

29 May 2024

# PGC Realignment

Organisational  
Development and  
Capability

Final Decisions



Released under the Official Information Act 1982

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## Introduction from Nita McFadzean

Kia ora tātou,

Thank you for taking the time to understand the changes being proposed and provide your feedback.

Going forward, each leader in the People Team owns and shares responsibility to make the new structure work, both within their teams and across our teams collaboratively. Each leader will need to reset their work priorities and focus on meeting the needs of the organisation. This will mean considering things like how we provide support for People Leaders to deliver the significant change and restructuring which is required of Kāinga Ora, whilst ensuring we:

- support important initiatives like Kia Toipoto
- manage the business-as-usual work we do day to day
- do our basics well, and
- scale down the support we provide in areas that are not a priority.

Since our initial consultation the environment has changed for Kāinga Ora, as many of you will know, the government has released the Independent Review Panel's report into Kāinga Ora, which contains several recommendations for change ahead of us as a Crown Entity. As a leadership team we will need to focus on the support that Kāinga Ora will need in the future and also work on our People Strategy and get this signed off so that we have clarity going forward on what we can reasonably deliver for our people, and for the organisation. I know that change is hard and that the human impacts for each and every one of us are tough. 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,

Nita McFadzean

Director – People Team



## Background

The People Team consultation document released 11 April outlined the rationale for change and proposed a number of changes for People Team.

Once consultation had closed and the feedback had been reviewed some of the proposed changes were adopted, some were revised, and some were not adopted as advised in the People Team Decision Document released 9 May.

The decision was taken with OD&C to go back into consultation with a different proposal which included:

- The Manager – OD&C, two Team Leader – OD&C and Advisor – OD&C Graduate Programme positions were proposed to be disestablished.
- A new Manager – OD&C position would be established with an increase in direct reports at S4.
- The Senior Advisors – OD&C would be reduced from 8 to 5
- The Advisors – OD&C would be reduced from 5 to 2.
- The Co-ordinator – OD&C would be relocated to the People Support Services Team.

Consultation was open from 9 to 22 May. Thirteen people provided feedback and 30 questions were answered.





# Consultation feedback – key themes

## Feedback on proposed changes within the OD&C team

- More Advisor level positions should be retained alongside a reduced number of Senior Advisors to allow for more efficient delivery and career progression/ suggest 3 Seniors and 4 Advisors to support back to basics/ support 4 Seniors and 3 Advisors
- Support for the proposed changes as they make sense and allow the work to be done in the right place.
- Agree with the balance of roles as proposed/ that the reduced number of positions looked appropriate.
- There should be a permanent dedicated Diversity, Equity & Inclusion and Kia Toipoto role.
- Feedback on the Coordinator – OD&C included:
  - Support for the transfer as OD&C can be supported from within People Support
  - The role should be disestablished
  - The role should be left in OD&C or the Advisors will end up doing the Coordinator's work

- Support for the remaining Team Leader role being disestablished:
  - Team as proposed is top heavy
  - Layers create inefficiencies
- The FTE from the Team Leader position should be used to:
  - Retain an additional Advisor
  - Retain an additional Senior Advisor
  - Create a new Principal Advisor
- Support for retaining one Team Leader
- Establish a second Principal Advisor allowing one to provide deep technical expertise in Capability and the other in OD
- Suggest a Principal Advisor Capability for technical and expert support for large scale projects without reducing Senior Advisor numbers.
- Could potentially lose one more Senior Advisor and replace with a Principal Advisor.
- Support for the Senior Advisor – OD&C (Graduate Programme) being included with other Senior Advisors
- Support for disestablishing the Advisor – OD&C (Graduate Programme)

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# Consultation feedback – key themes

## Feedback on proposed changes within the OD&C team

- LMS was raised as a concern with the work that was required to maintain this going forward or if it was to be replaced with a new system.
- The proposed structure does not have any technical skills at a more senior level for online learning which are currently in the form of the TL and in the past were in the PA role.
- Who will do the relationship work with ICT, LMS, SME, technical and systems expertise?
- Much of our work is "invisible," i.e. is not shared at a People team or PGC group level that focuses on specific learning and capability requests from the business that require efficient execution and prioritisation.
- The need to focus on the basics as well as the likelihood of more off the shelf products will shift the balance from higher end skills towards more advisory skills.
- A top-heavy structure does not provide financial sustainability and the realignment provides the opportunity to reconsider spending.

