

9 May 2024

# PGC Realignment People Team

## Final Decisions



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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. You have put forward some compelling ideas and suggestions, support for the proposed changes as well as some criticisms of the proposed changes.

As I said in the consultation process, what we do need to acknowledge is that, going forward, the People Team needs to be structured in a way that better optimises our delivery of:

- Proactive support for, and upskilling of, our People Leaders.
- Provision of services to our organisation, to agreed levels and response times.
- Compliance and other mandatory activities.
- Resolution of legacy ER issues, and management of new issues in a timely and cost-effective way.
- Reinforcement of a more collaborative environment across our teams.

This has not changed.

I have taken the time to think deeply about what you have said and made consequent changes in some areas. Other changes will proceed as proposed. Like you, I want the People Team to be the best it can be, in the operating context we are in.

## Introduction Cont.

Going forward I want both you, and our leadership team, to be working together to support our people in Kāinga Ora . The changes proposed will support that, however, each leader in the team will own and share responsibility to make the new structure work, both within their teams and across our teams collaboratively. Each leader will revisit their work priorities and look to how we meet the needs of the organisation. This will mean considering things like how 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.

As a leadership team we will 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

## Rationale for People Team change

- As part of PGC we need to be sized appropriately in line with our budget and the work we need to deliver. It is our responsibility to ensure we are delivering value for the Government in the current environment. The expectation for crown agencies and entities is a reduction in the number of back-office roles to achieve lower public sector spending. A driver behind this change proposal is the need to reflect these changing organisational priorities, with a consequent reduction of permanent positions and numbers within the People Team by 10 FTE.
- In Kāinga Ora, we must re-examine our organisational priorities to ensure we direct our efforts and resourcing to where they can have the most positive impact.
- Those priorities influence where we direct our effort in the People team, and what skill sets we need going forward to both manage – and potentially resolve – existing issues, and to support Kāinga Ora as we navigate the change. The particular areas of focus going forward for the People Team are:
  - Developing a clear and comprehensive long term people strategy that is aligned with our existing frameworks to deliver on organisational priorities.
  - For our People Partnering, Employment Relations and OD&C teams to collaboratively support the necessary improvements in People Leader capability so that they can lead and support their people effectively.
  - To increase and strengthen our Employment Relations team to manage the volume and complexity of Employment Relations issues, that will inevitably result from the change processes and workforce reduction measures, which are likely to increase in the short term.
  - For our People Partnership and Employment Relations Teams to seamlessly support and guide business groups as they go through any change processes and deliver our business as usual work.



## Consultation process - summary of changes proposed

1. Significant changes were proposed for the Talent and Recruitment Team, effectively the shift from a dedicated team to a smaller team of Recruitment Partners and a Team Leader. They would work as part of the People Partnerships Team and be refocused on recruitment. The Coordinators – Recruitment were proposed to be relocated to a new team in People Support Services. Changes were based on the current and projected lower levels of recruitment activity.
2. Some significant changes were proposed for OD&C including the reduction of roles and the removal of Advisor level positions on the basis that a number of current initiatives could be scaled back, paused, ceased, or the team's involvement reduced, in response to changing organisational requirements.
3. A new team under the Manager – People Support Services comprising a Team Leader – People Support, Coordinators – Recruitment, and Advisor - People Hub positions, was proposed to ensure core administrative people functions were grouped together as a People Support Team.
4. A new role, Manager – Employment Relations, reporting to the Director – People was proposed to lead the ER Team along with a new Senior Advisor – Employment Relations, an additional Principal Employment Relations Specialist and changes to the existing position description for the Principal Employment Relations Specialist role.
5. A small temporary team of Development Partners (subject to a separate funding bid) was proposed to work alongside People Partners, and with OD&C and Employment Relations, to fast-track the development of People Leaders within Kāinga Ora, lifting overall competency levels and enabling more skilled management of issues.
6. Two Coordinator Payroll positions were proposed in response to risks raised in the recent payroll audit.
7. There were also proposed changes at an individual role level for Team Leader Planning and People Analytics, Advisor - People and Senior Advisor - Payroll.

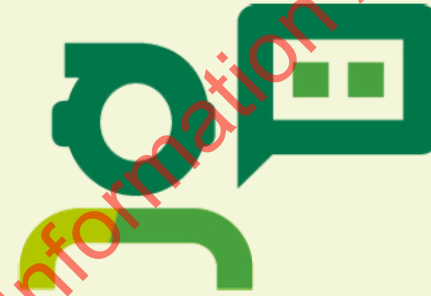


## Consultation - feedback and questions

On 12 April 2024 we began consultation with you to seek your views on the proposed changes for the People Team.

Feedback on this proposal was sought over a two-week period.

