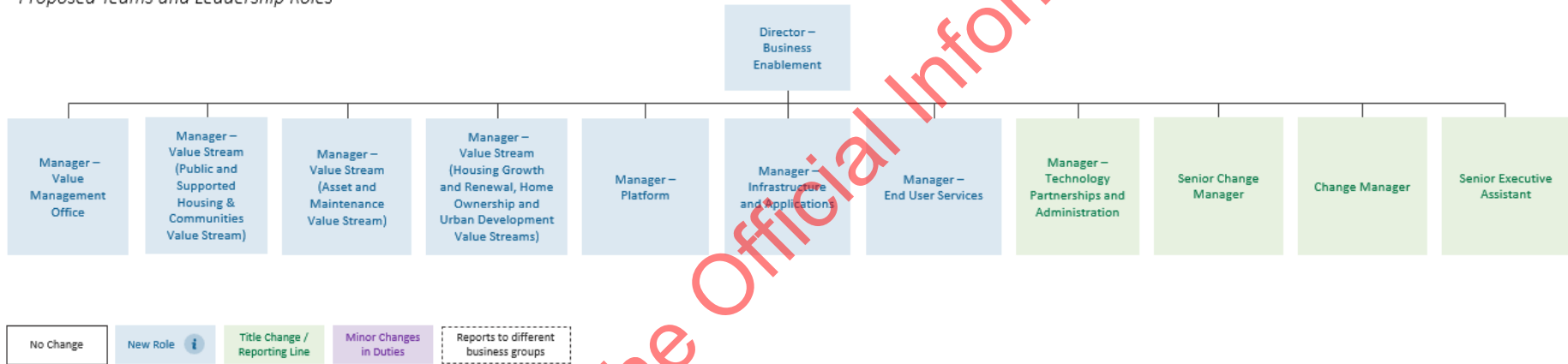
# Business Enablement Leadership

## Original proposed structure

A reminder of what was proposed in the consultation document is detailed below:

### Business Enablement – Leadership

*Proposed Teams and Leadership Roles*

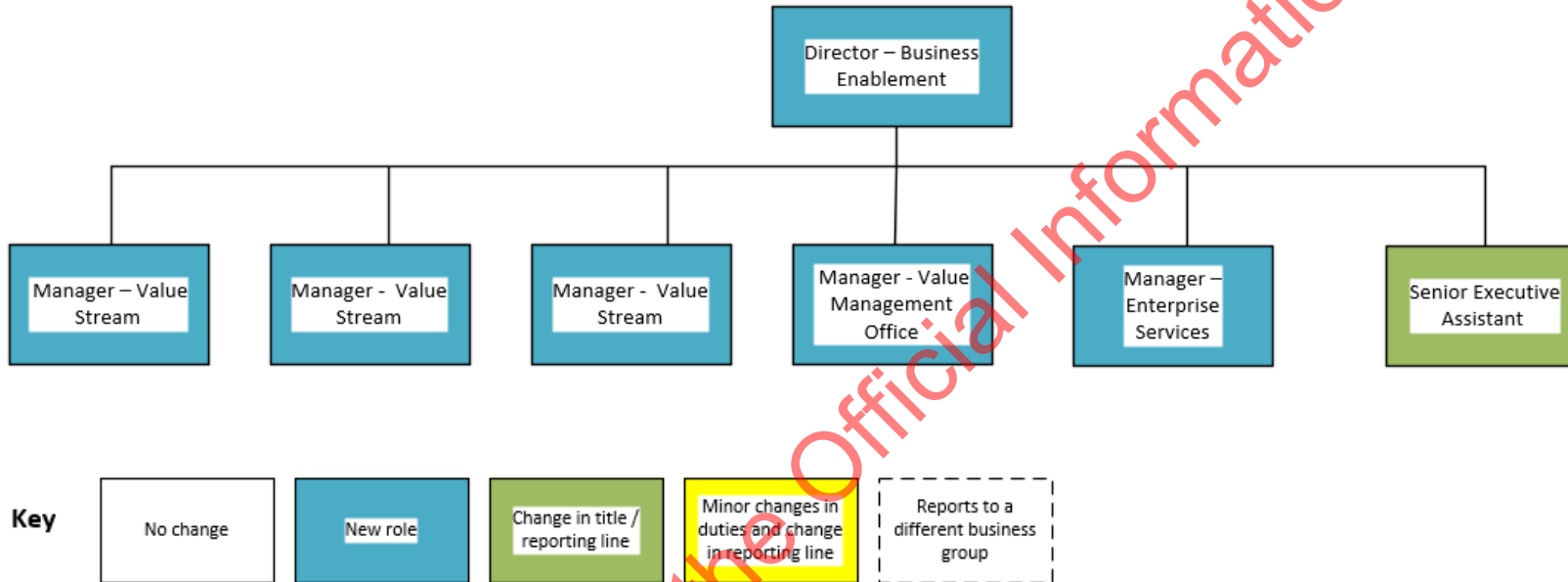


## Summary of feedback and responses - Business Enablement leadership

A summary of the feedback and responses on the proposed Business Enablement Leadership structure is set out above within the [Feedback themes and responses](#) section.

## Confirmed structure - Business Enablement leadership

The final and confirmed structure of the Business Enablement senior leadership is detailed below:



The diagram on [page 9](#) which illustrates the value streams within the Business Enablement directorate shows which Value Streams will be led by each of the Manager – Value Stream roles.

## Confirmed decisions and rationale - Business Enablement leadership

Confirmed Changes	Rationale
Led by the Director – Business Enablement, the Business Enablement leadership team are the senior leaders responsible for the development, delivery and operationalisation of the digital strategy.	
<b>Business Enablement Leadership</b>	
<p>The leadership team are responsible for the development of the digital strategy, managing our core information technology platforms and services, providing a range of technology-specific services that are most effectively delivered centrally. They lead the delivery of strategically aligned business outcomes through five Value Streams managed through three teams:</p> <ul style="list-style-type: none"> <li>• Public and Supporting Housing and Communities</li> <li>• Asset and Maintenance</li> <li>• Housing Growth and Renewal, Home Ownership and Urban Development</li> </ul> <p>Through the Value Management Office, they lead the ongoing management of the whole work system and its continuous improvement. They ensure work is identified, broken down, prioritised and allocated to enable the Delivery Teams within the Value Streams to focus on delivering the most value to the business using integrated roadmaps.</p> <p>The senior leadership team consists of:</p> <ul style="list-style-type: none"> <li>• Manager – Value Management Office</li> </ul>	<p>Introducing a new role of Manager – Enterprise Services, reporting to the Director – Business Enablement, leading the Enterprise Services Value Stream provides the technology-focussed leadership that is required.</p> <p>Including the new role of Manager – Enterprise Services emulates the leadership structure across the Value Stream model.</p>



Confirmed Changes	Rationale
<ul style="list-style-type: none"> <li>• Managers - Value Stream (x3)</li> <li>• Manager – Enterprise Services</li> </ul> <p>The Director - Business Enablement is supported by one Senior Executive Assistant.</p>	
<p>The Enterprise Services Value Stream is led by a new role called Manager – Enterprise Services. This role is responsible for the operationalisation of the digital strategy.</p>	<p>Due to the specific technology leadership needed and to remain in alignment with the design of the other Value Streams a new role is required to provide oversight of the operationalising of the Enterprise Services Value Stream.</p>
<p>The Change Manager and Senior Change Manager originally proposed to report to the Director – Business Enablement is confirmed to report to the Manager – Enterprise Services</p>	<p>These roles are responsible for performing change management activities for initiatives that will be delivered from the Enterprise Services Value Stream.</p>

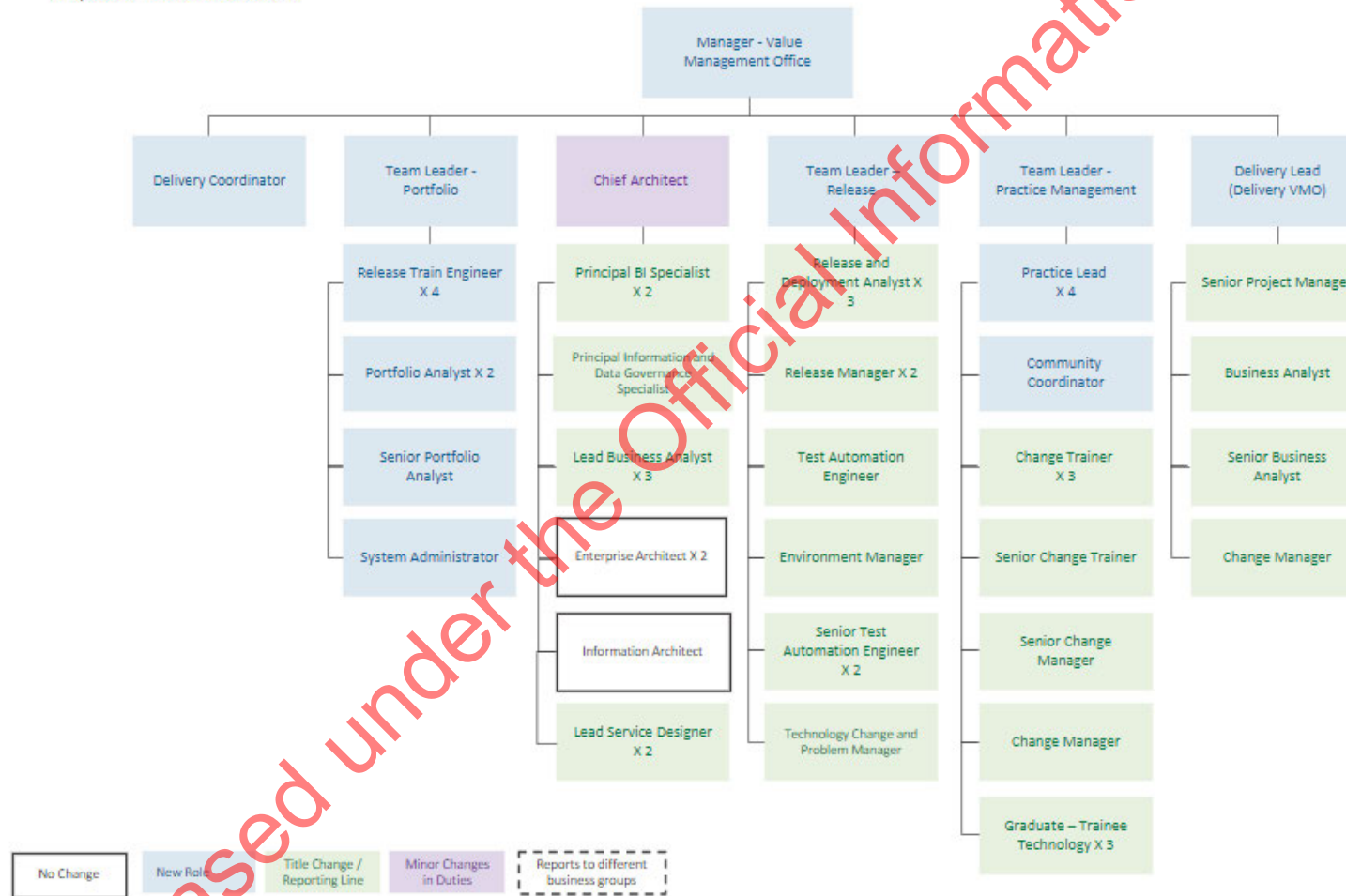
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# Value Management Office (VMO)

## Original proposed structure

A reminder of what was proposed in the consultation document is detailed below:

*Proposed Teams and Roles*



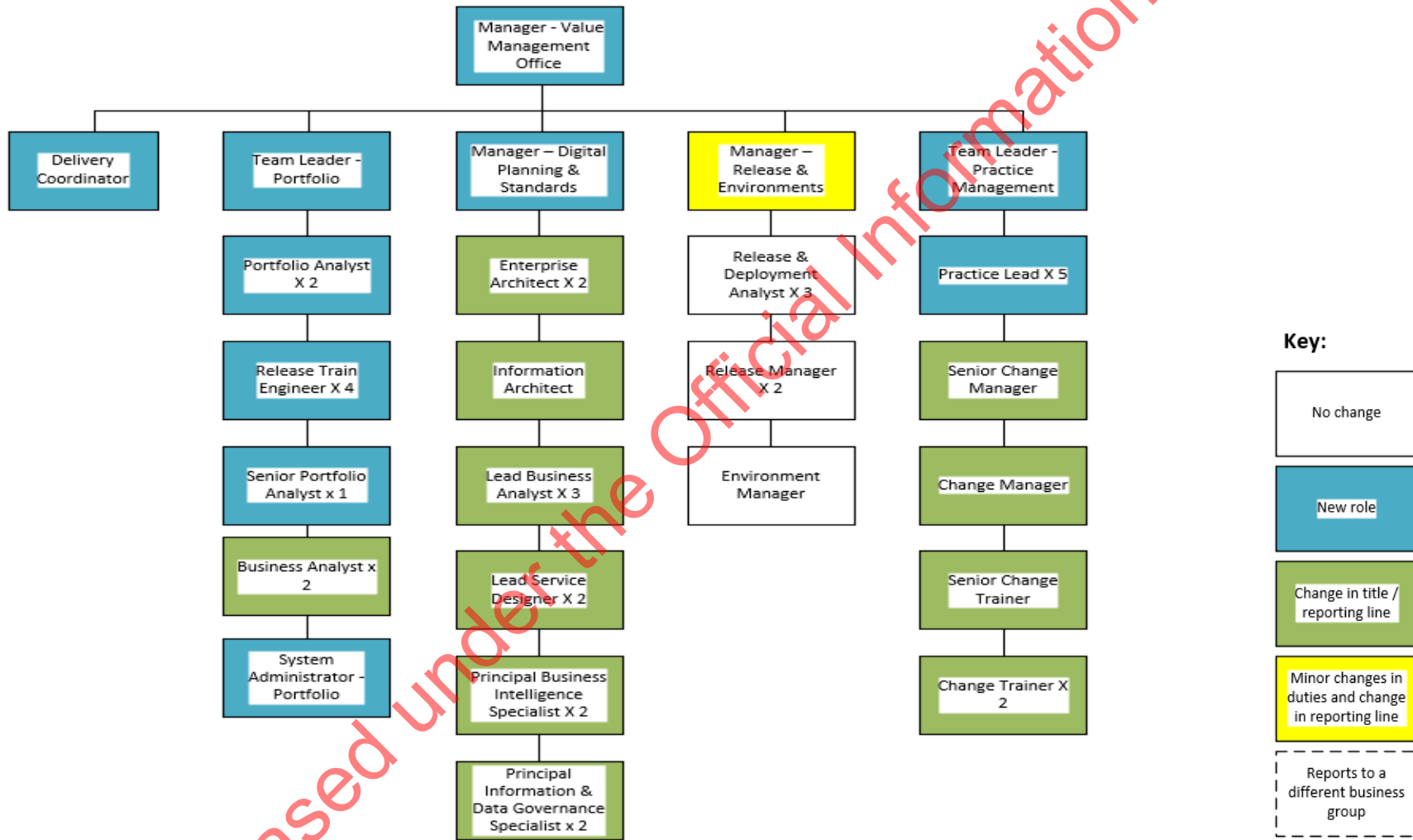
## Summary of feedback and responses - Value Management Office (VMO)

Feedback	Response
<p>The size of the proposed VMO is too large relative to the scale of the Continuous Delivery work system.</p> <p>Configuration of the teams in the VMO do not have enough resources who do the mahi and deliver on business outcomes.</p> <p>VMO could be a single point of work entry and priority setting rather than have multiple entry points which is part of the challenge we face today. There were concerns that if the VMO does not work well, it may become a bottleneck for the rest of the system since all incoming work is being funnelled through here and it is also responsible for initial prioritisation of work.</p>	<p>The size of the VMO is proportionate to its responsibilities across the whole work system.</p> <p>This function is responsible for ensuring work is prioritised and facilitated through the system. It has the responsibility of capability uplift, release of solutions to business customers (data and technology), the development integrated digital asset roadmaps and providing the standards and frameworks for our digital assets.</p>
<p>Release and Automation do not closely align and should not be within the same team. Feedback indicated that Automation is better aligned with Platforms.</p>	<p>This has been noted. Additional changes have been made.</p>
<p>Technology Change and Problem Management usually isn't a capability within a Release team</p>	<p>This has been noted. Technology Change and Problem Manager role is moved to report to Manager – End User Services.</p>
<p>Communities of Practice may not be able to have the necessary breadth and depth required with four Practice Leads to support the entire CD model.</p> <p>Removal of specific training skillsets is a gap.</p> <p>Feedback provided various suggestions around how these communities should and could work and suggestions for what other communities of practice should be formed.</p>	<p>An additional Way of Working Practice Lead has been added to provide additional support for the new model. This team is also bolstered with a Senior Change Trainer and two Change Trainers. The Practice Leads will work in partnership with the change training roles to plan, develop and implement all capability strategies – whether this is through delivering specific subject matter education or conducting 'train the trainer' activities throughout the work system.</p>

Feedback	Response
<p>The Chief Architect team as a technical team is better aligned with Enterprise Services.</p> <p>It wasn't clear from the proposed structures who is tasked with the Look Ahead function.</p> <p>Information and Data Governance specialisation within the whole work system is too lean and doesn't align with Architecture</p>	<p>Noted. Additional changes have been made.</p> <p>Changes have been made to further clarify the original intent of that team. The Chief Architect role doesn't accurately describe the responsibilities needed for this role. A new role called Manager – Digital Planning and Standards has been developed to lead this function.</p> <p>An additional Principal Information and Data Governance role has been added to this team.</p> <p>This team provides and maintains the standards, guidance and frameworks for the whole model and performs the 'Look Ahead' function for the digital architecture of the organisation bringing together integrated roadmaps for process, data, technology and people. This team also focuses on gaining deep insights into customer needs as part of Value Stream activities.</p>
<p>The Delivery Team within the VMO is not configured correctly to be able to deliver solutions for business customers (in particular, there is no data or technology roles within the team).</p>	<p>Noted. The intent of the Delivery Team within the VMO was not to provide overflow capacity for delivery of work. The intent of this team is to understand the details of business outcomes needed of new work coming into the work system. It is acknowledged that the configuration of this team does not meet the original intent. The Delivery Team within the VMO has been removed and the original intent of the team will be fulfilled through additional analysis resource in the Portfolio Team.</p> <p>The Delivery Team is removed from the VMO, and the Portfolio Team has additional Business Analyst roles to focus on understanding the outcomes required for new pieces of work before they are allocated.</p>
<p>It was suggested that the Graduate – Trainee Technology role was better aligned with a reporting line in the End User Services team rather than the Team Leader – Practice Management in the VMO.</p>	<p>Agreed. A change has been made to the reporting line to the End User Services team. Please note, the Graduate specific rotation may be outside of the End User Services team as per the Graduate programme.</p>