- JDs are broad and encompass both organisational development and capability skills. It might be worthwhile to differentiate and update the job description for both roles.
- OD&C team has been curated to deliver against a work programme. This time hiring will be first, then a new work programme will be developed.
- Without knowing the work programme it will be difficult to select the right skills within the team.
- Sharing the work program for OD & Capability over the next 12-18 months would help team members make informed decisions. This approach will also aid in the selection process by identifying the skills the organisation needs moving forward.
- OD&C Team could be changed into a Delivery & Development Team - so also encompasses the delivery element ( workshops, training etc.)
- Work Force Planning should have a separate team and funding sought.



## Summary of confirmed decisions

Thank you for taking the time to provide feedback on the changes proposed for the OD&C Team. We have considered this feedback alongside the outcomes we need to deliver. The suggestions and thoughts provided through consultation have been taken into account. We can now confirm:

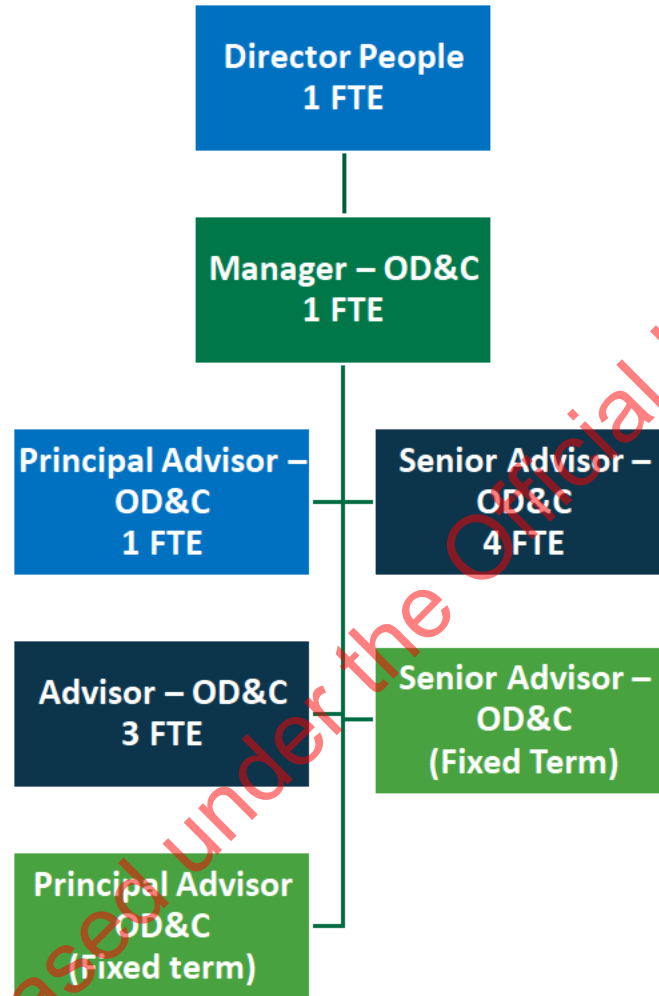
- a. The position description for Manager – OD&C has been updated and evaluated at S4. The current Manager – OD&C position will be disestablished and a new Manager – OD&C established at the lower band.
- b. The two Team Leader – OD&C positions will be disestablished to provide a flatter structure more suited to the reduction in numbers within the OD&C team.
- c. The Coordinator – OD&C will be relocated to the People Support Team under People Support Services, the title changed to Coordinator – People Support and the position description updated to reflect the role providing coordination support to the broader People Team along with some continued support for the OD&C team.
- d. The Advisor – OD&C (Graduate Recruitment) will be disestablished.
- e. The Advisor – OD&C positions will be reduced from five to three, via a ringfenced selection process.
- f. The Senior Advisor – OD&C positions will be reduced from eight to four, via a ringfenced selection process.
- g. The Principal Advisor – OD&C, Advisors – OD&C and Senior Advisors – OD&C will report directly to the Manager – OD&C.
- h. Minor changes are proposed to the Advisor – OD&C and Senior Advisor – OD&C PDs to reflect new reporting lines.