When consultation closed on 26 April, we had received 43 submissions and answered 95 questions.



43

FEEDBACK SUBMISSIONS



95+

QUESTIONS ASKED AND  
RESPONDED TO

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## Consultation feedback – key themes

### Talent and Recruitment

- There will not be enough capacity in the proposed team when requirements increase, or there is a recruitment spike
- The recruitment function should be reduced in size
- Having the Recruitment Partners as part of the People Partners team would help reduce silos
- The Recruitment Partners and Coordinators – Recruitment should be based in the OD&C team or in People Support Services
- Having the Recruitment - Coordinators and Advisor - People Hub positions in People Support was logical and creates a joint purpose and focus
- That there should be at least one Senior Recruitment Partner role
- Coordinator - Recruitment should be:
  - Part of People Partnerships Team with Recruitment Partners or split between both teams (two in People Support)
  - Reduced from four FTE to two or three
- That the indicative size of the Team Leader – Recruitment Partners role was too low

### Employment Relations

- There was strong support for a Manager – Employment Relations role reporting to Director - People
- There was strong support to increase the number of permanent people working in the Employment Relations team and agreement that there is more the ER Team can do working alongside the People Partnering Team
- There was also some feedback that any additional resourcing should be temporary and not permanent
- There was also feedback that the manager role did not need to be an employment lawyer and that it may be preferable to have an employment lawyer instead of or as the third Principal Employment Relations Specialist role
- That it made sense to have a Senior Advisor for efficiency and as an option for succession
- Concern was raised that the ER role should have had a stronger focus in the proposal due to the role being critical to helping support leadership behavioural change, working alongside partners and supporting OD&C in their work
- That the extra resource would be good to support regular training to People Partners





# Consultation feedback – key themes continued

## People Partnerships

- The Delivery Partners could be established by disestablishing some of the People Partner and Senior People Partner roles and then ringfencing the new roles to those in disestablished People Partners, Senior People Partner and OD&C roles.
- There were quite high levels of support for the delivery partners team:
  - That they should be permanent
  - That they should be temporary
  - That they should sit in OD&C and not require a skillset of HR/ER, then the team could design and deliver the capability needed by leaders
  - That there should be a clearer relationship described with the Employment Relations Team and function
  - That we should use learnings from this team going forward
  - There would need to be clear delineation of work
- That it may be more efficient to create a group of Team Leaders that manage People / Senior People Partners. The Team Leaders would then report into the Manager - People Partners.
- Descriptions of PP and SPP roles should have been more aspirational i.e. these roles need to be part of their business unit's management team.

## Organisational Development and Capability

- Some Advisor level positions should have been retained alongside a reduced number of Senior Advisors to allow for more efficient delivery and career progression.
- That the reduced number of positions looked appropriate.
- Both Team Leader positions should have been proposed as disestablished:
  - given the number of direct reports remaining
  - given the need to work across OD and Capability in the proposed structure when currently the Team Leaders have different technical areas
  - to reduce the hierarchy in the team
- The Team Leader role should be retained but would need to cover OD and Capability and manage the team
- That the Coordinator – OD&C role should be:
  - Disestablished
  - Moved to the People Support 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, a lot of this work sits at the Advisor level
- The Senior Advisor OD&C DEI should still be in the organisational structure for OD&C and available as a role (the funding and FTE have been used to create and fund the fixed term Principal role on a temporary basis)
- That the Senior Advisor – OD&C (Graduate Programme) should be treated the same as other Senior Advisors
- OD&C has already moved to a model of only providing support with Finance applications for the Employee Led Networks



# Consultation feedback – key themes continued

## People Support Services

- There was support for the proposed Team Leader roles for People Support Services to be in place and work collaboratively together for the group
- Creation of a Team Leader Payroll is a sensible idea and supports a consistent structure in People Support Services
- The addition of Payroll Coordinators is a good addition of resources to ensure risks are managed
- There are capability and capacity gaps in the remuneration space within People Support Services
- That we have more 'generalist' HR Advisors or HR Coordinators rather than Advisor People Hub and Recruitment Coordinators

## General Comments

- In terms of the People Team Strategic direction, there was support for the intent to develop a long-term people strategy, however, the proposal was not clear on the link to our existing strategic direction and our commitment to Kia Toipoto
- A senior temporary role was proposed to be part of the PLT to help with supporting the team culture change, revamp of the people strategy and supporting the collaboration across the teams
- To balance the size and scale of some of the teams it was suggested to move:
  - the job families and remuneration functions to the ER team
  - the TL Planning and People Analytics to OD&C
  - the Recruitment Partners and People Partners to the People Support Services team
- The approach of the OD&C team pivoting their work programme which align to business need in real time would be good
- Not having DEI and GEPG evident in the proposal signals that this is being deprioritised
- That the approach outlined in the consultation document seems more geared to solving current problems than being future focused to support the whole workforce



## Summary of confirmed decisions

Thank you for taking the time to provide feedback on the changes proposed for People 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. Some changes will proceed as proposed, some will be modified based on your feedback, and some will be subject to a further consultation process.