# Confirmed Structure - Value Management Office (VMO)

The final and confirmed structure of the Value Management Office is detailed below:



## Confirmed decisions and rationale - Value Management Office (VMO)

Confirmed Changes	Rationale
<b>Value Management Office (VMO)</b>	
<p>The Value Management Office facilitates a centralised view of all planned and current work within the Continuous Delivery System for the Value Streams, as well as maintaining the maturity of the system. The Value Management Office is led by the Manager – Value Management Office. A Delivery Coordinator provides administrative support and coordination across the VMO as part of the smooth running of the Continuous Delivery System.</p> <p>The VMO has four teams:</p> <ul style="list-style-type: none"> <li>• Portfolio</li> <li>• Digital Planning and Standards</li> <li>• Release and Environments</li> <li>• Practice Management</li> </ul>	
<b>Portfolio</b>	
<p>This team ensures work flows smoothly through the system, from the setting of goals, objectives and resources, through to the coordination of delivery/capacity and measurement of results. The team has been confirmed as proposed with the configuration adjustments detailed below.</p>	
Two Business Analyst roles have been added to this team.	To provide focus to understand the nature of work as it comes into the work system.
System Administrator role renamed to System Administrator – Portfolio.	To clarify the focus of the role and differentiate this role from the System Administrator – ServiceNow in Enterprise Services.
<b>Digital Standards and Planning</b>	
<p>This team provides and maintains the standards, guidance and frameworks for the system and performs the 'Look Ahead' function for the digital architecture of the organisation, bringing together integrated roadmaps for process, data, technology and people.</p> <p>This team also focuses on gaining deep insights into customer needs as part of Value Stream activities. Changes have been made to further clarify the original intent of the team and has been confirmed with the following configuration adjustments.</p>	

Confirmed Changes	Rationale
The team is led by the Manager – Digital Planning and Standards.	The Chief Architect role doesn't accurately describe the responsibilities needed for this role. A new role titled Manager – Digital Planning and Standards will lead the team and be responsible for the development of digital roadmaps, developing deep knowledge and understanding of our customers and operate as the custodian of all data, process and technology standards and frameworks for the work system.
An additional Principal Information & Data Governance Specialist role has been added.	This is to provide additional capacity and expertise to manage the organisation's data governance obligations, meet the demand for information sharing and ensure data management practises align with relevant standards and policies.
<b>Release and Environments</b>	
This team manages technology and data release activity across the whole system, ensuring a coordinated and consistent release management approach while looking for opportunities to automate release activities as much as possible. The team is confirmed with the following configuration adjustments.	
The team is led by the Manager – Release and Environments.	Automation and Release have been separated. Automation is moved to align with Platform teams within Enterprise Services while Release and Environments remain within the VMO.  The Manager - Release and Environments is responsible for managing the smooth release of all software and data solutions.
The Technology Change and Problem Manager has reporting line moved from Team Lead - Release and Automation to Manager - End User Services.	Technology Change and Problem Manager is closer aligned with End User Services.

Confirmed Changes	Rationale
<p>The Test Automation Engineer and Senior Test Automation Engineer roles are confirmed to have reporting lines to Manager – Platform (Salesforce and ServiceNow)</p>	<p>Test Automation roles are closer aligned with the Platforms teams where they can work closely with Developers, Product Owners and other team members.</p> <p>From a future and strategic point of view, test automation roles have been moved to the ServiceNow and Salesforce Platform teams.</p>
<p><b>Practice Management</b></p>	
<p>This team is responsible for supporting capability growth of people through four Communities of Practice and is confirmed with the following configuration adjustments. The confirmed Practices are:</p> <ul style="list-style-type: none"> <li>• System Development</li> <li>• Process Engineering</li> <li>• Data Engineering</li> <li>• Ways of Working (led by two Practice Leads)</li> </ul>	
<p>Graduate Trainee – Technology</p>	<p>The formation of the three new End User Services teams (refer to <a href="#">Summary of feedback and responses – Enterprise Services: End-User Services</a>) enabled placement of these roles (one in each team) as a better gateway to move into specialist positions and was best placed to oversee the rotation in the Graduate programme.</p>
<p>The team is led by the Team Leader – Practice Management and capability uplift will be done in partnership with practice subject matter expertise and training expertise.</p> <p>Practice Leads will bring subject matter expertise of each practice and will partner with various change management and training roles to provide education expertise.</p> <p>It is confirmed that this team consists of:</p> <ul style="list-style-type: none"> <li>• One Practice Lead for each of the System Development, Process Engineering and Data Engineering</li> </ul>	<p>Retaining change training specialisation within the work system will support the ability to drive upskilling throughout and train the trainer activities. This was highlighted through feedback as a gap that would exist should training expertise be removed completely.</p> <p>Bolstering the number of Practice Leads for the Ways of Working Community of Practice is intended to provide the extra support that is needed as the work system moves to a new way of working.</p>

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Confirmed Changes	Rationale
<ul style="list-style-type: none"> <li>• Two Practice Leads for the Ways of Working Community of Practice</li> <li>• One Senior Change Trainer</li> <li>• Two Change Trainers</li> <li>• One Senior Change Manager</li> <li>• One Change Manager</li> </ul>	
<p>The following changes have also been confirmed for this team:</p> <ul style="list-style-type: none"> <li>• Proposed new role of Community Coordinator removed.</li> <li>• Relocate the Graduate – Trainee Technology roles to report to Team Leader – End User Services in the End User Services team in Enterprise Services.</li> </ul>	<p>These changes were made based on the following feedback:</p> <ul style="list-style-type: none"> <li>• A Community Coordinator is not required.</li> <li>• The Graduate -Trainee Technology roles are closer aligned with the End User Services team to have oversight of the rotation areas involved in the Graduate programme.</li> </ul>

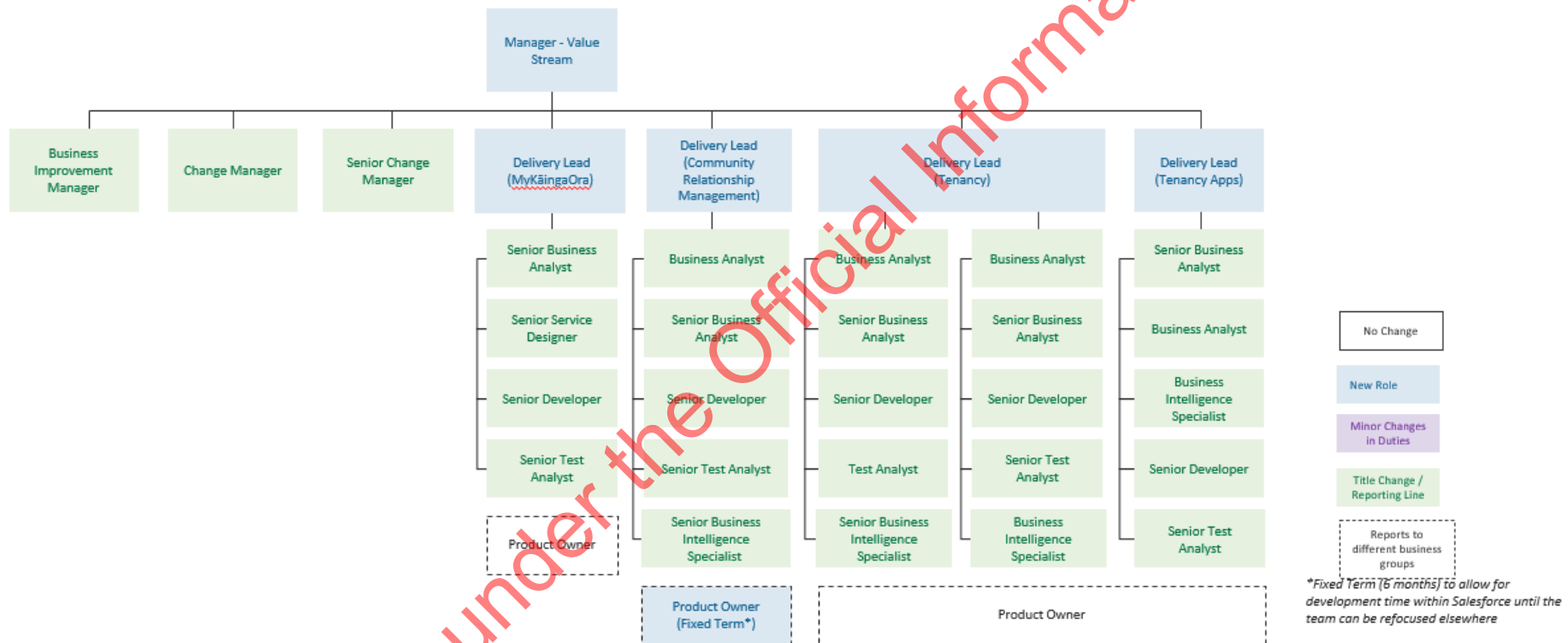
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# Public and Supported Housing and Communities Value Stream

## Original Proposed Structure

A reminder of what was proposed in the consultation document is detailed below:

Proposed Teams and Roles



## Summary of feedback and responses - Public and Supported Housing and Communities Value Stream

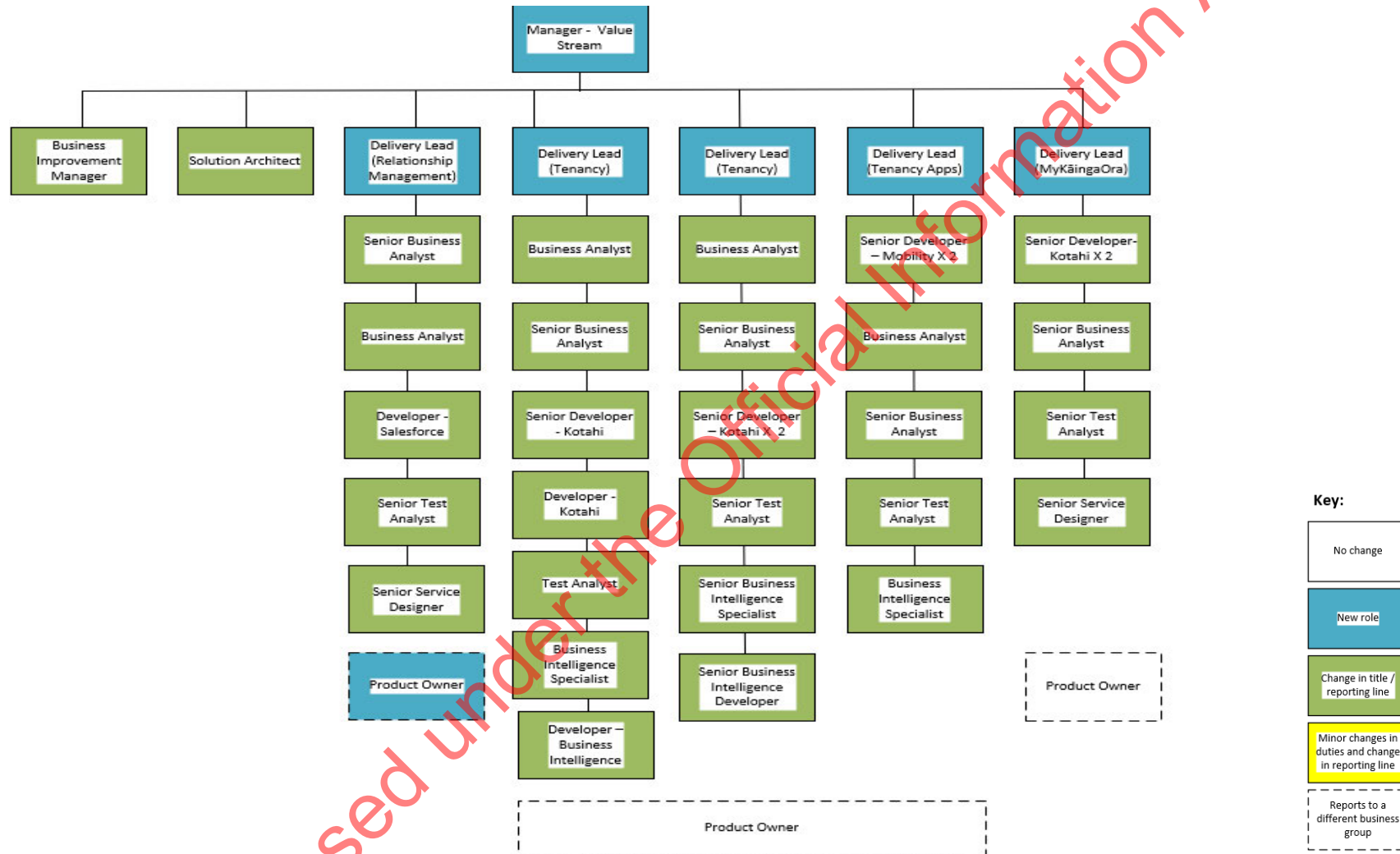
Feedback	Response
<p>Feedback suggested that the ratio of Business Intelligence, Business Analyst and Developer roles in this Value Stream was not appropriately balanced which might result in bottlenecks.</p>	<p>Changes have been made to several teams to ensure the correct distribution of Business Intelligence, Business Analyst and Developer roles, whilst ensuring the future operating environment and support needs from the organisation are met.</p> <p>The nature of work conducted by Business Analysts often means that they are working upstream of process, technology and data which means that a one-to-one ratio of roles doesn't meet the overall need of the work system.</p>
<p>Feedback suggested that the proposal to distribute Kotahi development skillsets throughout different cross functional teams could increase inconsistency of delivery and make it challenging to facilitate changes and updates. One suggestion was to explore the option of having a single Kotahi-centric team, bringing all Kotahi developer roles together.</p>	<p>This was acknowledged as a similar structure to current. Testing the feasibility of the suggestion showed that having a team solely comprised of Kotahi developers would, often, be reliant on other teams to be able to build complete business solutions. Distributing the skill set throughout cross-functional teams who are responsible for business outcomes using Kotahi reduces the need to hand-off to other teams. It is acknowledged there will be times where there is a need for similar developer skill sets to work together, collaborate to ensure consistency and agree on how work is best allocated. This can be accomplished independently of reporting line structure.</p>
<p>Feedback discussed the proposal to divide roles which worked with Salesforce functionality across two Value Streams (Public &amp; Supported Housing for Community Relationship Management and Housing Growth &amp; Renewal for Commercial Relationship Management).</p> <p>The feedback said that the He Pātaka Herenga project will deliver one product for our internal customers that would not need extensive enhancements on an enduring basis.</p>	<p>This has been noted.</p> <p>Updates have been made to the confirmed structure to combine the two Salesforce Relationship Management teams into one and to initially have it reside in the Public and Supported Housing and Communities Value Stream. The intent is this team can then be redirected as needed based on agreed</p>

Feedback	Response
One suggestion was for all roles dedicated to supporting the Salesforce Platform could sit in one value stream - Enterprise Services.	business priorities. The timing of transition from project to the new team will be confirmed as part of transition planning.
Feedback pointed out a gap in that there was an absence of solution architecture skillset in this Value Stream	Noted. This was a gap. A Solution Architect role has been added at the Value Stream level.
Differing pieces of feedback suggested that change management capability within this Value Stream was required while others suggested that the accountability should reside within the Customer Experience and Practice (CEP) group within National Services.	The CEP team has core responsibility for implementing practice change across customer facing teams.

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# Confirmed Structure – Public and Supported Housing and Communities Value Stream

The final and confirmed structure of Public and Supported Housing and Communities Value Stream is detailed below:



## Confirmed decisions and rationale - Public and Supported Housing and Communities Value Stream

Confirmed Changes	Rationale
<b>Public and Supported Housing and Communities</b>	
<p>The Public and Supported Housing and Communities Value Stream supports and enables the work that allows people to live well in homes we own and manage. The Value Stream is led by the Manager – Value Stream consists of 5 delivery teams with the following focuses:</p> <ul style="list-style-type: none"> <li>• Relationship Management</li> <li>• Tenancy teams (x2)</li> <li>• Tenancy Apps</li> <li>• MyKāingaOra</li> </ul> <p>Supported by:</p> <ul style="list-style-type: none"> <li>• The Business Improvement Manager – who maintains an end-to-end understanding of key business processes, their performance and opportunities for measurable operational improvement</li> <li>• The Solution Architect - ensures consistency of design of solution at a whole of Value Stream level rather than embedded within an individual team</li> </ul>	
<p>A Solution Architect role has been added at the Value Stream level.</p>	<p>It was an oversight that solution architecture capability was not included in the original design of the Public and Supported Housing and Communities Value Stream. The capability has been included in the Public Supported and Housing and Communities, Asset and Maintenance and Housing Growth and Renewal, Home Ownership and Urban Development at the Value Stream level rather than embedded within individual delivery teams. This is to ensure oversight of the different planned and required solutions being worked on across the Value Stream.</p>

Confirmed Changes	Rationale
<p>The Change Manager and Senior Change Manager roles have been removed from this Value Stream.</p>	<p>In line with the CEP confirmed changes, the CEP has core responsibility for implementing practice change across customer facing teams. This group will work with the Public and Supported Housing and Communities Value Stream to formulate adoption strategies for all front-line staff for the business outcomes delivered by the Value Stream.</p> <p>It should be noted that the proposal was not to move roles but to move change management accountabilities to other roles within CEP.</p>
<b>Relationship Management</b>	
<p>This team is responsible for the delivery of complete business outcomes (software, data and process) that are delivered using Salesforce modules.</p>	
<p>A single Relationship Management team is confirmed.</p> <p>The team works with a dedicated a Product Owner who is closely aligned with the business. The reporting line for this role will be confirmed when the team is deployed and will depend on the initial focus for the team.</p>	<p>Ongoing future enhancements for Community and Commercial Relationship Management is not expected to be required in the long term once completed. This negates the need to have two enduring teams dedicated for these purposes.</p> <p>Having a single cross functional team with Salesforce expertise will allow delivery of Salesforce supported solutions according to business priority. This team is initially located within this Value Stream.</p> <p>Having the Product Owner role closely aligned with the relevant business area ensures that the team can remain close to the business outcomes required.</p>

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MyKāingaOra	
This team is responsible for providing digital solutions for our external customers to be able to manage aspects of their tenancy online.	
A cross functional My Kāinga Ora team is confirmed with two Senior Developers – Kotahi.  The team works with the existing, dedicated Product Owner who is closely aligned with the business.	The Kotahi developer skillset has been clarified as needed for this team and additional developer resource has been added with the intent that they work closely with the Tenancy teams to support the workload for all tenant management solutions.
Tenancy Apps	
This team is responsible for providing support and solutions that enable our frontline people to manage the tenancy lifecycle in the field.	
A cross functional Tenancy Apps team is confirmed with two Senior Developers – Mobility.  The team works with the existing, dedicated Product Owner who is closely aligned with the business.	The Mobility developer skillset has been clarified as needed for this team and additional developer resource has been added s to support the workload for across multiple mobile tenancy applications we need to support.
Tenancy	
These teams are responsible for providing and supporting end-to-end business outcomes for the Tenancy lifecycle including system management of Kotahi.	
Two cross functional Tenancy teams are confirmed, each led by a dedicated Delivery Lead.  The teams have been confirmed as needing Kotahi skilled developers have been bolstered with additional Senior Developer – Kotahi, Developer – Kotahi resources.  The Business Intelligence roles have been increased and reconfigured.	Kotahi is our main tenancy management solution. Having a Delivery Lead per team (instead of a shared role) increases capacity to support these two teams.  Additional developer resources will increase the capacity of the team to be able to better support the maintenance and enhancements needed for tenancy management  Given Kotahi is our main data source, and the teams have been bolstered with Business Intelligence roles with varying levels of seniority to provide the support needed to deliver on the data aspects of solutions these teams are responsible for.