# OD&C - feedback themes and response

Feedback area	Feedback	Response
Mix of skills in the team	Are you looking for a team of well-rounded applicants, or are you going to hire for specific skill-sets based on the previous OD&C work programme?	Lower levels of resourcing within the team mean well rounded applicants provide more flexibility and can be applied to different topic areas and projects, for example DE&I. However deep skills and knowledge are also highly valuable. The Panel will need to ensure they balance the type, breadth and depth of skills through the selection process.
Team Leader role	The current Team Leader works collaboratively with the ICT team and Service Experience project to provide strategic advice for future planning and development and provides support/oversight to more complex technical solutions.	<p>The Manager – OD&amp;C will need to determine how this is delivered going forward from the OD&amp;C team and collaboratively across Kāinga Ora in conjunction with PLT. This may include bespoke projects specific experts across multiple teams including ICT and others.</p> <p>Capability requirements will be indicated through organisational priorities as identified in the Government Review of Kāinga Ora along with business-as-usual work which will be determined by CELG priorities.</p> <p>This means that the Manager - OD&amp;C will be reviewing the current work programme in conjunction with PLT to meet CELG priorities.</p>



# Final Structure – Organisational Development

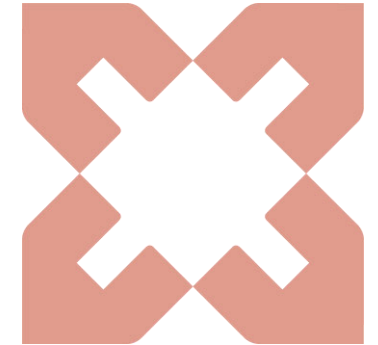


Key

- Existing positions
- Ring fenced positions
- Changed position
- Fixed term positions

## Confirmed impacts on existing positions

Role	No.	Confirmed Impact
Manager – OD&C	1	Position disestablished. Incumbent offered redeployment to new Manager - OD&C (S4) position with equalisation.
Team Leader – OD&C	2	Positions disestablished
Senior Advisor – OD&C (Vacant)	1	Position disestablished
Senior Advisor – OD&C (including Senior - Advisor - Graduate Programme)	7	Positions ringfenced
Advisor – OD&C	5	Positions ringfenced
Advisor – OD&C (Graduate Programme)	1	Position disestablished
Coordinator – OD&C	1	Redeployed to Coordinator - People position in the People Support Team. Title, reporting line and PD changes confirmed.
Principal Advisor – OD&C	1	No change



## List of roles in EOI process

Role	Size	No	Team	Status
Manager – OD&C	S4	1	OD&C	Closed
Advisor – OD&C	15	3	OD&C	Ringfenced
Senior Advisor – OD&C	17	4	OD&C	Ringfenced
Recruitment Partner	15	5	People and Recruitment Partners	Closed EOI
Team Leader People Support	S1	1	People Support Services	Open EOI
Advisor – People Partnering	15	1	People and Recruitment Partners	Open EOI
Coordinator - Payroll	14	1	Payroll	Open EOI
Manager – Employment Relations	S4	1	Employment Relations	Open EOI
Employment Relations Legal Specialist	S2	1	Employment Relations	Open EOI
Senior Advisor – Employment Relations	17	1	Employment Relations	Open EOI
People Partner	17	4	People and Recruitment Partners	Open EOI
Team Leader – Reporting and Remuneration	S2	1	People Support Services	Open EOI
Analyst – People Information	15	1	People Support Services	Open EOI
Team Leader – Delivery Partners (Temporary)	TBC	1	People Partnership	TBC
Delivery Partner (Temporary)	TBC	4	People Partnership	TBC





## Timeline

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

Activity	Dates
FuturePath session on CV and EOI preparation	28.05.2024 (10am – 12pm)
Announcement of final OD&C decisions	29.05.2024
Application process for Expression of Interest (Eoi) open	29.05.2024 – 07.06.2024
Voluntary redundancy applications close	31.05.2024
FuturePath session on interviews	4.06.2024 (10am to 12pm)
EOI shortlisting and EOI /ringfencing selection processes run	10.06.2024 – 20.06.2024
Outcomes of EOI process/notice of redundancy	12.06.2024 - 21.06.2024
New structure effective	19.07.2024

# Redeployment

## Who is affected by this change?

People become 'affected' by a change and have 'affected status if their role is either disestablished or impacted by a ringfence process.