We can now confirm:

- Following strong feedback from the People Team we will reconsult with the Organisational Development and Capability (OD&C) team to look at the balance of roles across the team and overarching leadership structure. A new set of proposed changes will be released today in a secondary consultation process. This new OD&C consultation will be limited to the existing OD&C structure with one change proposed for the People Support Team. Feedback will be restricted to the OD&C Team and Manager - People Support Services.
- Changes proposed for the Talent and Recruitment Team will proceed. New roles have been sized by Korn Ferry and confirmed at S1 for the Team Leader – Recruitment Partners and Band 15 for Recruitment Partners. Recruitment Partner roles will be ring-fenced to those in disestablished roles in the Talent and Recruitment Team.
- We will be proceeding with the establishment of a new Employment Relations Team, however there are some key changes from the proposal. The requirement for the Manager – Employment Relations to be a qualified lawyer has been removed and the remuneration set at S4. The third Principal Employment Relations Specialist proposed will be replaced by a new Employment Relations Legal Specialist. The Senior Advisor – Employment Relations role will proceed as proposed.
- The Team Leader Planning and People Analytics will be reinstated with the changes proposed to the PD along with some additional changes based on the feedback. This role will also be retitled Team Leader – Reporting and Remuneration.
- Changes for the Advisor – People Partnering, Senior Advisor - Payroll and Coordinators – Payroll will proceed as proposed.
- If the funding is approved by CELG, the intention to have a temporary Delivery Partner Team as part of the People Partnership Team will proceed. However, the temporary period would be one year and not 18 months.

# Talent & Recruitment - feedback themes and response

Feedback area	Feedback	Response
The Talent & Recruitment team	Feedback supported a reduction in size of the Talent and Recruitment team, with variations on how this could be set up across the People team.	<p>The proposed decision to disestablish the Talent and Recruitment team, and instead incorporate the recruitment function within two other People teams will be implemented as below:</p> <ul style="list-style-type: none"><li>a. A smaller team of Recruitment Partners to advise People Leaders on Recruitment be embedded within the People Partnership Team working alongside People Partners and Senior People Partners. This team of Recruitment Partners would need to revise and streamline recruitment processes and systems to optimise efficiency and help the team adapt when recruitment workloads increase. Some of this work is already underway with the Recruitment Approach Project.</li><li>b. In the People Support Services Team a new team is being proposed called the People Support Team. The four Coordinator - Recruitment and two Advisor - People Hub positions would form the People Support Team to create efficiencies across the People Team, build links between teams and develop and revise processes.</li></ul>
Recruitment Partners	There should a senior role in the team as well to provide career progression	At this stage, we have decided there will be five Recruitment Partners and a Team Leader. We accept that at some stage in the future the team numbers may need to increase, and this can be revisited at that time. Any change would require a business case.

# Organisational Development & Capability - feedback themes and response

Feedback area	Feedback	Response
Advisor - OD&C	<ul style="list-style-type: none"> <li>• People Team should retain some advisors in OD&amp;C as they provide a key support for projects and deliver on a lot of the BAU work, 1 - 2 should be retained. If you keep the same number of Senior Advisors more inefficiency will be created with seniors doing advisory work.</li> <li>• That the Senior Advisors all have the same title and take on responsibility for specific areas e.g. Graduate programme / DE&amp;I.</li> </ul>	<p>A secondary consultation will be held which will propose retaining two Advisor – OD&amp;C positions and a change to the Senior Advisor – OD&amp;C position numbers.</p> <p>The Senior Advisor – OD&amp;C (Graduate Programme) was engaged with that title and specific responsibility for designing and developing the graduate programme. However, we understand that in practice this role has not been limited to the graduate programme and involved in other OD&amp;C initiatives. In the secondary consultation all seniors will be treated the same including the Senior Advisor – OD&amp;C (Graduate Programme).</p>
OD&C structure	The proposed structure in OD&C is too top heavy and needs a flatter structure, and disestablish the Team Leader roles	The secondary consultation proposes a flatter structure.
OD&C role	OD&C seems to lack clarity on who their customer is, and the proposed changes don't do enough to reposition this.	The functional diagram for People Team is the first step to ensuring we all have clarity about what we do, what other teams do and how we all contribute to People Team and organisational outcomes. We may choose to use a RASCI or similar process when the new structure is implemented to continue to build the level of understanding in People Team.

