

6 August 2024

CONFIDENTIAL Internal Document Kāinga Ora

Delivery Transformation Group

Final Decisions



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Introduction from Matthew Hulett

Kia ora tātou,

In mid-June our Chief Executive Leadership Group made the decision to make DTG permanent. Shortly after this some critical things changed for Kāinga Ora, including changes to our executive leadership and Board.

Andrew and I have discussed this and come to the conclusion that this is not the right time to be proceeding with making DTG roles permanent. The decision has been made to wait until after Kāinga Ora has an approved Financial Performance Plan (referred to by the Government as the 'Turnaround Plan') and a clear direction and then leadership can revisit this decision. Whilst this is disappointing in some ways it does mean that we can carry on as a team, delivering our critical work, with the same momentum.

Thank you for taking the time to understand the changes being proposed and provide your feedback. You have put forward some compelling ideas and suggestions, support for the proposed changes as well as some criticisms of the proposed changes. I am intending to move ahead with some of these changes proposed to optimise our current structure. This document outlines my decisions on the changes we will progress.

I understand that some of you may be concerned about what this means if your substantive role is impacted by organisational change. To help you understand how this would work and what would happen in a change scenario I will organise some sessions with the People Team.

I want you to know, I appreciate your professionalism, the support you have for each other and your dedication to the mahi that you do.

Ngā Mihi,

Matt Hulett

General Manager – Delivery Transformation Group

Changes proposed

The Delivery Transformation Team consultation document was released 11 July, and outlined some proposed changes to the existing organisational design of the DTG.

The changes proposed included:

- Systems Creation teams that are flatter, and with fewer direct reports.
- The Asset Management and Maintenance System Creation team split into two teams.
- Business Analyst roles to become Data Analysts and report to the Manager - Advisory Services.
- One of the Project Administrator roles would be changed to a Project Coordinator.
- A System Creation team would be established to run the Delivery Optimisation Programme.
- Changes to the position titles changes for some roles in line with their work, reporting lines and Kāinga Ora naming conventions.



Summary of consultation feedback

The key areas of feedback included:

- Various comments on the structural changes including:
 - The number and allocation of senior/system creators across the DTG team particularly the UDD team.
 - The structure of Transformation Stability.
 - The number, type and level of analysts required.
 - Whether the Analysts should be spread across groups or centralised in Advisory Services.
 - Whether the Analysts should report to a Team Leader.
 - There was general support for the changes.
 - There was support for establishing a separate optimisation team.
- An alternative position title was suggested for the Maturity Assessor position.
- There were changes suggested to the proposed Data Analyst PD.
- There were updates and clarifications suggested for other existing PDs.
- There were some comments and suggestions on how and where we work.





Consultation feedback – key themes

Feedback on proposed changes

- UDD needs more resourcing. Its complex and involves a lot of external parties and stakeholders.
- The UDD team are moving into solution design and piloting and will need to split into smaller groups to manage the workstreams and pilots. The team will be short at least one person to do this.
- Support for a new System Creation Optimisation team
- A new title of System Optimisation Specialists was proposed for Maturity Assessors.
- There should be two Team Leaders in the Transformation Stability Team
- Good to see the differences between Senior System Creator and System Creator in the PDs for growth purposes.

- Support for the new structure
- Some of the position descriptions need updating to reflect requirements or better describe what some roles do:
 - Data Analyst
 - Maturity Assessor
 - Manager Transformation Stability
 - Senior Implementation Manager
 - Senior Advisor
- We need to retain some business analysis skills to do planning, structuring etc.
- The Manager- Advisory Services would have too many direct reports. You should consider a Team Leader role for analysis.
- Consider having a senior data analyst and not all data analysts.
- Do we need four analysts? Would three at different levels be better?