## What is ringfencing?

Where there are more employees than positions available for a particular role in the new structure, those employees are placed in a selection pool and the available positions will be ring-fenced for those employees only. Those placed in positions will be reconfirmed and those that are not will be deemed to be in disestablished positions.

## What is redeployment?

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

- the person is capable of undertaking 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.

## Who can participate in the Expressions of Interest Process?

Affected employees will be eligible to participate in the redeployment expression of interest process.

## Where do we get information on the EOI process?

The positions included within the EOI process are on Slide 11. The next slide outlines the EOI process. The EOI form and some additional information are available in Objective at [People Team Consultation - Objective ECM \(hnz.co.nz\)](https://www.hnz.co.nz/PeopleTeam/Consultation/ObjectiveECM).

# EOI Process

People in ringfenced roles or with 'affected' status can participate in the EOI process:

- To apply applicants will complete the EOI form and provide both the completed form and CV to the [PTChange@kaingaora.govt.nz](mailto:PTChange@kaingaora.govt.nz) mailbox by the due date.
- The EOI form asks applicants to indicate which roles they are interested in, and to rank their position preference.
- Anyone eligible to participate in the EOI process is also eligible to attend the courses delivered by FuturePath to help prepare for the EOI application and selection processes.
- All EOI applications will be reviewed by a panel. Panels will include:
  - The People Leaders responsible and where there is no direct People Leader (e.g. it is vacant) the manager above will be included.
  - Panels will be announced in advance and prior to the shortlisting and selection process commencing.
- The selection criteria used for shortlisting and the interview questions will be based on the position description for the role.
- Panel interviews will be held for most roles (although this will also be subject to the suitability of applicants and how many there are for any given role).
- If a person has expressed an interest in more than one position, where possible they will only need to attend one interview.
- Feedback will be provided to all people who were unsuccessful.
- 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 or a suitable alternative position is not possible, then redundancy will take effect from the notified date, or earlier if mutually agreed.

# Voluntary Redundancy

## Who is eligible for voluntary redundancy?

Any permanent employee in People Team has the option to request voluntary redundancy through an application process.

## When can voluntary redundancy be applied for?

Voluntary redundancy applications can be made before, during or up to 31 May 2024 (if this date changes you will be notified in advance).

## Does everyone who applies for voluntary redundancy get accepted?

These will be considered on a case-by-case basis and determined at the sole discretion of Kāinga Ora on the criteria below.

## Who will assess my application for voluntary redundancy?

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

## What are the criteria being assessed?

When assessing an application for voluntary redundancy, Kāinga Ora may accept EOIs where:

- The work completed by the position holder can be stopped or significantly reduced.
- The position **does** not need to be replaced by a 'like for like' position.
- Kāinga Ora would continue to have sufficient skills and capability internally.
- The removal of the position would provide an opportunity to reorganise work to gain overall efficiencies.
- There is no expected impact on service delivery.
- There is an overall cost benefit toward the financial savings requirement.

**Note:** Each voluntary redundancy application will be considered against the overall benefit to Kāinga Ora, taking into account all of the criteria (for example, not meeting one criterion does not mean that the EOI would be declined; the assessment would be made against the overall benefit considering all criteria).

# Support Options

## Support for EOI and Ringfencing:

- FuturePath will be providing a session on 4 June 2024 to prepare and support those eligible for selection interviews (includes ringfenced staff and those with 'affected' status. Sign up to attend the Interview session [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 will be provided in your documentation.

## Outplacement support:

Outplacement support will be available for all those 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.



# Support Options con't

## 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 your need it. You can book an appointment via an online booking tool [HERE](#) and choose a therapist based on their profile.

Sessions must be booking 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](mailto:contact@clearhead.org.nz).