# People & Partnering - feedback themes and response

Feedback area	Feedback	Response
Advisor – People Partnering	There should be more than one Advisor – People Partnering and the proposal to disestablish the second position should not proceed.	The second vacant retitled Advisor – People Partnering will be retained and included in the EOI process. To accommodate the change the vacant People Hub position will be disestablished.
Advisor – People Partnering	The Advisor – People Partnering should be re-evaluated for rem.	An evaluation has been conducted by Korn Ferry on the updated position description for the role. This has remained the same at Band 15.
Manager People and Recruitment Partners	The Manager – People Partners and Advisory should have been disestablished due to the significant level of change and evaluated.	The retitled role Manager - People and Recruitment Partners had moderate changes proposed. This role currently has a TL reporting to them which will move to People Support Services. In the new structure they will also have a TL reporting to them: TL – Recruitment Partners. They will need to provide advice, guidance and support for direction of the function and oversight of its delivery with either team. This change from one function being delivered to another does not constitute a significant change. The updated PD for this role has been evaluated by Korn Ferry and will remain the same size at S3.
People Partnership Team	<ul style="list-style-type: none"> <li>• Could the People Partner roles be reduced to offset the number of OD&amp;C roles?</li> <li>• Could the size of the People Partnership team reduce as the organisation changes e.g. where roles become vacant in the future.</li> </ul>	Senior/People Partners' workloads are likely to increase, along with the Employment Relations Team, given the levels of change we already know about and the release of the external review within the next couple of weeks. In the future if work requirements change, or we are able to identify efficiencies, this can be revisited. Any change would require a business case and potentially further consultation if we were to reduce one area and increase roles in another.

# People Support Services - feedback themes and response

Feedback area	Feedback	Response
Team Leader – Planning and People Analytics	There was support for retaining the vacant role of Team Leader – Planning and People Analytics. The PD for the Team Leader – Planning and People Analytics does not have remuneration called out in the position description despite having functional responsibility.	The Team Leader – Planning and People Analytics has been renamed and the PD now reflects the requirements for the role. This role will be retained in the structure.
People Support team	Co-ordination of our administrative HR functions should be in one place to provide support	We will be establishing a new team within the People Support Services team that will provide core administrative people advisory and recruitment co-ordination support services. This will be made up of: <ul style="list-style-type: none"> <li>• Team Leader – People Support role</li> <li>• Coordinator - Recruitment roles</li> <li>• Advisor – People Support</li> </ul>
Payroll team	There was support to increase the number of roles in the Payroll team.	We will be making changes to the Payroll Team as follows: <ul style="list-style-type: none"> <li>• Team Leader – Payroll role</li> <li>• Coordinator – Payroll roles</li> </ul>

# Employment Relations team - feedback themes and response

Feedback area	Feedback	Response
Having a separate team	There was strong support for a separate team that supports the Employment Relationship function for Kainga Ora.	We agree with the feedback and will be progressing a Manager – ER role that reports directly to Director – People.
The number of Principal ER Specialists	That it may be preferable to have an employment lawyer instead of or as the third Principal Employment Relations Specialist role.	We agreed with this feedback and have made the proposed third Principal Employment Relations Specialist a .Employment Relations Legal Specialist
Manager – ER	Instead of requiring the Manager – ER to be an employment lawyer use the third Principal Employment Relations Specialist role for that and allow the manager to manage.	We agreed with this feedback.
Senior Advisor - ER	It would be good to have this role but the size seems on the low side when compared to a Senior People Partner.	This role has been evaluated by Korn Ferry at Band 17.