Summary of confirmed decisions

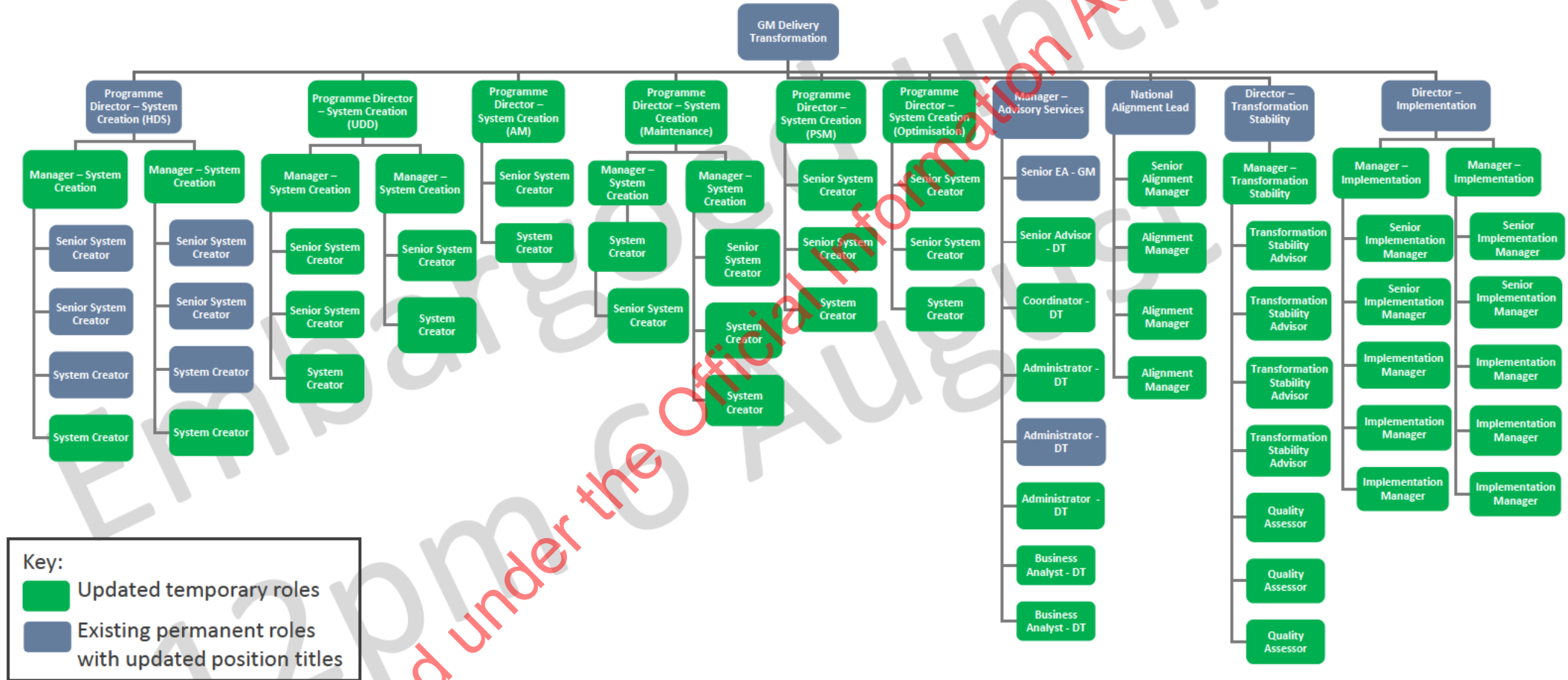
Thank you for taking the time to provide feedback on the changes proposed for the DTG Team. We have considered this feedback alongside the outcomes we need to deliver and can now confirm:

- The structural changes proposed still make sense even though DTG will not be proceeding with a permanent structure at this time. That's why DTG will proceed with the majority of structural changes proposed.
- The Systems Creation teams will be flatter, and with fewer direct reports. Roles will be allocated to the work required.
- The Asset Management and Maintenance System Creation team will be split into two teams going forward.
- The existing Business Analyst roles will report to the Manager - Advisory Services and this team include both Business and Data Analysis functions going forward. The proposed structure will be further developed with DTG leadership and Advisory Services team members.
- One of the vacant Project Administrator positions will be converted to a Project Coordinator position.
- A System Creation team will be set up to run the Delivery Optimisation Programme.
- The title changes proposed will proceed, with the exception of the Maturity Assessor title which will be changed to Transformation Stability Advisor.
- Some position description changes will be made following specific feedback on PDs.
- The effective date for these changes is Monday 19 August 2024.

Feedback themes and response

Feedback area	Feedback	Response
Position title	That the Maturity Assessors position title should be changed to System Optimisation Specialists.	The position title suggested by the team is too close to the new System Creation Optimisation team name and will cause confusion. The Maturity Assessor position title will be changed to Transformation Stability Advisor.
Data Analyst PD	This PD is positioned at the wrong level and has missed some key duties	This PD will be rewritten to include the feedback provided and formally sized.
Systems Creation resourcing	UDD resourcing levels need to be increased to support	Teams will be resourced in line with the scope and requirements across DTG and there maybe times where people need to be flexible and move in line with the demand. Whilst the pilot team will be significantly larger the Implementation Team will be responsible for training. For now, the resourcing will be as proposed for UDD.
Analyst roles	We need to retain some Business Analysis skills. Having four Data Analysts at a lower band is not going to cover our group's needs.	The current Business Analyst roles will be moved to Advisor Services and the DTG leadership and the Advisory Services staff will work through the options to add data analytics and retain business analysis in the team.
Ways of Working	Collaborative working has been good but do we to continue with it every day or could there be some flexibility on WFH.	DTG works very differently to the rest of the business in that we need to remain nimble and close to the groups that we are working to transform. We know that working via distance using technology like Teams doesn't support this which is why we made it quite clear from inception and when we brought people into the team that we will not be looking to change our way of working.

Final Structure – DTG





Confirmed position titles

Current role	New position title
System Creation Lead	Programme Director – System Creation
Team Leader – System Creation	Manager – System Creation
Team Leader – Transformation Stability	Manager – Transformation Stability
Team Leader - Implementation	Manager – Implementation
Transformation Stability Lead	Director – Transformation Stability
Implementation Lead	Director - Implementation
HDS – Maturity Assessor	Transformation Stability Advisor
Project Administrator – (Team name)	Administrator – Delivery Transformation
Maintenance and Asset Management System Creation Lead	Programme Director – System Creation (AM) and Programme Director – System Creation (Maintenance)



Indicative Timeline

The table below sets out the timeline for the remainder of the change process.

Activity	Dates
PSA advised of decisions	Monday 5 August
Announcement of final DTG decisions	Tuesday 6 August
New structure effective	Monday 19 August

Support Options

Employee Assistance Programme (EAP)

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

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

Clearhead (through Unimed)

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

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