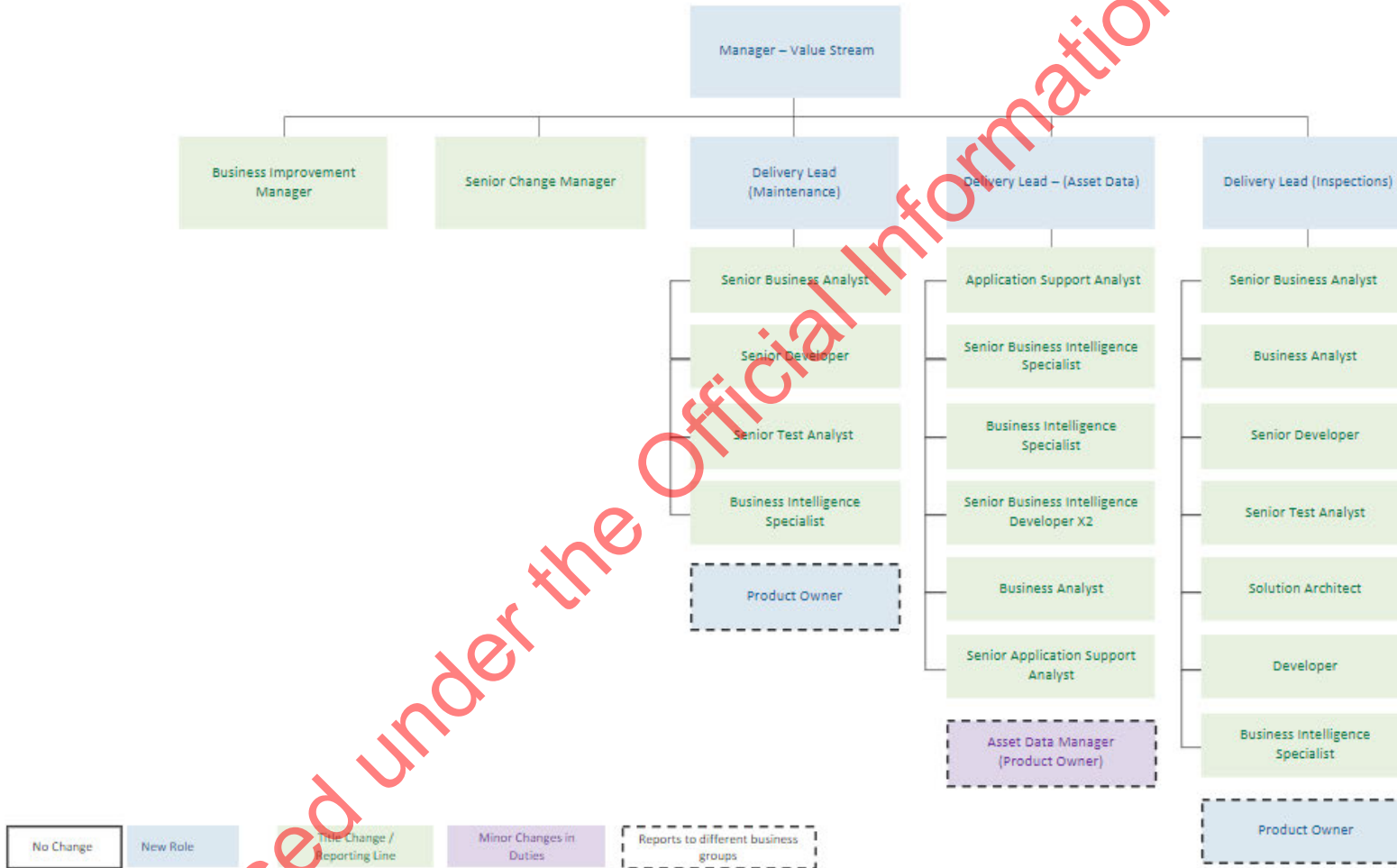


# Asset and Maintenance Value Stream

## Original Proposed Structure

A reminder of what was proposed in the consultation document is detailed below:

*Proposed Teams and Roles*



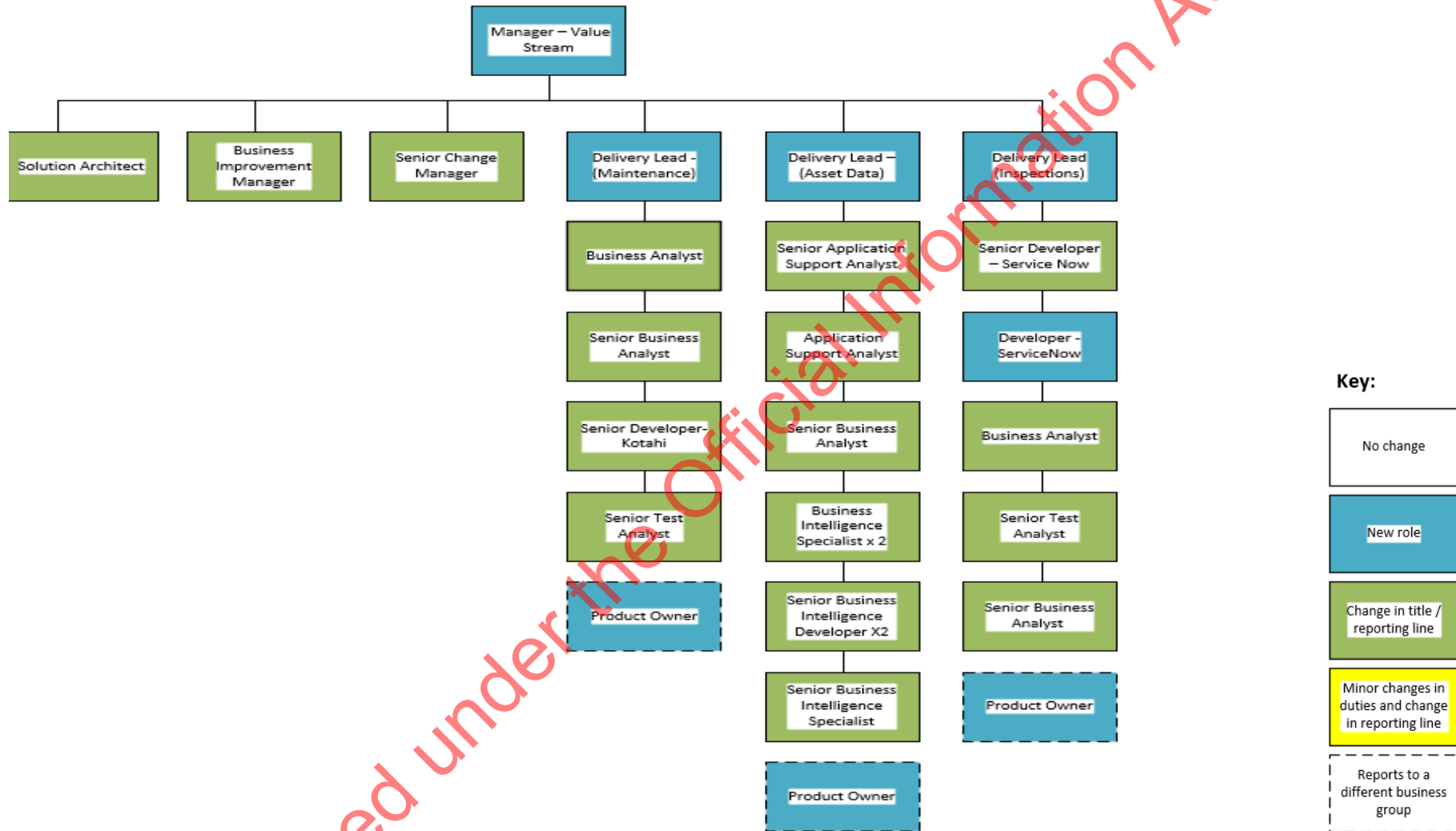
## Summary of feedback and responses - Asset and Maintenance Value Stream

Feedback	Response
<p>Feedback highlighted that the Asset Data team's "product" is a data product and would be better supported being configured as a predominately data focussed team with the additional resources included to be able to deliver complete business solutions with minimal dependency on other teams.</p>	<p>Noted.</p> <p>All Business Intelligence resources within this Value Stream have been reconfigured to make up an Asset Data focussed team.</p>

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# Confirmed Structure – Asset and Maintenance Value Stream

The final and confirmed structure of the Asset and Maintenance Value Stream is detailed below:



## Confirmed decisions and rationale - Asset and Maintenance Value Stream

Confirmed Changes	Rationale
<b>Asset and Maintenance</b>	
<p>The Asset and Maintenance Value Stream enables the work that ensures properties Kāinga Ora owns or manages remain warm, dry and safe. This Value Stream is led by the Manager – Value Stream and consists of 3 delivery teams:</p> <ul style="list-style-type: none"> <li>• Maintenance</li> <li>• Asset Data</li> <li>• Inspections</li> </ul> <p>Supported by:</p> <ul style="list-style-type: none"> <li>• Business Improvement Manager - maintains an end-to-end understanding of key business processes, their performance and opportunities for measurable operational improvement</li> <li>• Solution Architect - ensures consistency of design of solution at a whole of Value Stream level rather than embedded within an individual team</li> <li>• Change Manager – provides change management activities to ensure smooth adoption for business stakeholders for all that is delivered by the Value Stream</li> </ul>	
<b>Maintenance</b>	
<p>This team is responsible for providing and supporting end-to-end business outcomes for the property maintenance lifecycle.</p>	
<p>Minor reconfiguration adjustments have been made with the clarification that the software skillset needed is Kotahi.</p>	<p>All Business Intelligence resources within this Value Stream have been reconfigured to make up an Asset Data focussed team so that the Asset Data team is optimally configured to build complete data solutions.</p>
<b>Asset Data</b>	
<p>This team is responsible for maintaining the organisation’s asset data and reporting including related business improvement.</p>	

Confirmed Changes	Rationale
All Business Intelligence roles within this Value Stream are centralised within this team.	The Asset Data team's "product" is a data product and would be better served being configured as a predominately data focussed team with the additional resources included to be able to deliver complete business solutions with minimal dependency on other teams.
<b>Inspections</b>	
This team is responsible for providing and supporting business outcomes that enable our frontline people and suppliers to understand and inspect our assets in the field.	
This team is confirmed with minor reconfiguration adjustments and the software developer skillset is clarified as being ServiceNow.	The minor reconfiguration adjustments provide balance across the whole Value Stream.

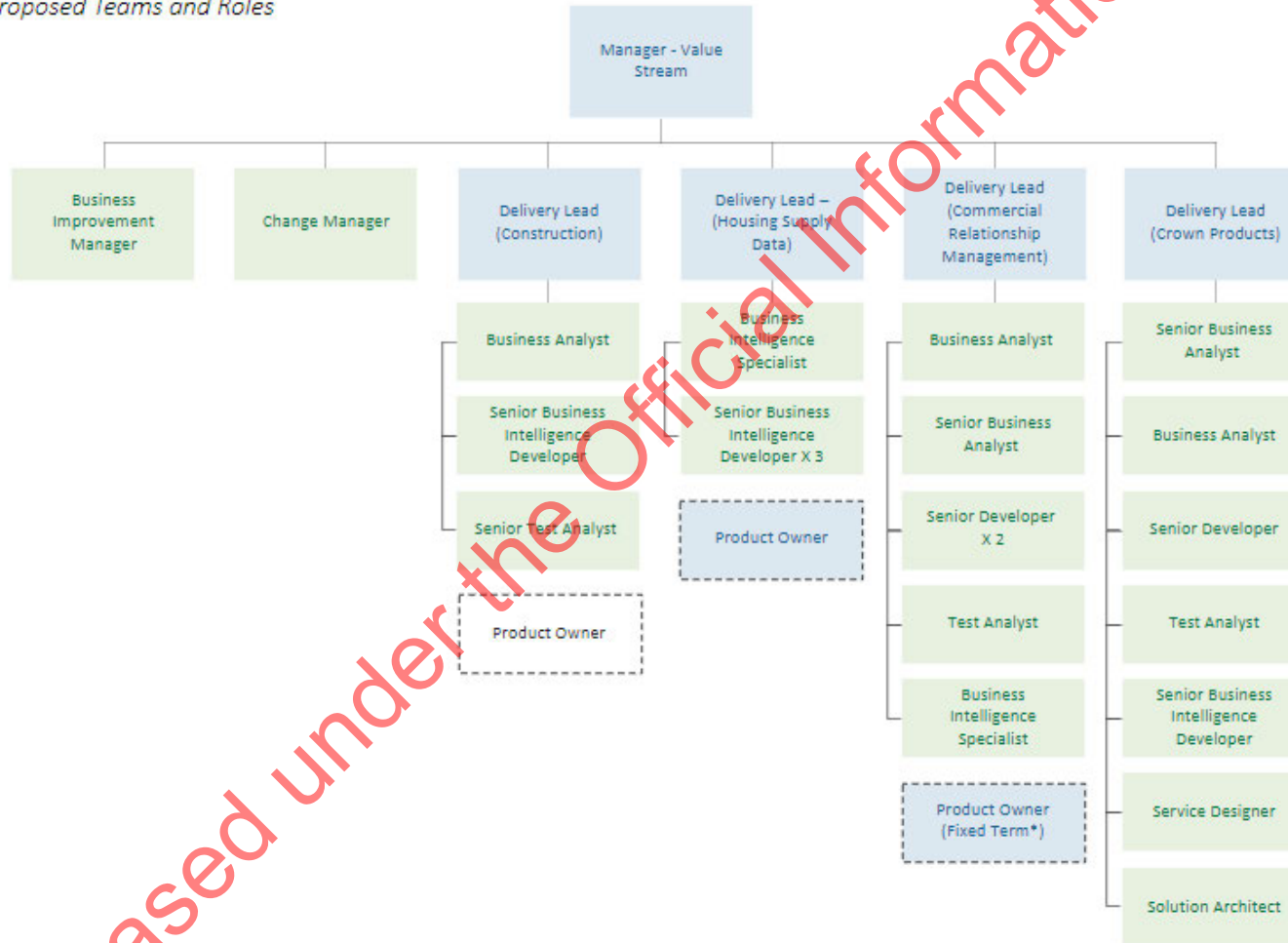
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# Housing Growth and Renewal, Home Ownership and Urban Development Value Stream

## Original Proposed Structure

A reminder of what was proposed in the consultation document is detailed below:

*Proposed Teams and Roles*



No Change
New Role
Title Change / Reporting Line
Minor Changes in Duties
Reports to different business groups

\*Fixed Term to allow for development time within Salesforce until the team can be refocused elsewhere

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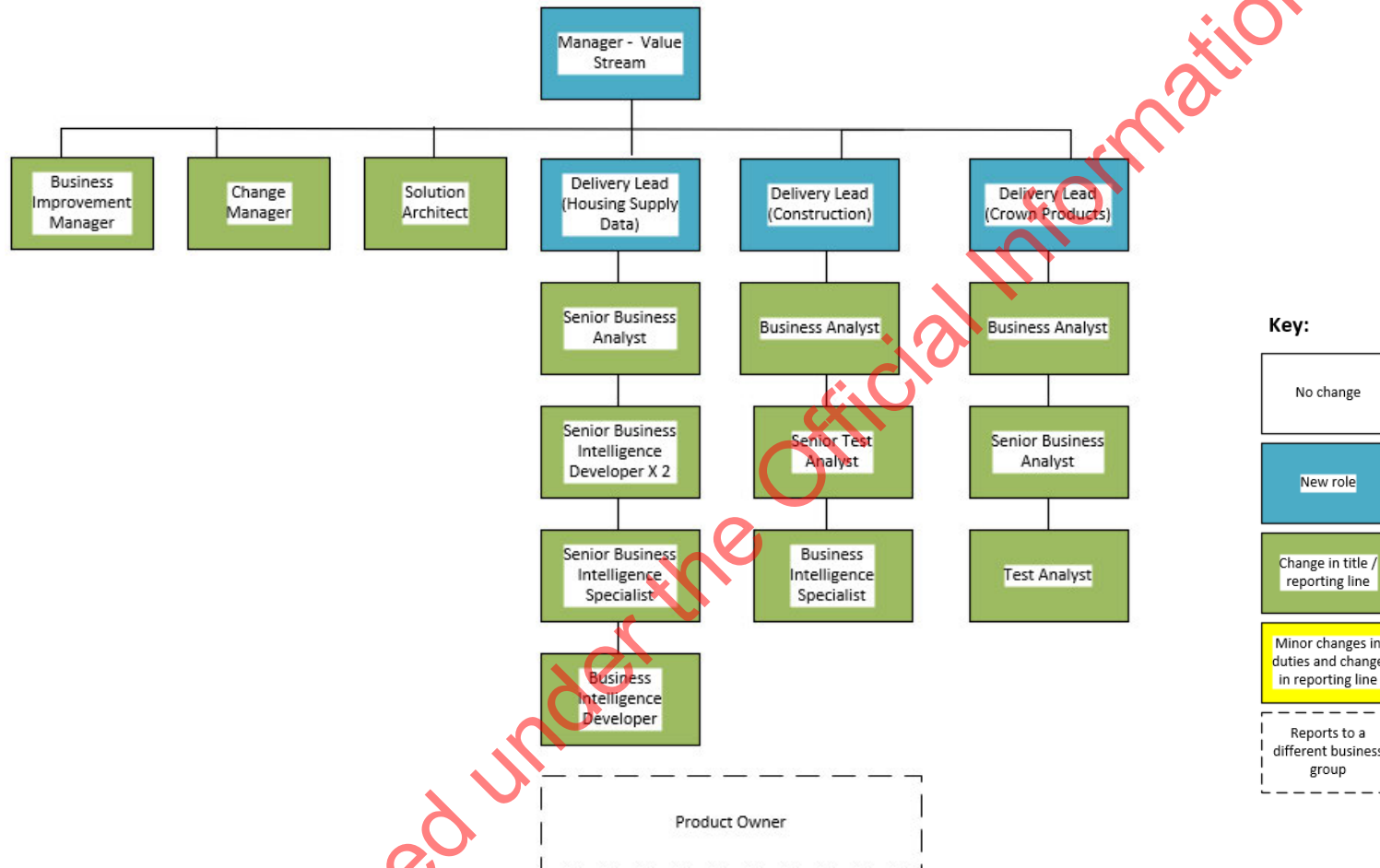
## Summary of feedback and responses - Housing Growth and Renewal, Home Ownership and Urban Development Value Stream