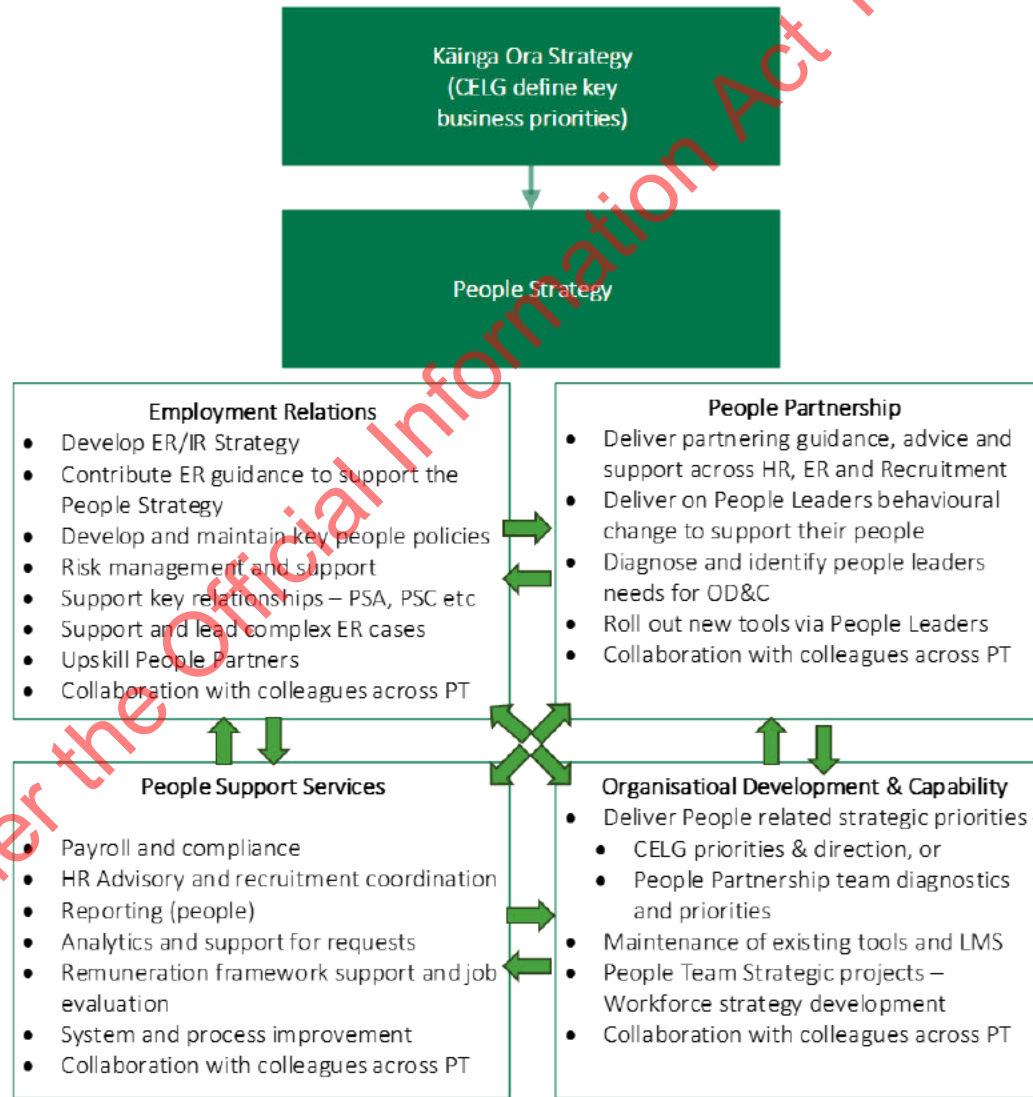
# General - feedback themes and response

Feedback area	Feedback	Response
Silos	<ul style="list-style-type: none"> <li>The structure reflects working in silos.</li> <li>That PLT work together to develop a clear operating model for them and the teams that underpin what we do with 'hand off points' and 'addresses overlaps'.</li> </ul>	<p>The solution to working silos is to change the way we work together and think about what we are doing. Silos are created when people become so entrenched in their own work, and ways of working, that they lose sight of their overall purpose and role in contributing to the 'greater good' of the whole team and the whole organisation. They result from a lack of collaboration, communication, trust and the guarding, rather than sharing, of information, ideas and expertise.</p> <p>Each leader in the people team will own and share responsibility to make the new structure work, both within their teams and across our teams collaboratively. As part of this they will revisit their work priorities and look to how we meet the needs of the organisation. This will also include how each area operates and the hand over points for mahi.</p>
People Strategy	<ul style="list-style-type: none"> <li>Strategic workforce planning is lacking in the current proposal – changes are structural and do not represent a strategic outlook.</li> <li>As DEI and G&amp;EPG are not called out in the document they have been deprioritised</li> <li>Changes are structural and not strategic</li> </ul>	<p>This consultation document was not intended to produce a strategy for the People Team, it is a change process with an objective to reduce overall People Team FTE numbers as required. Key themes that would become part of our strategy were included in the proposal document for your comment, to help position the direction we need to be heading in and to help provide a rationale for some of the change proposed. The second of the three key strategic themes provided was Workforce Strategy and Organisational Direction. DEI and G&amp;EPG are already strategic organisational and People Team priorities.</p>
Workforce Planning	<ul style="list-style-type: none"> <li>There is a need to focus on a work force plan so that we can properly forecast and support the workforce for the next 3 – 5 years.</li> </ul>	<p>Responsibility for developing a Strategic Workforce plan will sit within OD&amp;C, this will be developed in conjunction with other People Team roles and the wider business based on the organisations needs going forward.</p>



# People Team functional diagram

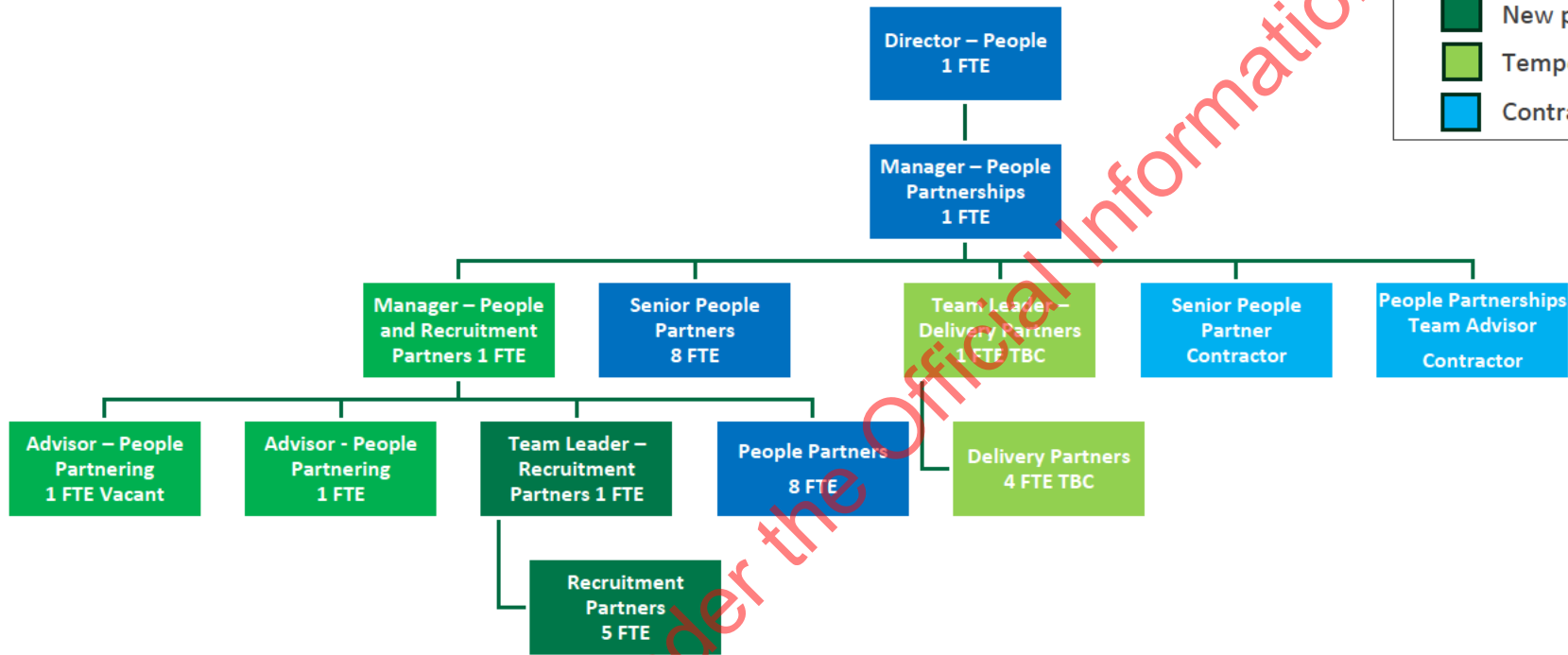
This updated diagram shows our high-level functions, key responsibilities and how they interact.