Feedback	Response
<p>There was broad support for combining these three Value Streams under one reporting line structure. Feedback also suggested that the proposed structure was over-resourced or not needed given recent changes in organisational settings</p>	<p>Noted.</p> <p>We continue to have business functions, process, systems and data in these areas to support. Given the organisational change in settings, the combined Value Stream structure configuration has had minor changes made.</p>
<p>Feedback discussed the proposal to divide roles which worked with Salesforce functionality across two Value Streams (Public &amp; Supported Housing for Community Relationship Management and Housing Growth &amp; Renewal for Commercial Relationship Management).</p> <p>The feedback said that the He Pātaka Herenga project will deliver one product for our internal customers that would not need extensive enhancements on an enduring basis.</p> <p>One suggestion was for all roles dedicated to supporting the Salesforce Platform could sit in one Value Stream - Enterprise Services.</p>	<p>Noted.</p> <p>Updates have been made to the confirmed structure to combine the two Salesforce Relationship Management teams into one. This confirmed team will initially reside in the Public and Supported Housing and Communities Value Stream. The intent is this team can then be redirected as needed based on agreed business priorities.</p>

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# Confirmed Structure - Housing Growth and Renewal, Home Ownership and Urban Development Value Stream

The final and confirmed structure of this Value Stream is detailed below:





## Confirmed decisions and rationale - Housing Growth and Renewal, Home Ownership and Urban Development Value Stream

Confirmed Changes	Rationale
<b>Housing Growth and Renewal, Home Ownership and Urban Development</b>	
<p>This Value Stream is responsible for supporting our various appropriation-funded products like our Home Ownership products as well as our Construction Systems and Data. The structurally combined Housing Growth and Renewal, Home Ownership and Urban Development Value Streams is led by the Manager – Value Stream and consists of 3 delivery teams:</p> <ul style="list-style-type: none"> <li>• Housing Data Supply</li> <li>• Construction</li> <li>• Crown Products</li> </ul> <p>Supported by:</p> <ul style="list-style-type: none"> <li>• The Business Improvement Manager - maintaining an end-to-end understanding of key business processes, their performance and opportunities for measurable operational improvement</li> <li>• The Solution Architect - ensuring consistency of design of solution at a whole of Value Stream level</li> <li>• The Change Manager – providing change management activities to ensure smooth adoption for business stakeholders for all that is delivered by the Value Stream</li> </ul>	
<b>Housing Supply Data</b>	
<p>This team is responsible for maintaining the organisation's housing supply data and reporting including related business improvement.</p>	
<p>One Senior Business Analyst role has been added</p>	<p>The Housing Supply Data team's "product" is a data product and would be well served being configured as a predominately data focussed team with the additional analysis resource included to be able to deliver complete business solutions with minimal dependency on other teams.</p>

Confirmed Changes	Rationale
<p>The team is supported by a Product Owner who will also fulfil the same role for the Construction team.</p>	<p>With the changes in organisational settings coupled with how closely aligned the Housing Data Supply and Construction teams are, a shared Product Owner will provide business alignment support for both teams as a trial. Workload will be reviewed with a view to instating a separate Product Owner if needed.</p> <p>This role is confirmed to be the existing Product Owner role reporting to Construction and Innovation.</p>
<p>The configuration of Business Intelligence roles has been confirmed as:</p> <ul style="list-style-type: none"> <li>• Two Senior Business Intelligence Developers</li> <li>• One Senior Business Intelligence Specialist</li> <li>• One Business Intelligence Developer</li> </ul>	<p>To provide a more balanced level of support for the team.</p>
<b>Construction</b>	
This team is responsible for maintaining and improving construction systems and related organisational data sets, business reporting and processes	
<p>The team is supported by a Product Owner who will also fulfil the same role for the Housing Supply Data team.</p>	<p>With the changes in organisational settings coupled with how closely aligned the Housing Data Supply and Construction teams are, a shared Product Owner will provide business alignment support for both teams. This will be reviewed after an appropriate period. This role is confirmed to be the existing Product Owner role reporting to Construction and Innovation.</p>
<b>Crown Products</b>	
This team is responsible for providing and supporting business outcomes for all Kāinga Ora Crown Products	

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Confirmed Changes	Rationale
<p>The team is reconfirmed with the following configuration:</p> <ul style="list-style-type: none"><li>• Business Analyst</li><li>• Senior Business Analyst</li><li>• Test Analyst</li></ul>	<p>The team has been reduced in numbers in line with changes in organisational settings, yet is still provide support for the existing systems, processes, and data.</p> <p>Given there is no, one single software development skillset that looks after all our Crown Products, any software development work needed will be done by working with an appropriate software developer in another team.</p> <p>Dependencies and capacity will be managed through the prioritisation process. Similarly, to meet any ad hoc data needs, work will flow to another team in this Value Stream.</p>

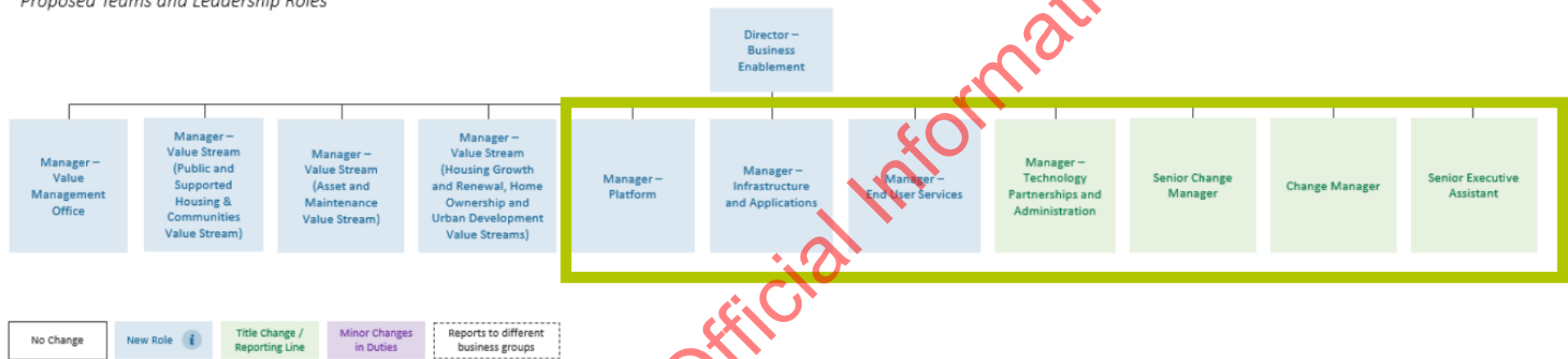
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# Enterprise Services Value Stream

## Original Proposed Structure – Enterprise Services Leadership

A reminder of what was proposed in the consultation document is detailed below:

*Proposed Teams and Leadership Roles*

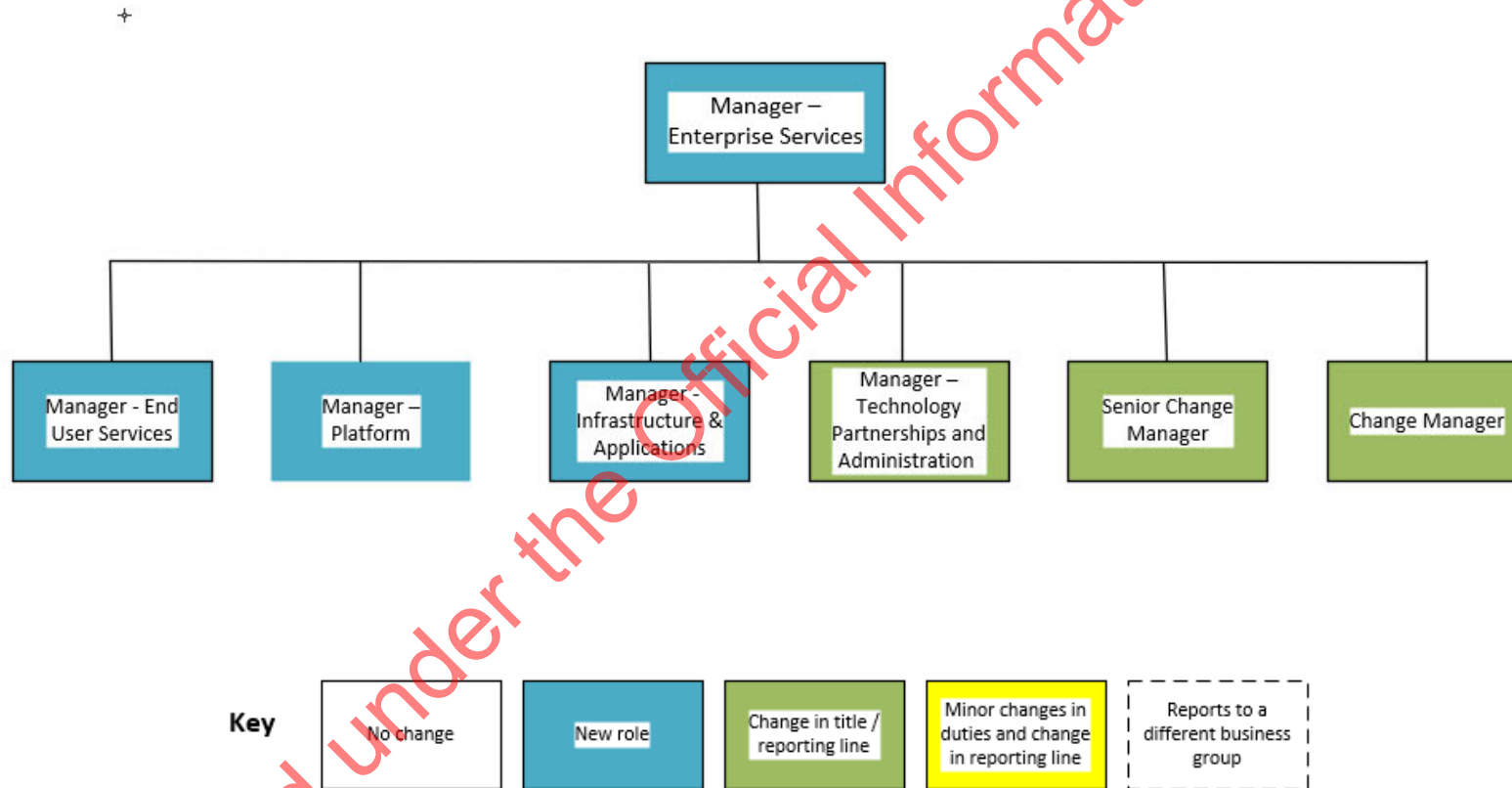


## Summary of feedback and responses – Enterprise Services Leadership

A summary of the feedback and responses on the proposed Business Enablement Leadership structure is set out above in the [Feedback themes and responses](#) section. This feedback is what informed the shaping of the Enterprise Services Leadership structure.

## Confirmed Structure – Enterprise Services Leadership

The final and confirmed structure of the Enterprise Services leadership is detailed below:



## Confirmed decisions and rationale – Enterprise Services Leadership

Confirmed Changes	Rationale
Led by the Manager – Enterprise Services, the Leadership team within Enterprise Services lead teams who provide core and common information, technology and operational services that are more efficient to manage centrally	
<b>Enterprise Services Leadership</b>	
<p>The new role of Manager – Enterprise Services reports to the Director – Business Enablement and leads the Enterprise Services Value Stream. This role provides the technology-focussed leadership that is required.</p> <p>The Enterprise Services leadership team consists of:</p> <ul style="list-style-type: none"> <li>• Manager – End User Services</li> <li>• Manager – Platform</li> <li>• Manager – Infrastructure and Applications</li> <li>• Manager – Technology Partnerships and Administration</li> </ul> <p>And is supported by:</p> <ul style="list-style-type: none"> <li>• Senior Change Manager</li> <li>• Change Manager</li> </ul> <p>Who is charged with activities to ensure smooth user adoption of deliverables from the Enterprise Services Value Stream</p>	<p>Due to the specific technology leadership needed and to remain in alignment with the design of the other Value Streams a new role is required to provide oversight of the operationalising of the Enterprise Services Value Stream</p>

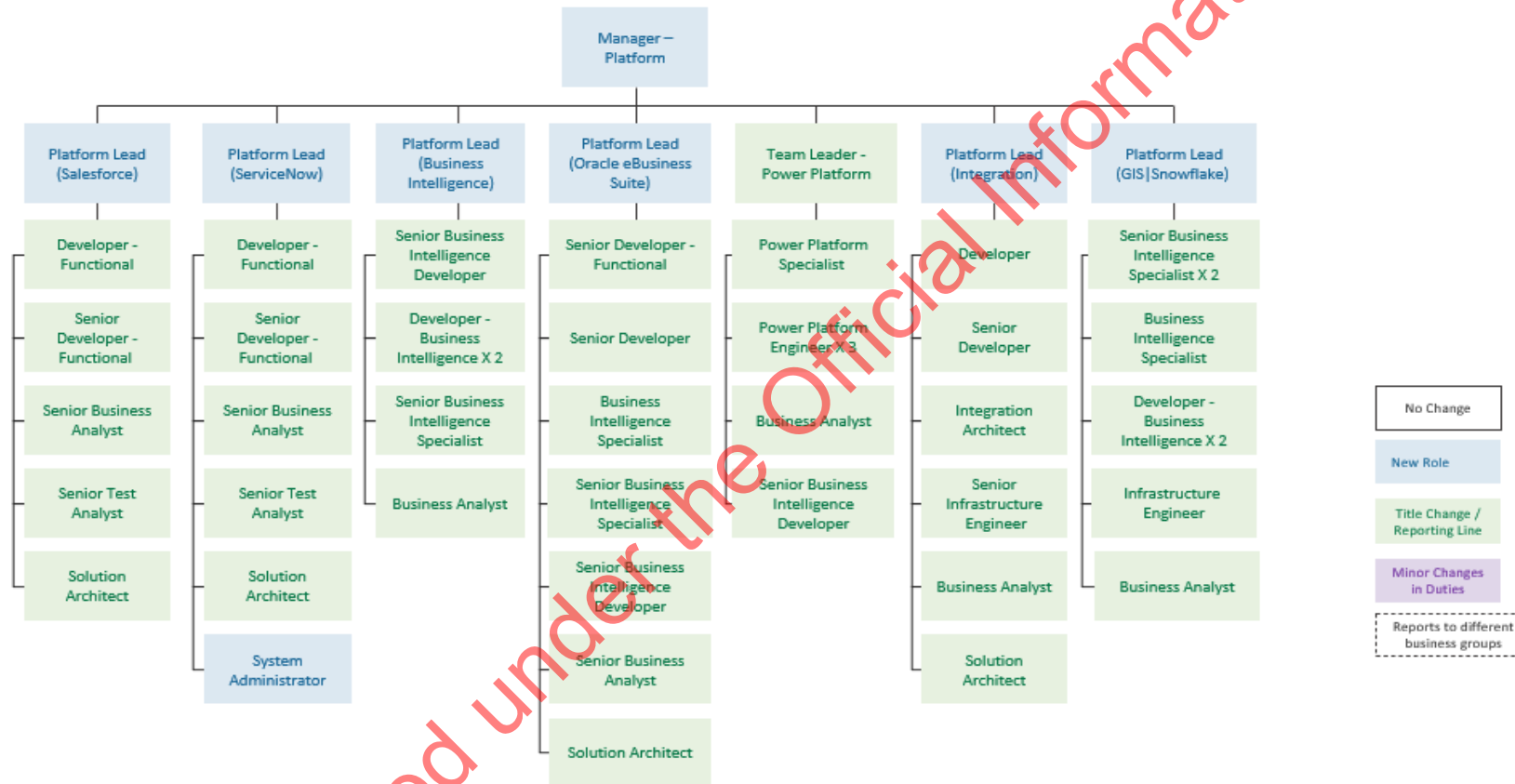
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# Enterprise Services - Platform

## Original Proposed Structure

A reminder of what was proposed in the consultation document is detailed below:

*Proposed Teams and Roles*



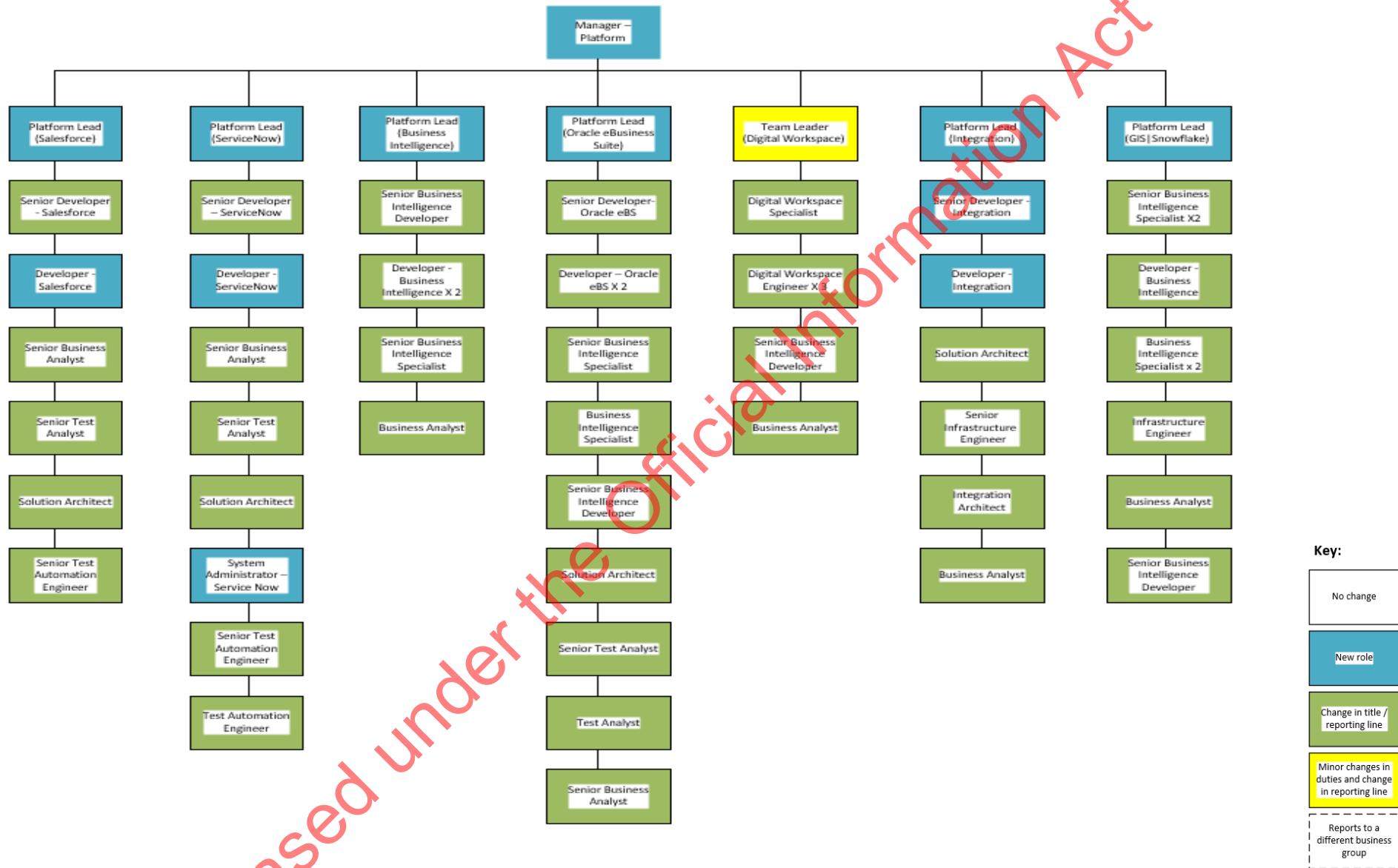
## Summary of feedback and responses – Enterprise Services: Platform

Feedback	Response
There was broad support for having a separate Platform Team managing the proposed platforms	Noted.
Kotahi should be included as a Platform	Platforms are made up of components that can be reconfigured to solve a range of different business problems. Kotahi is an application which serves a specific business need for Kāinga Ora. Kotahi is not being used to solve other business problems across the business.
Various suggestions around team configuration were offered	Noted. Feedback was taken on board and reconfiguration changes made where feasible. A gap in testing resource is filled within the Oracle eBS Platform team
The new roles are not sized appropriately	New roles were evaluated prior to the commencement of consultation in line with our job evaluation process by our external partner Korn Ferry. Following feedback on the sizes of a range of roles, further information was provided to Korn Ferry to provide greater clarity on the roles, and these were reevaluated to further test the sizing. This resulted in some roles having the size adjusted. This is reflected in the confirmed new roles table.

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# Confirmed Structure – Enterprise Services: Platform



## Confirmed decisions and rationale – Enterprise Services: Platform

Confirmed Changes	Rationale
<b>Platform</b>	
<p>The Platform team is responsible for the provisioning and maintenance of our core and common, key technology and data platforms. They manage the build, configuration, testing and commissioning of platform capabilities for business-facing Value Streams as well as providing specific Microsoft Solutions through the Digital Workspace. The team is led by the Manager – Platform and consists of:</p> <ul style="list-style-type: none"> <li>• Platform Lead (Salesforce)</li> <li>• Platform Lead (ServiceNow)</li> <li>• Platform Lead (Business Intelligence)</li> <li>• Platform Lead (Oracle EBusiness Suite)</li> <li>• Team Leader (Digital Workspace)</li> <li>• Platform Lead (Integration)</li> <li>• Platform Lead (GIS / Snowflake)</li> </ul>	
<b>Salesforce and ServiceNow</b>	
<p>These teams manage the Salesforce and ServiceNow platform - system configuration, maintenance, upgrades, and general operation. It manages methodology and best practice standards for on-going development on the platform.</p>	
<p>Teams have been reconfigured to include additional testing and automation testing resource.</p>	<p>Automation testing is better aligned with both platforms.</p>
<b>Business Intelligence</b>	
<p>This team manages the EDW, IDP, and ODI platforms - system configuration, maintenance, upgrades, and general operation. It manages methodology and best practice standards for development on these platforms</p>	
<p>Confirmed as proposed.</p>	<p>A significantly more beneficial alternative has not been identified through testing of suggestions.</p>

Confirmed Changes		Rationale
<b>Oracle eBusiness Suite</b>		
This team manages the EBS and EPM platforms - system configuration, maintenance, upgrades, and general operation. It manages methodology and best practice standards for development on these platforms.		
Team reconfiguration adjustments have been made and clarified that the developer roles needed for this team are Senior Developer – Oracle eBS and Developer – Oracle eBS.		To enhance the support, capacity and provide clarity on skillsets needed.
Testing capability has been added to this team.		
<b>Digital Workspace</b>		
This team is responsible for the delivery and maintenance of complete business outcomes based on MS Power Platform and other MS tools - system configuration, maintenance, upgrades, and general operation. It manages methodology and best practice standards for development on the platform / tools.		
Digital Workspace has been confirmed as the name to describe the team. Note – the team was previously called Power Platform in the proposal for change.		The name 'Power Platform' does not accurately reflect the work this team does. In addition to the Power Platform, this team also works with, administers and provides solution using other tools such as SharePoint and Microsoft 365. Since the team is expected to continue supporting the same systems, tools and processes, it is more suitable if the name does not imply a reduction in scope.
<b>Integration</b>		
This team manages our integration systems including configuration, maintenance, upgrades, and general operation. It manages methodology and best practice standards for development on these platforms and delivers specific integrations for delivery teams.		
The software developer roles have been clarified as Developer – Integration and Senior Developer – Integration.		To provide clarity on the skill set needed.
<b>GIS   Snowflake</b>		
Manages the GIS and Snowflake platforms - system configuration, maintenance, upgrades, and general operation. It manages methodology and best practice standards for development on these platforms.		

Confirmed Changes	Rationale
Confirmed with minor team configuration.	To enhance the support, capacity and provide clarity on skillsets needed.

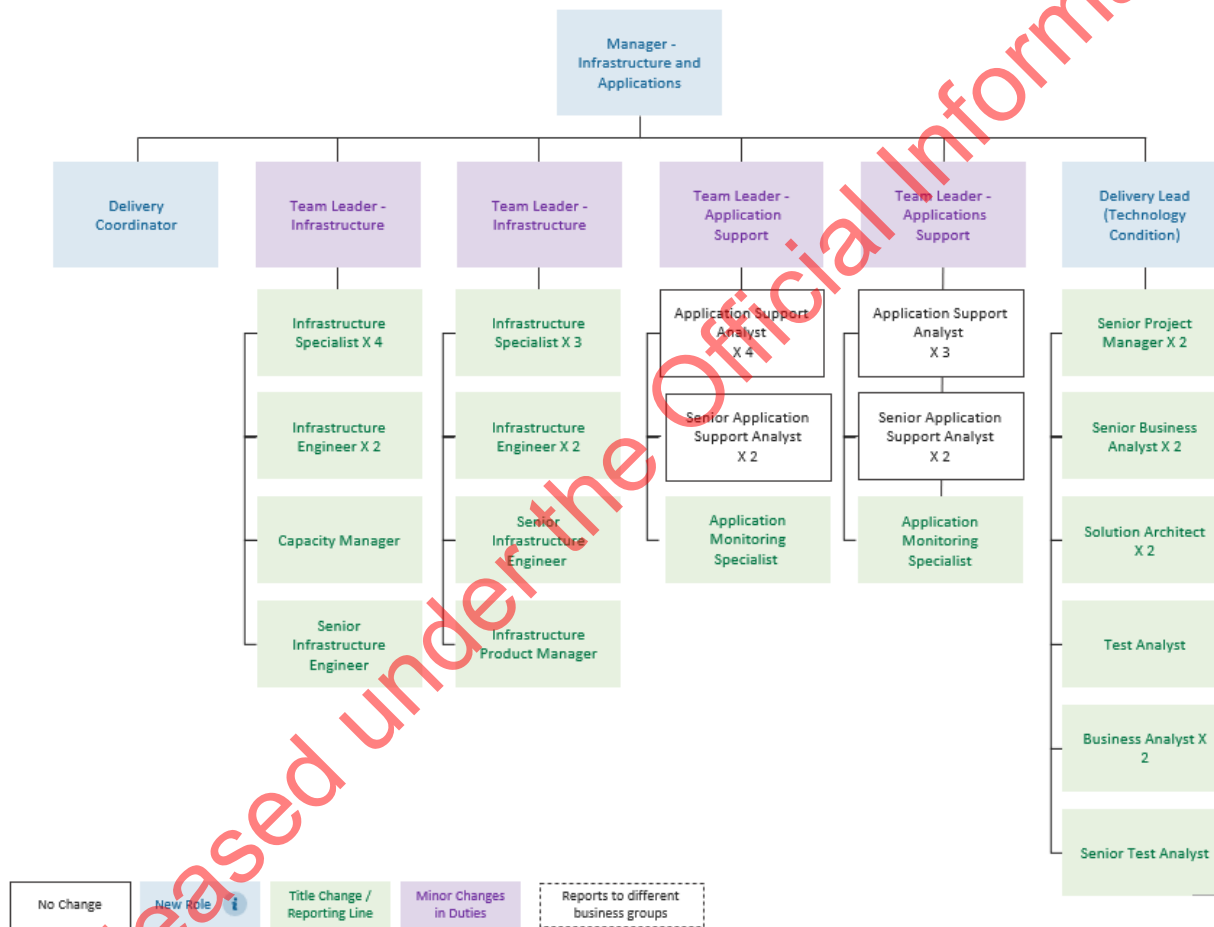
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# Enterprise Services: Infrastructure and Applications

## Original Proposed Structure

A reminder of what was proposed in the consultation document is detailed below:

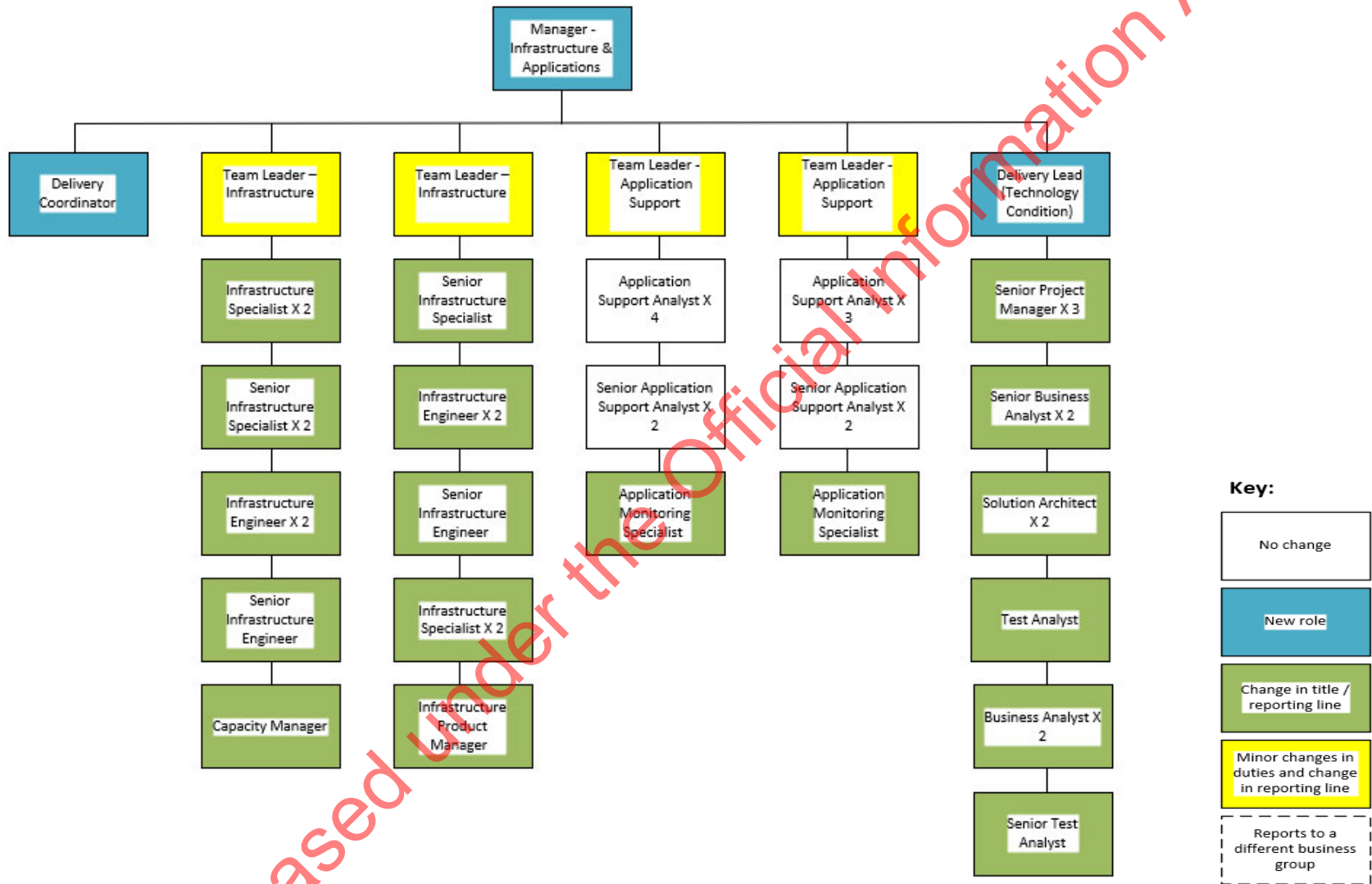
Proposed Teams and Roles



## Summary of feedback and responses – Enterprise Services: Infrastructure and Applications

Feedback	Response
<p>There was broad support for having a separate Infrastructure and Applications team rather than distributing the capability throughout the work system.</p> <p>Suggestions were offered to consolidate this team with the End User Services team, Platforms team, move roles into other teams or other reconfiguration options.</p> <p>Various names were suggested.</p>	<p>Noted.</p> <p>Testing of alternate various scenarios showed that we had choices. The team is confirmed as described below.</p>
<p>Feedback suggested that the work performed by the Technology Condition team would work by being a separate team as proposed or have the work spread through the work system.</p> <p>Alternate team configurations were offered.</p>	<p>Noted.</p> <p>Scenarios were tested which showed we had choices. The team is confirmed with some configuration adjustment as described below.</p>
<p>The Infrastructure Product Manager role should include bringing visibility across all Technology systems and their lifecycles.</p> <p>Recommend moving this role to report to Delivery Lead (Technology Condition) so that the role can expand its scope to include not only Infrastructure systems, but wider and broader across all technology systems.</p>	<p>Noted.</p> <p>The role remains unchanged however the intent is that this role works closely with all teams charged with maintaining our technology assets.</p>
<p>Have separate Infrastructure Specialist and Engineer teams as they have different focuses</p>	<p>Noted.</p> <p>Having blended teams allows for capacity fail over and support. Team activities can be conducted irrespective of team structure.</p>

# Confirmed Structure – Enterprise Services: Infrastructure and Applications



## Confirmed decisions and rationale – Enterprise Services: Infrastructure and Applications

Confirmed Changes	Rationale
<b>Infrastructure and Applications</b>	
<p>This team is responsible for the delivery of third level operational support and maintenance of the Kāinga Ora ICT infrastructure environment. They play a pivotal role in the development and delivery of infrastructure works, changes and improvements and consists of the following teams:</p> <ul style="list-style-type: none"> <li>• Infrastructure (x2)</li> <li>• Application Support (x2)</li> <li>• Delivery – Technology Condition</li> </ul> <p>Supported by a Delivery Coordinator to provide administrative support and coordination across the Value Stream.</p>	
<b>Infrastructure</b>	
<p>These teams are responsible for back-end services such as servers, networks, firewalls and a wide range of infrastructure systems, ensuring we stay online and functional and that our infrastructure is healthy, well maintained and resilient.</p>	
<p>These teams have been confirmed with configuration adjustments.</p>	<p>Levels of experience of Infrastructure Engineers and Specialists within each team has been reconfigured to provide balance of skillsets across both teams.</p>
<b>Application Support</b>	
<p>These teams are responsible for operational monitoring, management and support of the organisation’s business applications to ensure they are secure, robust and delivering optimal business value while operating to agreed and appropriate service levels.</p>	
<p>Confirmed as proposed.</p>	<p>A significantly more beneficial alternative has not been identified through testing of suggestions.</p>



### Technology Condition

This team is responsible for maintaining supported versions of Kāinga Ora systems (excluding our key platforms and Kotahi – which are managed by the appropriate Platform teams) to ensure maintenance, fixes and security updates are available from the relevant vendors and support partners.

This team is confirmed with an increase in Senior Project Management support.

The volume of systems to maintain requires additional senior project management support to coordinate, plan and execute. As there are likely to be continuous, point-in-time upgrades occurring, it is anticipated that these would be good candidates for work to be undertaken as projects.