# Final Structures – People Partnerships

**Key**

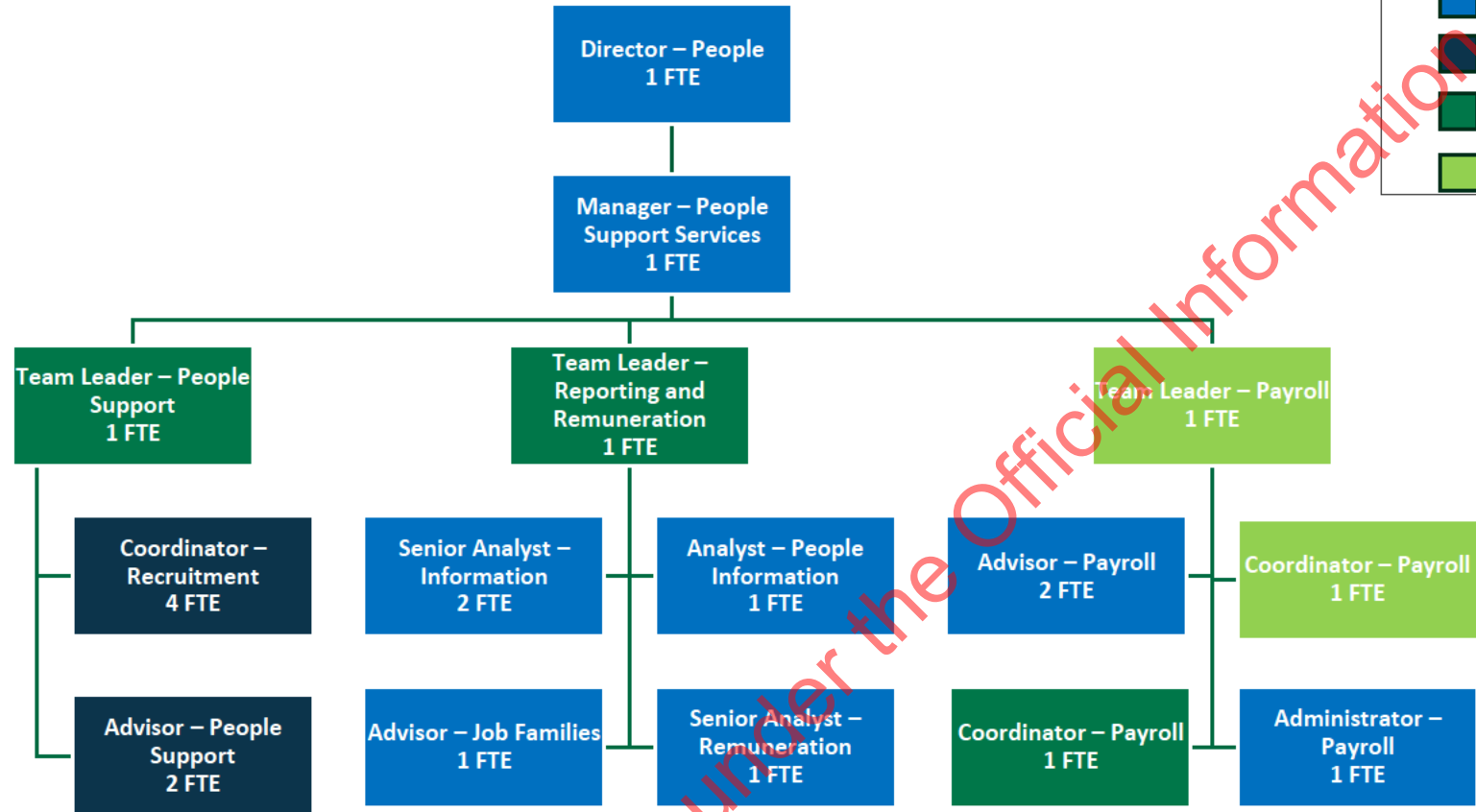
- Existing positions and/or minor changes
- Positions with moderate changes reconfirmed
- New positions (ringfenced)
- Temporary positions dependent on funding
- Contractors