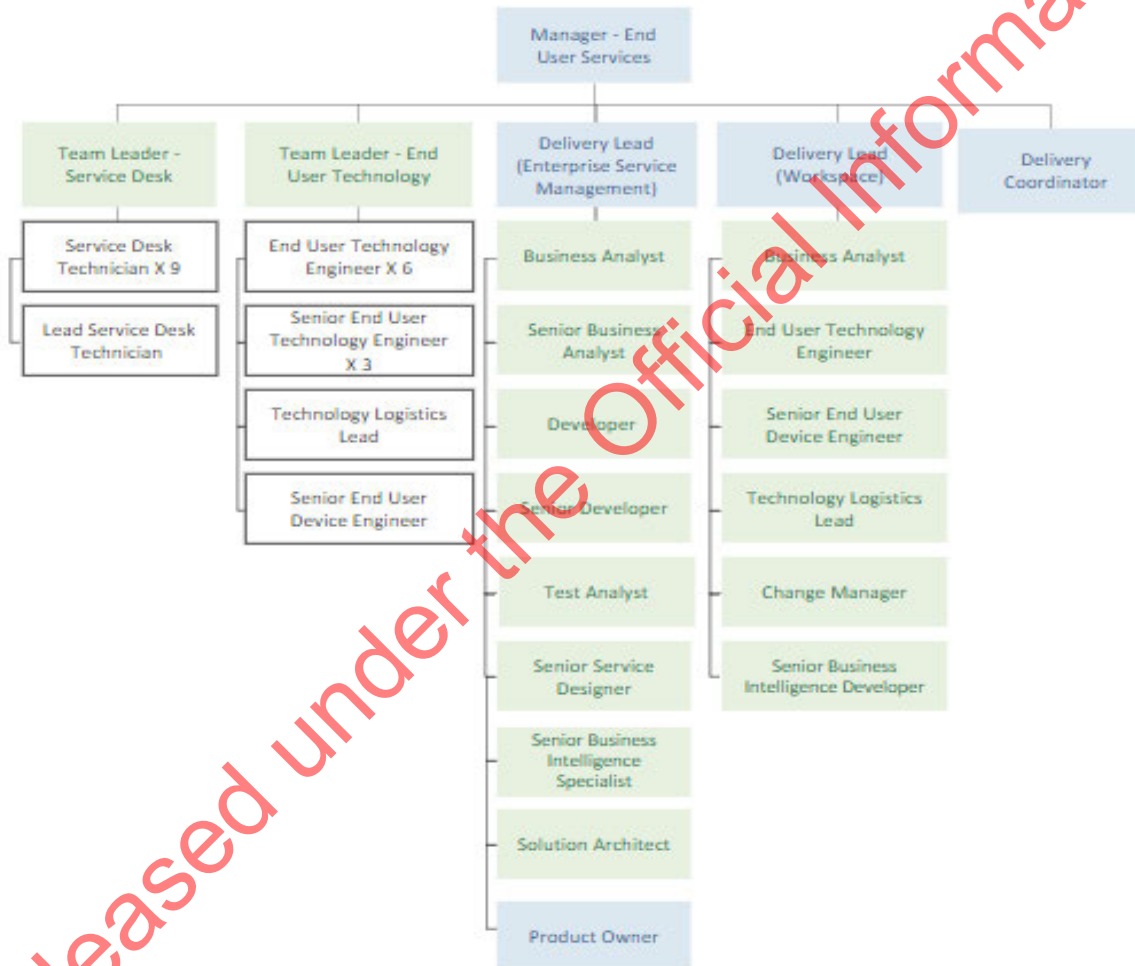
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# Enterprise Services: End-User Services

## Original Proposed Structure

A reminder of what was proposed in the consultation document is detailed below:

*Proposed Teams and Roles*



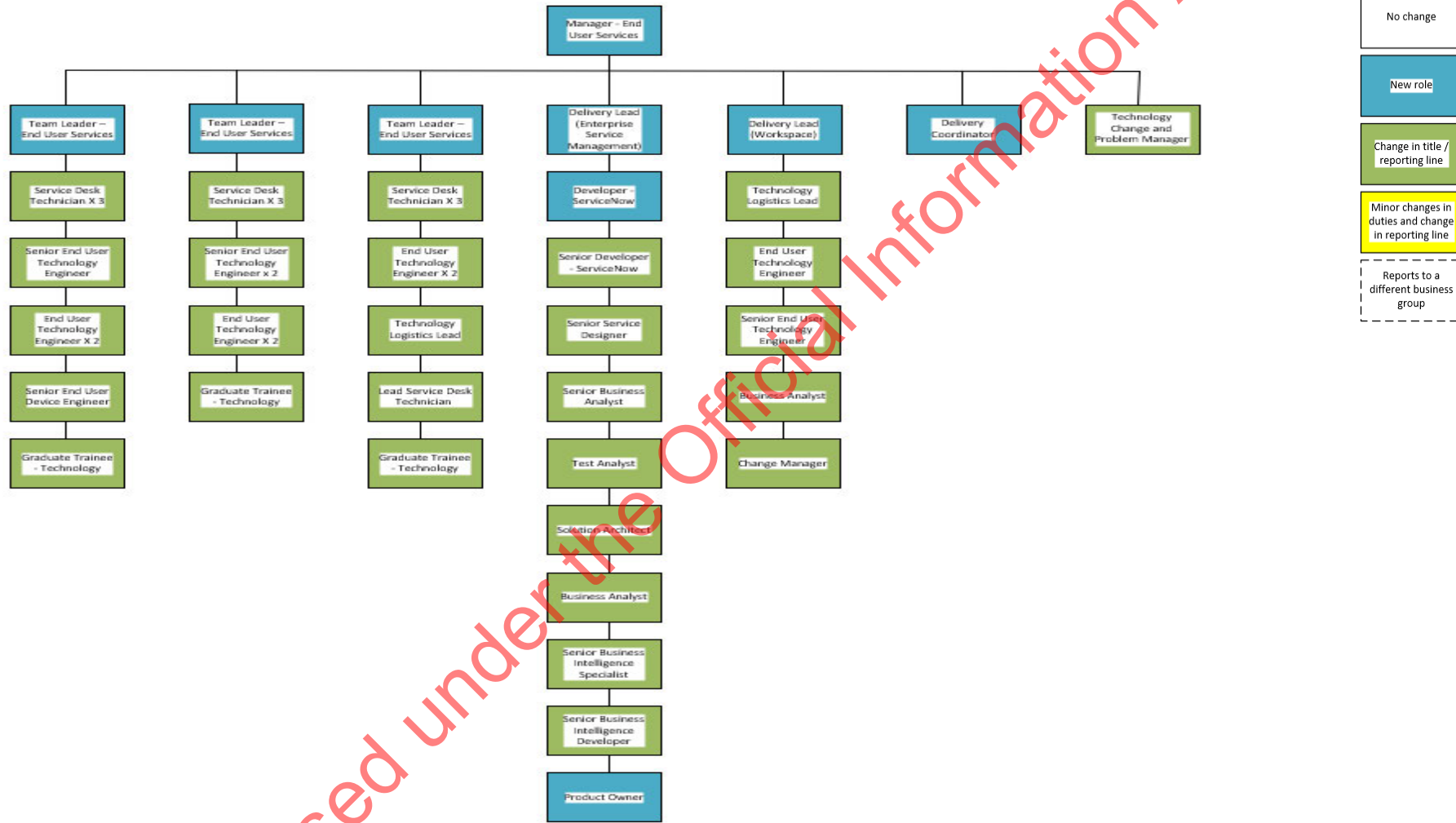
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## Summary of feedback and responses – Enterprise Services: End-User Services

Feedback	Response
<p>Reduction in Service Desk numbers would significantly hamper the level of service able to be provide.</p> <p>Service Desk and End User Technology could be in one team as the services provided are very closely aligned.</p> <p>Service Desk and End User Technology role are not interchangeable – they have different focuses.</p>	<p>This has been noted.</p> <p>Three End User Services teams are confirmed with configuration adjustments made.</p>

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# Confirmed Structure - Enterprise Services: End-User Services



## Confirmed decisions and rationale – Enterprise Services: End-User Services

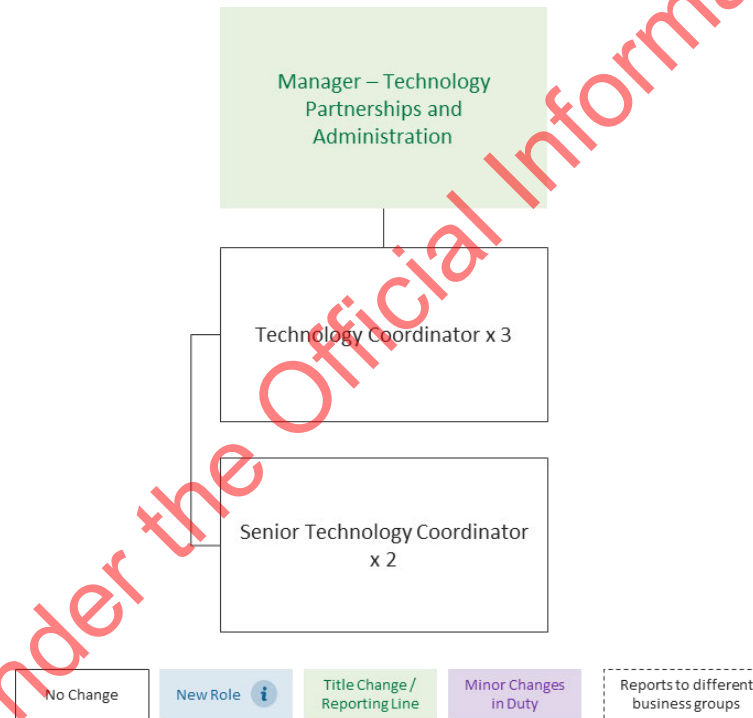
Confirmed Changes	Rationale
<b>End User Services (Manager)</b>	
<p>The End User Services Team will be accountable for leading the robust and secure delivery of business-facing technology solutions and services to Kāinga Ora people and external partners. The team is led by the Manager – End User Services and consists of the following teams: and consists of the following teams:</p> <ul style="list-style-type: none"> <li>• Three End User Services teams</li> <li>• Delivery - Enterprise Service Management</li> <li>• Delivery – Workspace</li> <li>• Technology Change and Problem Manager</li> </ul> <p>Supported by a Delivery Coordinator who provides administrative support and coordination across the Value Stream.</p>	
<p>The Technology Change and Problem Manager’s reporting line is moved to the Manager – End User Services.</p>	<p>The role is more closely aligned to this team.</p>
<b>End User Services</b>	
<p>These teams are responsible for first level ICT and second level technology support – providing a mix of remote and onsite diagnostic hardware and software support. Responsible for hardware deployment and desktop patching.</p>	
<p>Three End User Services teams are confirmed.</p> <p>Each of these are led by a Team Leader – End User Services who report to the Manager – End User Services. Each team consists of a blend of Service Desk and End User Technology roles.</p>	<p>Service levels are accepted to be slightly reduced given the mandate to be smaller.</p> <p>To minimise this, three amalgamated End User Services teams are confirmed. The intent is that roles within these teams will be closer aligned and be able to provide overflow capacity in times of high demand. It is not the intent that the roles are generalised so much that every role does everything.</p>

Confirmed Changes	Rationale
	Three separate teams provide options to cover the three main geographical regions should the teams wish to organise their work in this way.
The reporting line for the Graduate Trainee – Technology is confirmed to be to the Team Leader – End User Services	To provide a better gateway to move into specialist positions and this role is best placed to oversee the rotation in the Graduate programme.
<b>Enterprise Service Management (ESM)</b>	
This team is responsible for ServiceNow development on Arawhata. This includes any internal use workflow development, including but not limited to Service Desk tickets, HR workflows, Finance workflows.	
The team has been bolstered with an additional Senior Business Intelligence – Developer.	To provide additional data support.
A new Product Owner role is confirmed with a reporting line to the Delivery Lead.	To provide focussed guidance and prioritisation on the outcomes this team is responsible for delivering. Business Enablement is the custodian of ESM as this is an enterprise-wide service, not Value Stream specific, which is the reason for having a Product Owner with a reporting line to the Delivery Lead
<b>Delivery – Workspace</b>	
This team is responsible for supporting the enduring needs of Kāinga Ora facilities and ensuring they provide effective and efficient workspaces for our people	
Confirmed with the removal of a Senior Business Intelligence Developer.	Feedback highlighted this role is not required.

# Enterprise Services: Technology Partnerships and Administration

## Original Proposed and Final Structure -

Feedback confirmed the structure of this team with no changes from the original proposal. The Manager Technology – Partnerships and Administration is confirmed to report to Manager – Enterprise Services.



## Summary of feedback and responses – Enterprise Services: Technology Partnerships and Administration

Feedback	Response
This team seems to be undersized given the scope of the Enterprise Services team.	We considered changes that would enhance our partner management capability and balance those needs with the requirement to reduce capacity. It has been agreed not to continue with these at this point due to potential synergies with some procurement capabilities being considered as part of the Future State Programme and review these in a coordinated way in the future
The team should report into one of the other managers within the Enterprise Services Value Stream rather than reporting directly to the director as this doesn't fit well.	The introduction of the Manager – Enterprise Services means that this team will report into a Value Stream Manager instead of the Director.
The Technology Partnerships and Administration team would benefit from further review of the role the team performs.	As part of the Continuous Delivery model design, the team's position descriptions were within the scope of the expected model and a decision was made that a review was not part of the scope for the model redesign.

## Confirmed decisions and rationale – Enterprise Services: Technology Partnerships and Administration

Confirmed Changes	Rationale
The Manager – Technology Partnerships and Administration is confirmed with a reporting line change to Manager – Enterprise Services.	The current configuration is assessed as fit-for purpose for the new Continuous Delivery model.
This team is confirmed with no changes from the original proposal.	The current configuration is assessed as fit-for purpose for the new Continuous Delivery model.



# Product Owners

## Confirmed Product Owners

Continuous Delivery Team	Existing or New Role?	Confirmed Business Group	Comments
Tenancy and Mobility	Existing	National Services	The reporting line for this role is as current
My KāingaOra	Existing	National Services	The reporting line for this role is as current
Construction and Housing Supply Data	Existing	Construction & Innovation	The reporting line for this role is as current
Relationship Management	New	TBC	The reporting line for this role will be confirmed when the team is deployed and will depend on the initial focus for the team.
Maintenance	New	National Services	It is confirmed that this role reports to the Director – Maintenance Contracting and Asset Services
Inspections	New	National Services	It is confirmed that this role reports to the Director – Maintenance Contracting and Asset Services
Asset Data	New	Strategy	It is confirmed that this role reports to the Manager – National Asset Management
Enterprise Service Management	New	Business Enablement	It is confirmed that this role reports to the Delivery Lead - Enterprise Services Management



# Selection Processes Feedback Summary

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## Summary of feedback and responses - Selection Processes

In addition to people having the opportunity to consider and respond to the proposed changes to organisational structure and the proposed new operating model, during the first and second consultation periods people were invited to provide feedback on the approach Kāinga Ora intends to take for placing as many of our people as possible into the new organisational structure.

We greatly appreciated the feedback you provided. It has enabled us to make some positive amendments to the approach we will be taking to these processes. The table below provides an overview of this feedback and our responses.

Theme	Response
<b>General</b>	
There was not enough information in the first consultation document setting out how the selection processes would work.	Further information about the intended selection processes was provided in the second consultation document. Positive feedback was received during the second consultation period on the clarity of the selection processes.
Current People Leaders should be included on the selection panels and the selection process and panel members should be separated from the CD project and team members.	We agree. People Leaders will be included on the selection panels. For selection panels for ring-fenced processes will typically include the current People Leader and People Leaders in the new organisational structure will typically be on the selection panel for roles within their team. Members of the CD project team will be part of a selection panel only where it makes sense to do so in their substantive position – they would not be deliberately included or excluded based on membership of the CD project team.
People on secondments should be able to submit an Expression of Interest for new roles.	The change management procedures that Kāinga Ora follow set out the principles of the change management process for secondees. When initiating the change proposal, we considered our people on secondment and how the proposed change could affect any secondment arrangements. In the event we are not able to redeploy an affected person to a role, people not affected by the change process (including those on secondment) would be able to apply.
People in fixed term employment agreements should be able to submit an Expression of Interest for new roles.	Our priority is to redeploy permanent people who are affected by the change. In the event we are not able to redeploy an affected person to a role, people not affected by the change process (including those in fixed term employment agreements) would be able to apply.

Theme	Response
<p>People wanting confirmation that we won't be advertising roles externally.</p>	<p>If a person with affected status applies for (or expresses an interest in) a role at Kāinga Ora, we are committed to considering that person for the role before any other candidate/s without affected status are considered.</p>
<p>Suggestion that people should be able to submit a tailored CV for each role they wish to express an interest in.</p>	<p>In addition to ensuring the process is fair, equitable, transparent etc, we also want to make sure it is simple and not overly burdensome for people to participate in. The selection processes request a CV to be submitted and suggests one CV per person. However, if people prefer, they may submit a separate CV for each role they express an interest in.</p>
<p>Positive feedback was received on the support for people to participate in selection processes (via FuturePath). Additional feedback suggested it would be beneficial to have access to the support sooner.</p>	<p>We appreciated the feedback and saw merit in arranging early workshops with FuturePath to support people who wish to prepare early ahead of final decisions being announced. Further workshops on EOI submission, CV writing, and interview techniques have also been arranged to support people around the time of final decisions being announced.</p>
<p>The time between the decision announcement and the closing date for voluntary redundancy applications is too short.</p>	<p>While applications for voluntary redundancy have been open for some time now, we have heard this feedback and have extended the closing date for applications to be submitted (it is now five working days following announcement of final decisions rather than the earlier proposed three working days).</p>
<p>Some people raised a perception that roles currently occupied by women were proposed to be more greatly affected than roles occupied by men and reminded us of Kāinga Ora's commitment to Kia Toipoto and the PSA's pay equity work (<i>Kāinga Ora Gender and Ethnic Pay Gaps Action Plan Dec 2022</i>).</p>	<p>We want to reassure people that the gender of current incumbents has not in any way shaped or influenced the decision making in this change process. The annual reporting on the Kāinga Ora Gender and Ethnic Pay Gaps reports on our pay gaps for females, Māori, Pacific peoples and Asian groups against the Public Service Pay Gaps data. Kāinga Ora remains committed to improving our gender and ethnic pay gaps in line with our Action Plan which can be viewed on Atamai <a href="#">PDF here</a>.</p>

Theme	Response
<b>Ring-fenced Selection Process</b>	
<p>More information was requested about how people participate in the ring-fenced process and guidance about what (or how much) information to submit.</p>	<p>We have created selection process guides to support our people through the process and these will be provided to affected people following communication of the final decisions.</p>
<p>People in ring-fenced positions should be able to participate in EOI process.</p>	<p>We agree. People participating in a ring-fenced selection process are also encouraged to submit an EOI. In the event a person is not reconfirmed into a position through an applicable ring-fenced selection process, they will be considered for the roles they express an interest in through the EOI process.</p>
<p>Ring-fenced selection processes should take place first (before EOI process).</p>	<p>We agree. This will provide certainty to people in the ring-fenced selection processes as early as possible and provide greater clarity regarding participation in the EOI process.</p>
<p>Preference for interviews to be conducted for people in ring-fenced roles.</p>	<p>We have considered this suggestion and have decided on balance to retain the earlier proposed paper-based ring-fenced selection processes. To interview all people participating in ring-fenced selection processes would unreasonably prolong the selection processes at a time when people are generally seeking clarity and certainty. We are also confident that the paper-based process is a fair and effective way to assess suitability for a reduced number of roles. In addition, if presenting your information in written format presents challenges for you, we are open to considering receiving the information you wish to provide in an alternative format such as audio or video. This will be assessed on a case-by-case basis.</p>
<p>Concerns around people not being represented fairly if their current people leader has left the organisation already when selection processes commence.</p>	<p>We understand this concern. Where a current People Leader is not available to participate in the selection panel for a ring-fenced selection process, the 'next best' person will be asked to take their place on the panel. As mentioned in the second consultation document, the composition of the selection panel will be confirmed prior to the commencement of the selection process.</p>
<p>Concerns for people leader bias/influence.</p>	<p>Any perceived risk of bias is balanced by the transparency of the process. People will have an opportunity to provide feedback on the selection outcomes and have this considered before the selection outcome is confirmed. Additionally, selection panel members will be encouraged to refresh themselves on the</p>

Theme	Response
	Unconscious Bias learning module before conducting any assessments. In addition, People Leaders will receive further guidance from the People Team on bias in selection processes.
For ring-fenced selection pools, senior and non-senior positions should be included in the same ring-fenced selection pool. For example, Senior Change Managers and Change Managers should be in the same pool, and Senior Project Managers and Project Managers should be in the same pool.	We have applied the definition of ringfencing provided for in our employment agreements. This means a role is ring-fenced “where there is a group of employees whose positions would have been confirmed positions except for the fact that there are more employees than positions within the new structure”. In this situation “these employees will be placed in a selection pool in which the available positions will be ring-fenced for those employees only” (see CEA clause 8.2.2). Therefore, different roles are not included in the same ring-fenced selection pool.
<b>Expression of Interest (EOI) Selection Process</b>	
Some people supported the idea (as part of the Expression of Interest process) of people being asked to rank positions in order of preference, while others indicated they would prefer not to rank their position preferences.	We understand the various viewpoints and preferences that were shared during the consultation periods. On balance we have decided to retain the request for people to rank positions in order of preference, however doing so is not compulsory – you can leave this part of the Eoi form incomplete if you prefer.
Some people expressed a preference to have separate interviews for each role, while others expressed a preference in being interviewed once for all roles. During the second consultation, the feedback received indicated people want to attend a separate interview per role.	While we can see the potential benefits of reducing the number of interviews people may need to attend, we agree with the feedback received and confirm that an interview will be held for each role a person is shortlisted for in the expression of interest process for new and vacant roles.
People were keen to understand how people will be able to participate in the EOI process if they are on leave.	It is important all people are supported to participate in the EOI process, this includes making reasonable accommodations for those on leave. How this will be done will be assessed on a case-by-case basis and may include:

Theme	Response
	<ul style="list-style-type: none"> <li>- If people are not able to access the MS Form, they may submit their EOI to the PGC Realignment email inbox.</li> <li>- If people are not available to attend interviews in person or via Microsoft Teams, consideration will be given to phone interviews and/or receiving responses to the interview questions in an alternative format.</li> <li>- If people are away for the duration of the selection process, when submitting their EOI they may also wish to indicate their team preferences (which would be considered when determining assignments to teams).</li> </ul> <p>People should ensure they have provided their preferred method of contact (ideally an email address) to their people leader and the PGC Realignment email inbox prior to commencing leave.</p>
<b>Selection Criteria</b>	
A proposal to reduce the number of selection criteria for the Business Analyst position was received during the second consultation period.	The proposal had its merits and was being given serious consideration; however, the final decision is for Business Analysts to be confirmed into their roles, therefore a ring-fenced selection process is not required.
It was suggested there should be more focus on the leadership attributes (particularly for people leadership roles) given the importance of these attributes to role success.	The leadership attributes required for the role (both for people leader roles and for individual contributor roles) form part of the “what you’ll need” section of the PD and therefore will be included in the selection criteria for the role and will be considered equally alongside the other relevant selection criteria for the role.
Feedback on specific selection criteria contained within specific position descriptions was received for a small number of roles.	<p>Minor changes to the selection criteria have been incorporated into the Position Descriptions for the following roles:</p> <ul style="list-style-type: none"> <li>- System Administrator – Service Now: One of the <i>What you’ll need</i> requirements has been updated to; Significant demonstrated experience with ServiceNow platform administration, ongoing operations, and maintenance of the environment.</li> <li>- Release Train Engineer: One of the <i>What you’ll need</i> requirements has been updated to; Certified in relevant Lean, Agile, or Scaled Agile certifications is desirable</li> </ul>

Theme	Response
	<ul style="list-style-type: none"> <li>- Manager Applications and Infrastructure: One of the <i>What you'll need</i> requirements has been updated to; Significant experience in a senior technical management position leading medium to large teams across complex infrastructure and application environments.</li> <li>- Senior Developer – Oracle: One of the <i>What you'll need</i> requirements has been updated to; Analysis and design skills for technical and/or functional specifications.</li> <li>- Developer – Oracle: Two of the <i>What you'll need</i> requirements have been updated, as follows:               <ul style="list-style-type: none"> <li>o Relevant process qualifications (e.g., ITIL, CMMI, RUP) is desirable, and</li> <li>o Analysis and design skills for technical and/or functional specifications.</li> </ul> </li> </ul>
<b>Assignment to Teams</b>	
<p>There was a preference for people to have a say in which teams they are allocated to.</p>	<p>We agree. People will be able to indicate their preference for which team/s they would like to be assigned to. Relevant people leaders will take people's preferences into consideration when determining team compositions.</p>
<p>It was not clear to people how they would be assigned to the new teams. More detail was requested around the assignment of teams such as which people leaders would be involved and what criteria there might be.</p>	<p>We can confirm that newly appointed people leaders plus the one up people leader will be involved in the assignment to teams following completion of the selection processes.</p> <p>When assigning people to teams, consideration will be given to candidate preference, individual skills, knowledge and experience, and overall team composition.</p>
<p>People want to submit an EOI for a particular Value Stream or team rather than just a specific role.</p>	<p>The selection processes will result in people being appointed to specific role type. Following the conclusion of the selection processes, the process of assigning people to a to a specific team will commence.</p>





## Confirmed Roles and Impacts

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## Confirmed impacts to roles

The tables in the following section provide confirmed impacts to existing roles, confirmed new roles and sizes, and confirmed impacts to vacant roles.

### Reconfirmed roles (no change or minor change)

Minor changes include position title, reporting line or a minor change in responsibilities.

Role title	Number of roles	Confirmed outcome
Application Monitoring Specialist	1	Reconfirmed with change in reporting line to 'Team Leader – Application Support'.
Application Support Analyst	7	Reconfirmed with one role with a change in reporting line to 'Delivery Lead – Asset Data'
Business Analyst	18	Reconfirmed. Team configuration confirms existing number of roles. Change in reporting line to Delivery Lead or Platform Lead or Team Leader - Portfolio
Business Intelligence Specialist	8	Reconfirmed with a change in reporting line to Delivery Lead or Platform Lead
Capacity Manager	1	Reconfirmed with a change in reporting line to Team Leader – Infrastructure
Change Trainer	2	Reconfirmed with a change in reporting line to Team Leader – Practice Management
Developer - Business Intelligence	5	Reconfirmed with a change in reporting line to Platform Lead or Delivery Lead
Developer - Kotahi	1	Reconfirmed with <a href="#">new position description</a> created and mapped due to the technical specialist nature of software development
Developer - Oracle eBS	2	Reconfirmed with <a href="#">new position description</a> created and mapped due to the technical specialist nature of software development
Digital Workspace Engineer	3	Reconfirmed with no changes
Digital Workspace Specialist	1	Reconfirmed with no changes

Role title	Number of roles	Confirmed outcome
End User Technology Engineer	4	Reconfirmed with change in reporting line to Team Leader – End User Services with one role reporting to Delivery Lead - Workspace
Enterprise Architect	1	Reconfirmed with change in reporting line to Manager – Digital Planning & Standards
Enterprise Architect - Information	1	Reconfirmed with a title change to Information Architect and change in reporting line to Manager - Digital Planning & Standards
Enterprise Architect - Integration	1	Reconfirmed with a title change to Integration Architect and change in reporting line to Platform Lead (Integration)
Environment Manager	1	Reconfirmed with no changes.
Graduate Trainee - Technology	3	Reconfirmed with a change in reporting line to Team Leader – End User Services
Infrastructure Engineer	4	Reconfirmed with a change in reporting line to Team Leader – Infrastructure or Platform Lead
Infrastructure Product Manager	1	Reconfirmed with a change in reporting line to Team Leader – Infrastructure
Infrastructure Specialist	4	Reconfirmed with a change in reporting line to Team Leader – Infrastructure
Lead Business Analyst	3	Reconfirmed with change in reporting line to Manager – Digital Standards and Planning
Lead Service Designer	2	Reconfirmed with change in reporting line to Manager – Digital Standards and Planning
Lead Service Desk Technician	1	Reconfirmed with change in reporting line to Team Leader – End User Services
Manager - Release and Environments	1	Reconfirmed with change in reporting line to Manager – Value Management Office. Addition of responsibility for release activities for all data and technology solutions
Manager - Technology Partnerships and Administration	1	Reconfirmed with change in reporting line to Manager – Enterprise Services
Principal Information and Data Governance Specialist	2	Reconfirmed with reconfiguration of Digital Standards and Planning team. Change in reporting line to Manager – Digital Planning and Standards

Role title	Number of roles	Confirmed outcome
Release and Deployment Analyst	1	Reconfirmed with no changes.
Release Manager	2	Reconfirmed with no changes.
Senior Application Support Analyst	5	Reconfirmed with one role with a change in reporting line to 'Delivery Lead – Asset Data'
Senior Business Analyst	16	Reconfirmed with change in reporting line to Delivery Lead or Platform Lead
Senior Business Intelligence Developer	8	Reconfirmed with a change in reporting line to Delivery Lead or Platform Lead
Senior Business Intelligence Specialist	6	Reconfirmed with a change in reporting line to Delivery Lead or Platform Lead
Senior Developer - Salesforce	1	Reconfirmed with a <a href="#">new position description</a> created and mapped due to the technical specialist nature of software development.
Senior Developer - ServiceNow	3	Reconfirmed with a <a href="#">new position description</a> created and mapped due to the technical specialist nature of software development.
Senior Developer - Oracle eBS	1	Reconfirmed with a <a href="#">new position description</a> created and mapped due to the technical specialist nature of software development.
Senior End User Device Engineer	1	Reconfirmed with a change in reporting line to Team Leader - End User Services or Delivery Lead – Workspace
Senior End User Technology Engineer	3	Reconfirmed with a change in reporting line to Team Leader – End User Services
Senior Infrastructure Engineer	3	Reconfirmed with a change in reporting line to Team Leader – Infrastructure or Platform Lead
Senior Infrastructure Specialist	3	Reconfirmed with a change in reporting line to Team Leader – Infrastructure
Senior Service Designer	3	Reconfirmed due to the number of roles needed in the team configuration. Change in reporting line to Delivery Lead.
Senior Technology Coordinator	2	Reconfirmed with no changes.

Role title	Number of roles	Confirmed outcome
Senior Test Automation Engineer	2	Reconfirmed with a change in reporting line to Platform lead
Solution Architect	7	Reconfirmed with a change in reporting line to Manager – Value Stream or Delivery Lead or Platform Lead
Team Lead - Infrastructure Operations	1	Reconfirmed with a change in reporting line to Manager – Infrastructure and Applications and title change to Team Leader – Infrastructure and minor change in duties.
Team Leader - Application Support	2	Reconfirmed with a change in reporting line to Manager – Infrastructure and Application with confirmed minor changes in responsibility to include monitoring activities
Team Leader - Digital Workspace	1	Reconfirmed with a change in reporting line to Manager – Platform and minor change in duties.
Technology Change and Problem Manager	1	Reconfirmed with a change in reporting line to Manager – End User Services
Technology Coordinator	3	Reconfirmed with no changes
Technology Logistics Lead	1	Reconfirmed with a change in reporting line to Team Leader – End User Services or Delivery Lead
Test Analyst	5	Reconfirmed with a change in reporting line to Delivery Lead or Platform Lead
Test Automation Engineer	1	Reconfirmed with a change in reporting line to Platform Lead

## Ring-fenced roles

Role title	Number of roles	Confirmed outcome	Position Description
Business Improvement Manager	3	Reduction from 8 roles to 3 roles due to the cessation of the Operational Excellence Uplift Programme and the move to Value Streams. Change in reporting line to Manager - Value Stream.  Due to attrition the ring-fenced process will be 5 to 3 roles.	<a href="#">Business Improvement Manager.pdf</a>
Change Manager	4	Reduction from 12 roles to 4 roles due to the move to Value Streams, the accountability of the change management activities moving to CEP and change in reporting line to Delivery Lead or Manager – Enterprise Services or Manager – Value Stream or Team Leader - Practice Management.  Due to attrition the ring-fenced process will be 7 to 4 roles.	<a href="#">Change Manager.pdf</a>
Principal Business Intelligence Specialist	2	Reduction from 4 roles to 2 roles due to the move to more persistent platform teams which reduce the number of senior roles required. Change in reporting line to Manager – Digital Planning & Standards	<a href="#">Principal Business Intelligence Specialist.pdf</a>
Senior Change Manager	3	Reduction from 10 roles to 3 roles due to the move to Value Streams accountability of the change management activities moving to CEP. Change in reporting line to Manager- Enterprise Services or Manager - Value Stream or Team Leader - Practice Management.  Due to attrition the ring-fenced process will be 8 to 3 roles.	<a href="#">Senior Change Manager.pdf</a>
Senior Change Trainer	1	Reduction from 3 roles to 1 role due to the transfer of Change Training accountabilities to National Services and the move to persistent teams. Change in reporting line to Team Leader - Practice Management.	<a href="#">Senior Change Trainer.pdf</a>

Role title	Number of roles	Confirmed outcome	Position Description
Senior Developer - Kotahi	6	Reduction from 7 to 6 roles as per the skill requirements of teams in the new structure. Change in reporting line to Delivery Lead.	<a href="#">Senior Developer - Kotahi.pdf</a>
Senior Developer - Mobility	2	Reduction from 3 roles to 2 as per the skill requirements of teams in the new structure. Change in reporting line to Delivery Lead.	<a href="#">Senior Developer - Mobility.pdf</a>
Senior Executive Assistant	1	Reduction from 3 roles to 1 role due to reduction in Senior Management roles that these roles support. Change in reporting line to Director – Business Enablement.  Due to attrition the ring-fenced process will be 2 to 1 role.	<a href="#">Senior Executive Assistant.pdf</a>
Senior Project Manager	3	Reduction from 12 roles to 3 roles due to a confirmed work system where projects are an exception. Change in reporting line to Delivery Lead.  Due to attrition the ring-fenced process will be 10 to 3 roles.	<a href="#">Senior Project Manager.pdf</a>
Senior Test Analyst	11	Reduction from 15 roles to 11 roles due to the move to more persistent cross functional teams reducing the number of senior roles required. Change in reporting line to Delivery Lead or Platform Lead.  Due to attrition the ring-fenced process will be 14 to 11 roles.	<a href="#">Senior Test Analyst.pdf</a>
Service Desk Technician	9	Reduction from 14 roles to 9 roles due to the confirmed work system and expected reduction of service levels.	<a href="#">Service Desk Technician.pdf</a>

## Disestablished roles

Confirmed Disestablished Role	Rationale
Administrator - Process Excellence	Due to the shift from functional teams to delivery teams.
Administrator - Project Management Services	Due to the shift from functional teams to delivery teams.
Advisor - Business Improvement	Due to the shift from functional teams to delivery teams.
Advisor - Business Intelligence	Due to the shift from functional teams to delivery teams.
Coordinator - Business Intelligence Delivery	Due to the shift from functional teams to delivery teams
Delivery Lead – Digital	Due to the change in scope in the confirmed structure
Developer – Business Applications	Due to some duties to be undertaken by the System Administrator – Portfolio and other parts of the role no longer required in the confirmed structure.
Digital Product Manager	Due to the change in scope in the confirmed structure
Director - Information and Intelligence	Due to the change in scope in the confirmed structure
Director - Organisational Improvement	Due to the change in scope in the confirmed structure
Director - Technology	Due to the change in scope in the confirmed structure
Manager - Applications Support	Due to the change in scope in the confirmed structure
Manager - Business Agility	Due to the shift from functional teams to delivery teams
Manager - Business Analysis and Service Design	Due to the shift from functional teams to delivery teams
Manager - Business Operations	Due to the shift from functional teams to delivery teams
Manager - Development Practice	Due to the shift from functional teams to delivery teams
Manager - End User Services	Due to the shift from functional teams to delivery teams
Manager - Enterprise Portfolio Office	Due to the shift from functional teams to delivery teams
Manager - Information and Data Governance	Due to the shift from functional teams to delivery teams



Confirmed Disestablished Role	Rationale
Manager - Infrastructure Operations and Solutions	Due to the shift from functional teams to delivery teams
Manager - Process Excellence	Due to the shift from functional teams to delivery teams
Manager - Project Management Services	Due to the shift from functional teams to delivery teams
Manager - Solution Delivery	Due to the shift from functional teams to delivery teams
Manager - Testing Practice	Due to the shift from functional teams to delivery teams
Portfolio Analyst	Due to the change in scope in the confirmed structure
Practice Lead - Solution Architecture	Due to the shift from functional teams to delivery teams
Principal Advisor - Organisational Improvement	Due to the shift from functional teams to delivery teams
Principal Advisor – Portfolio	Due to the shift from functional teams to delivery teams
Programme Coordinator	Due to the shift from functional teams to delivery teams
Programme Manager	Due to the shift from functional teams to delivery teams
Project Control and Assurance Lead	Due to the shift from functional teams to delivery teams
Project Coordinator	Due to the shift from functional teams to delivery teams
Project Manager	Due to the shift from functional teams to delivery teams
Scrum Master	Due to the shift from functional teams to delivery teams
Senior Advisor - Business Improvement	Due to the shift from functional teams to delivery teams
Senior Advisor – Portfolio	Due to the shift from functional teams to delivery teams
Senior Information and Data Governance Specialist	Due to the shift from functional teams to delivery teams
Team Leader - Automation	Due to the shift from functional teams to delivery teams
Team Leader - Business Analysis and Service Design	Due to the shift from functional teams to delivery teams
Team Leader - Business Improvement	Due to the shift from functional teams to delivery teams
Team Leader - Business Intelligence	Due to the shift from functional teams to delivery teams

Confirmed Disestablished Role	Rationale
Team Leader - Business Intelligence Data Engineering	Due to the shift from functional teams to delivery teams
Team Leader - Change Enablement	Due to the shift from functional teams to delivery teams
Team Leader - Development Practice	Due to the shift from functional teams to delivery teams
Team Leader - Development Practice - Integration	Due to the shift from functional teams to delivery teams
Team Leader - End User Technology	Due to combining the Team Leader Service Desk and Team Leader End User Technology role accountabilities.
Team Leader - Project Management Services	Due to the shift from functional teams to delivery teams
Team Leader – Service Desk	Due to combining the Team Leader Service Desk and Team Leader End User Technology role accountabilities.
Team Leader - Testing Practice	Due to the shift from functional teams to delivery teams
Technical Lead - Testing Practice	Due to the shift from functional teams to delivery teams

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## Vacant Roles - Removed

Role	Number of vacancies	Impact
Administrator - Business Analysis and Service Design	1	Removed
Application Support Analyst	1	Removed
Business Analyst	1	Removed
Change Trainer	3	Removed
Chief Architect	1	Removed
GIS Developer	1	Removed
Manager - Business Intelligence	1	Removed
Manager - Change Enablement	1	Removed
Manager – Digital Strategy	1	Removed
Manager - Information and Intelligence Delivery	1	Removed
Portfolio Demand Planner	2	Removed
Principal Information and Data Governance Specialist	1	Removed
Project Control and Assurance Lead	1	Removed
Project Coordinator	7	Removed
Project Manager	4	Removed
Senior Advisor – Portfolio	1	Removed
Senior Agile Coach	2	Removed
Senior Application Support Analyst	1	Removed
Service Designer	1	Removed
Team Leader - Business Analysis and Service Design	1	Removed
Team Leader - Project Management Services	3	Removed

Role	Number of vacancies	Impact
Team Leader - Service Desk	1	Removed
Team Leader - Service Delivery	1	Removed

## Confirmed new roles and available vacancies

New roles and vacancies available for affected people to apply for through the Expression of Interest (Eoi) process. All new roles have been evaluated in line with our job evaluation process by our external partner Korn Ferry.

Role title	Number of roles	Confirmed Position Description	Confirmed Sizing
<b>New roles</b>			
Delivery Coordinator	3	<a href="#">Delivery Coordinator.pdf</a>	14
Delivery Lead	14	<a href="#">Delivery Lead.pdf</a>	S3
Developer – Integration	1	<a href="#">Developer - Integration.pdf</a>	16
Senior Developer - Integration	1	<a href="#">Senior Developer - Integration.pdf</a>	17
Director - Business Enablement	1	<a href="#">Director - Business Enablement.pdf</a>	22
Manager - Digital Planning & Standards	1	<a href="#">Manager - Digital Planning &amp; Standards.pdf</a>	S4
Manager - End User Services	1	<a href="#">Manager - End User Services.pdf</a>	S3
Manager - Enterprise Services	1	<a href="#">Manager - Enterprise Services.pdf</a>	S7
Manager - Infrastructure & Applications	1	<a href="#">Manager - Infrastructure and Applications.pdf</a>	S3
Manager – Platform	1	<a href="#">Manager - Platform.pdf</a>	S5
Manager - Value Management Office	1	<a href="#">Manager - Value Management Office.pdf</a>	S6
Manager - Value Stream	3	<a href="#">Manager - Value Stream.pdf</a>	S5
Platform Lead	6	<a href="#">Platform Lead.pdf</a>	S2
Portfolio Analyst	2	<a href="#">Portfolio Analyst.pdf</a>	16

Role title	Number of roles	Confirmed Position Description	Confirmed Sizing
Practice Lead	5	<a href="#">Practice Lead.pdf</a>	17
Product Owner	5	<a href="#">Product Owner.pdf</a>	S1
Release Train Engineer	4	<a href="#">Release Train Engineer.pdf</a>	17
Senior Portfolio Analyst	1	<a href="#">Senior Portfolio Analyst.pdf</a>	17
System Administrator - Portfolio	1	<a href="#">System Administrator - Portfolio.pdf</a>	14
System Administrator - ServiceNow	1	<a href="#">System Administrator - ServiceNow.pdf</a>	14
Team Leader - End User Services	3	<a href="#">Team Leader - End User Services.pdf</a>	17
Team Leader – Portfolio	1	<a href="#">Team Leader - Portfolio.pdf</a>	S3
Team Leader - Practice Management	1	<a href="#">Team Leader - Practice Management.pdf</a>	S3
<b>Vacant positions</b>			
Application Monitoring Specialist	1	<a href="#">Application Monitoring Specialist .pdf</a>	17
Application Support Analyst	1	<a href="#">Application Support Analyst.pdf</a>	15
Developer – Salesforce	2	<a href="#">Developer - Salesforce.pdf</a>	16
Developer – ServiceNow	3	<a href="#">Developer - ServiceNow.pdf</a>	16
End User Technology Engineer	3	<a href="#">End User Technology Engineer .pdf</a>	15
Enterprise Architect	1	<a href="#">Enterprise Architect .pdf</a>	S3
Information Architect	1	<a href="#">Information Architect -.pdf</a>	S3
Infrastructure Engineer	1	<a href="#">Infrastructure Engineer.pdf</a>	16
Release and Deployment Analyst	2	<a href="#">Release and Deployment Analyst.pdf</a>	15
Senior Business Intelligence Developer	2	<a href="#">Senior Business Intelligence Developer .pdf</a>	17
Senior Business Intelligence Specialist	2	<a href="#">Senior Business Intelligence Specialist .pdf</a>	S2
Senior End User Technology Engineer	1	<a href="#">Senior End User Technology Engineer.pdf</a>	16
Solution Architect	3	<a href="#">Solution Architect - PGC.pdf</a>	S2
Team Leader – Infrastructure	1	<a href="#">Team Leader - Infrastructure.pdf</a>	S1
Technology Logistics Lead	1	<a href="#">Technology Logistics Lead.pdf</a>	15



## Next Steps

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## Timeline

The below table shows a high-level timeline of the key activities and dates in the change process. We are currently at the step of final decisions on the Continuous Delivery Change proposal.

Activity	Date
Final decisions communicated	15 August 2024
Expression of interest (EOI) and ring-fenced selection processes commence	15 August 2024
Applications close for voluntary redundancy	22 August 2024
Closing date for ring-fenced selection process submissions	22 August 2024
Closing date for Expressions of Interest applications	29 August 2024
Outcomes of selection processes (ring-fenced outcomes will be notified first)	From 26 August 2024
Notice of redundancy	30 September 2024
New structure effective	30 October 2024

## Confirmed Selection Process Information

Now that final decisions on the confirmed structure have been made, the process to fill positions will begin. The purpose of including this section in the final decision document is to provide a reminder of the key information you may wish to refer to related to the process to fill positions.

Changes will be implemented in accordance with employment agreements and other related policies and procedures that form our obligations as a good employer – see [Change Management Procedures \(H-126\)](#) and the [Change Management Policy \(SH-POL-110\)](#). The process aligns with our commitment to treat people with kindness, openness, and respect, in line with our values.

When considering change that might have an impact on people, the aim is to retain employees within Kāinga Ora wherever possible.

### What does 'affected' person mean?

People become affected by a change process if their role is either disestablished or impacted by a ring-fenced process. A ring-fenced process means there are fewer roles required in the new structure and these people will have priority for the available roles as an affected person. In addition, only affected people will be eligible to participate in the redeployment Expression of Interest (EOI) process.

### **What does 'reconfirmed' mean?**

Where a person can continue in the same or similar position following a change process, they are described as being reconfirmed to a position. A person who is reconfirmed is not affected, but their position may have some minor changes such as:

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

### **Ring-fenced Selection Process**

#### **What is a ring-fenced selection process?**

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 (i.e. a reduction in number of the same role), these people would be placed in a ring-fenced selection process in which the available positions will be ring-fenced for those people only.

#### **Who will participate in a ring-fenced selection process?**

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 the selection process.

A person who is appointed to a role through a ring-fenced selection process will be reconfirmed into that position. People who are not selected for a role in a ring-fenced selection process will be deemed to be in a disestablished position and will then be considered for other redeployment options (including participation in the Expression of Interest process set out below) or will be entitled to redundancy compensation if no redeployment option is identified.

#### **The following ring-fenced selection process is confirmed:**

- The selection criteria will be based on the skills, knowledge and experience required for the role as detailed in the *What you'll need* section of the relevant Position Description.
- A selection panel will be formed to make selection decisions. The selection panel will have a minimum of two members. Where possible, the selection panel will consist of the current People Leader/s and the one up People Leader and will be supported by a representative of the People team. The composition of the selection panel will be confirmed in advance of the selection process commencing.
- A paper-based selection process will be used to arrive at selection decisions.
- People participating in a ring-fenced selection process will have the opportunity to provide information to the selection panel regarding each of the selection criteria.
  - If presenting your information in written format presents challenges for you, we are open to considering receiving the information you wish to provide in an alternative format such as audio or video.
- A rating scale (1 to 5) will be used by selection panel members to assess candidates against the selection criteria.



- Feedback will be provided to all people who are unsuccessful.
- Affected people will receive support to help them work through this process.

Further details regarding how to participate in the ring-fenced selection process will be provided to relevant affected people following communication of the final decisions.

## Redeployment Process

### What is redeployment?

Redeployment is where an affected employee 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:

- a person is capable of undertaking its 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 affected people whose roles are confirmed as being disestablished following the final change decision.

### What roles will be available for people to express an interest in?

The list of roles that are now available for people to express an interest in being redeployed into can be found in the table titled *Confirmed new roles and available vacancies* which is located in the [Confirmed roles and impacts](#) section.

### What happens if I am not redeployed to a position through the Expression of Interest process?

Affected people who have not been successfully redeployed, or offered a suitable alternative position, may have the opportunity to apply for other positions within Kāinga Ora during their notice period. If redeployment to a suitable alternative position is not possible, then redundancy will take effect from the notified date.

### The following Expression of Interest process is confirmed for redeployment:

The following Expression of Interest (EoI) process applies for any affected employees as a part of the Continuous Delivery final decisions and for affected employees as a part of the National Services – Customer Experience and Practice final decisions:

- Through an Expression of Interest (EoI) process, affected people will indicate which position/s they are interested in, rank their position preference, and provide an up-to-date CV.
- Affected people should complete the Microsoft form to submit their expression of interest.

- If presenting your information in written format presents challenges for you, we are open to considering receiving the information you wish to provide in an alternative format such as audio or video. This will be assessed on a case-by-case basis.
- The selection criteria will be based on the skills, knowledge and experience required for the role as detailed in the *What you'll need* section of the relevant position description.
- All Expression of Interest (Eoi) applications will be reviewed by a selection panel. The selection panel will have a minimum of two members. Where possible, the selection panel will consist of the relevant People Leader/s and the one up People Leader and will be supported by a representative of the People team. The composition of the selection panel will be confirmed in advance of the selection process commencing.
- If needed, a shortlisting process may apply to determine a shortlist of candidates who are able to be taken through to an interview process. Shortlisting will be assessed against the selection criteria for the position/s, based on the information provided in the Eoi.
- If a person expresses an interest in more than one position, it may be possible for them to attend one interview – this will be assessed on a case-by-case basis.
- A rating scale (1 to 5) will be used by the selection panel to assess candidates against the selection criteria.
- Feedback will be provided to all people who are unsuccessful.
- Affected people will receive support to help them work through this process, including support to prepare for the Expression of Interest (Eoi process).
- If redeployment or a suitable alternative position is not possible, then redundancy will take effect from the notified date.

Further details regarding how to participate in the expression of interest (Eoi) process will be provided to affected people following communication of the final decisions.

## Process for Assigning People to Teams

Where applicable, **following completion** of the selection processes the process of assigning people to teams will take place. Our priority is to redeploy people wherever possible into permanent positions.

People will be asked to rank their preference in terms of the specific team or Value Stream they would prefer to be placed in. When assigning people to teams, relevant People Leaders will consider candidate preference, individual skills, knowledge and experience, and overall team composition. Please note, it is not possible to guarantee that peoples preferences will be able to be accommodated.

## Participation in the Expression of Interest process resulting from the Customer Experience and Practice change process

As mentioned in the earlier change proposal document, whilst the People, Governance and Capability group has been developing this proposal, other business groups have also been identifying opportunities

to enable greater effectiveness and increase efficiency. Consequently, alongside this proposal for change process, members of the Customer Experience and Practice group in National Services are participating in a separate change process.

Roles created as an outcome of the Customer Experience and Practice (CEP) change process may be suitable alternative positions for people whose roles have been disestablished through the Continuous Delivery change process to express an interest in. Likewise, roles created as an outcome of the Continuous Delivery change process may be suitable alternative positions for people within Customer Experience and Practice whose roles have been disestablished through their change process to express an interest in.

The Expression of Interest process for CEP is underway and applications closed on 22 July 2024. We have several of our people participating in this process. People affected by the CEP change may also participate in the Continuous Delivery EOI process.

## Transition Next Steps

In parallel with the selection processes, the following transition activities will be undertaken to ensure a smooth transition to the Continuous Delivery model. Transition planning covers the following:

1. People transition into a new way of working
2. In-flight work transition
3. Prioritisation and planning process

### 1. People Transition

A comprehensive, targeted training and onboarding programme has been developed, will be finalised within the next couple of weeks, and an implementation plan for all people confirmed into roles in the new structure will be developed. The following onboarding modules / learning packs will be available and delivered as people are confirmed into roles after the selection processes have been completed:

- Foundational Continuous Delivery
- Governance Forums
- Wider business stakeholders
- People Leaders within Business Enablement
- Value Stream teams
- Value Management Office

### 2. Work transition

Transition planning is underway for all in-flight projects. This will be worked through on a case-by-case basis to acknowledge that different projects are at different stages. Several opportunities available to us to ensure continuity and transitioning for each project could see a combination of each of the following:

- Complete as a project before people transition to new teams
- Distribute work to the appropriate team in the new structure
- Any other identified option

Work will be transitioned according to the individual plan when the new structure is effective.

### 3. Prioritisation and planning process

The prioritisation and planning process is currently being tested and refined with senior leaders – this is the process where the Business Enablement directorate works closely with the wider business to make decisions on when and how work travels through the Continuous Delivery work system. Further refinement workshops are planned to occur during the first two weeks of selection processes and will become part of the onboarding programme.

## Voluntary Redundancy

### Who is eligible for voluntary redundancy?

As part of the PGC Realignment Project, any member of an impacted PGC team will have the option to request voluntary redundancy through an application process. For the purposes of this change process this means any member of the Technology, Information and Intelligence and Organisational Improvement teams.

### When can voluntary redundancy be applied for?

For a limited time, you will have the option to request voluntary redundancy through an application process. **Applications for voluntary redundancy must be received no later than 5pm, Thursday 22 August 2024.** Applications need to close at this time to provide sufficient certainty as to who will be participating in the selection processes.

### How can I apply for voluntary redundancy?

Applications for voluntary redundancy must be made using the Application for Voluntary Redundancy Form (available [HERE](#)). If you want to have a conversation that might be regarded as 'sensitive' related to your personal circumstances and would prefer not to raise a question via email to [pgc.realignment@Kaingaora.govt.nz](mailto:pgc.realignment@Kaingaora.govt.nz), you are welcome to contact s9(2)(a) [REDACTED], Senior People Partner in confidence by email at s9(2)(a) [REDACTED] [kaingaora.govt.nz](mailto:[REDACTED]@kaingaora.govt.nz).

### Does everyone who applies for voluntary redundancy have their application accepted?

All applications for voluntary redundancy will be considered carefully 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. People may wish to provide relevant information about their personal circumstances in their application. Kāinga Ora will take this into account when making voluntary redundancy decisions.

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

Voluntary redundancy applications will be assessed by the General Manager – PGC in consultation with relevant people leader/s.

### **What happens if I have been accepted for voluntary redundancy and I change my mind and want to stay?**

If you apply for voluntary redundancy, you will be committing yourself to taking it if your application is accepted. When a voluntary redundancy application is approved it cannot be revoked by the applicant unless Kāinga Ora expressly agrees.

## **Support and Further Information**

### **Expression of Interest/CV support**

Support is available for all affected people to assist with the Expression of Interest process. This is optional and includes:

- Assistance and support with updating and reviewing CVs and with EOI applications through FuturePath. You can sign up for the FuturePath workshops [here](#).
- Self-led resources on building CVs, and interviewing are available on our Navigating Change Atamai page - [Navigating change \(sharepoint.com\)](#).
- Access to sessions from Inland Revenue on the implications of being made redundant on Income Tax, Kiwisaver, Student loans, Working for Families and child support. Information on how to access these sessions has been communicated from the PGC Realignment email.

### **Outplacement support**

Outplacement support is available for people leaving Kāinga Ora through redundancy (including voluntary redundancy). This will be provided by FuturePath and tailored to the individual's requirements. This is also optional, but people are encouraged to make use of these services which include access to 1:1 coaching, CV writing, interview skills and more.

Information on how to access outplacement support will be provided to those with approved voluntary redundancy applications or no redeployment options.

## Employee Assistance Programme (EAP)

We understand 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 budget 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, for them to be funded through UniMed. You will 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](mailto: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 PSA Delegates: Dylan Longley or Nick Brown.

## 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.

## 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 [Navigating change \(sharepoint.com\)](#).

## MoneyTalks.co.nz

Confidential free budget advice can also be sourced through **MoneyTalks.co.nz**. The online MoneyTalks search tool identifies budget mentor services near you.

## Further questions?

Questions about the confirmed changes can be raised with your people leader or emailed to the PGC Realignment Team at [pgc.realignment@kaingaora.govt.nz](mailto:pgc.realignment@kaingaora.govt.nz).

Where possible, we will respond to questions within 72 hours.