# Final Structures – People Support Services

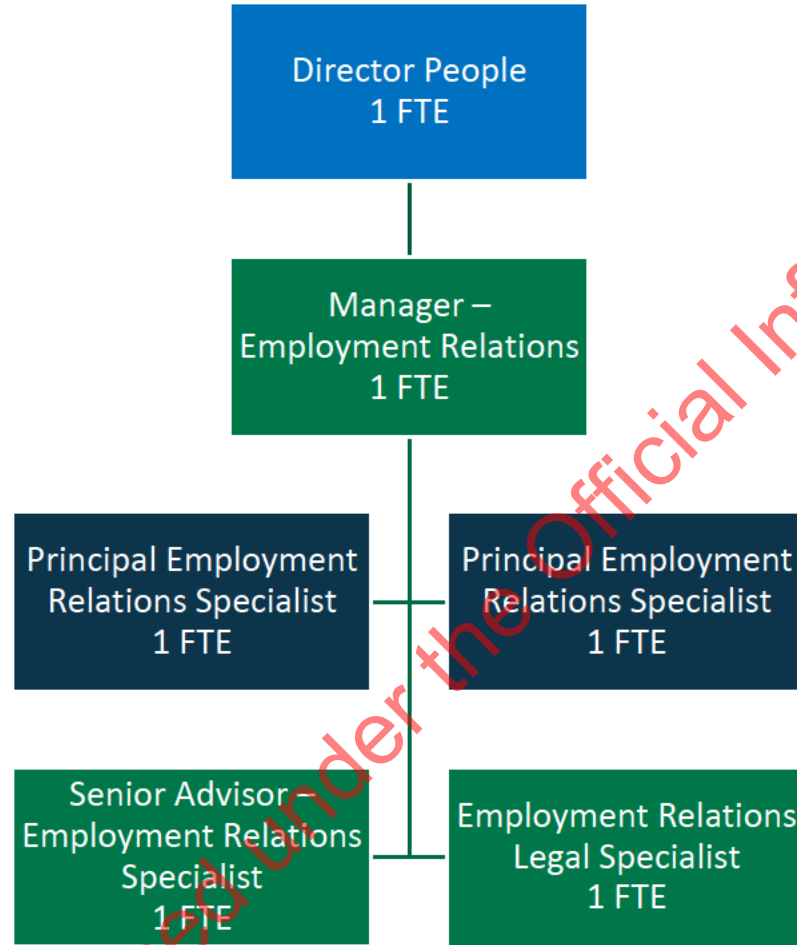
**Key**

- Existing positions and/or minor changes
- Positions with minor/moderate changes reconfirmed
- New positions included in EOI process
- New or changed positions not included in EOI process



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# Final Structures – Employment Relations

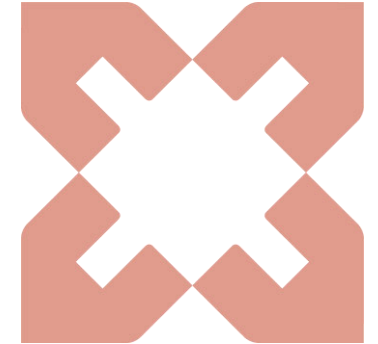


Key

- Existing positions and/or minor changes
- Positions with moderate changes reconfirmed
- New positions included in EOI process

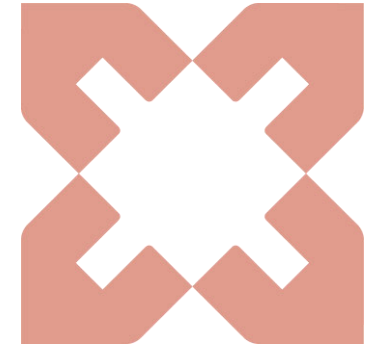
## Confirmed impacts on existing positions

Role	No	Confirmed Impact
Manager – Talent and Recruitment	1	Position disestablished
Team Leader – Talent and Recruitment	1	Redeployed to Team Leader – Recruitment Partners position
Senior Talent and Recruitment Partners	6	Positions disestablished
Advisor - Talent and Recruitment	4	Positions disestablished
Coordinator - Recruitment	4	Reconfirmed in position. Reporting line changed to Team Leader - People Support and PD updated.
All OD&C roles	19	Subject to secondary consultation
Manager – People Partners and Advisory	1	Reconfirmed in position. Title changed to Manager – People and Recruitment Partners and other changes updated in PD.
Advisor - People	1	Reconfirmed in position. Position title changed to Advisor - People Partnering and PD updates confirmed.
Advisor – People (Vacant)	1	PD updates confirmed and position title changed to Advisor - People Partnering
Team Leader – People Hub (Vacant)	1	Position disestablished



## Confirmed impacts on existing positions

Role	No	Confirmed Impact
Advisor – People Hub	2	Reconfirmed in position. Reporting line and title changed to Advisor – People Support and PD updated.
Advisor – People Hub (Vacant)	1	Position disestablished
Coordinator – People Hub	1	Position transferred to Payroll team. Reporting line changed, title changed to Coordinator - Payroll and PD developed.
Manager – People Support Services	1	Reconfirmed in position and PD updated
Team Leader – Planning and People Analytics (Vacant)	1	Position reinstated. Position title changed to Team Leader – Reporting and Remuneration. Proposed changes to PD confirmed with additional changes related to the remuneration function.
Senior Advisor – Payroll	1	Redeployed to position of Team Leader – Payroll. New PD created with effectively the same responsibilities as the Senior Advisor – Payroll.
Principal Employment Relations Specialist	2	Reconfirmed in position. New PD changes made. New reporting line to Manager – Employment Relations.



## Confirmed new roles with Korn Ferry evaluations

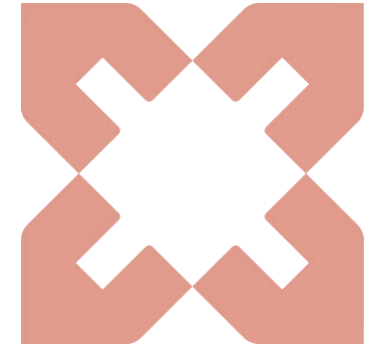
Role	No.	Size	Team
Team Leader – Recruitment Partners	1	S1	PD confirmed with some changes
Recruitment Partners	5	15	PD confirmed
Team Leader – People Support	1	S1	PD confirmed
Coordinator – Payroll	1	14	PD confirmed with minor change
Manager – Employment Relations	1	S4	Significant changes made to PD following feedback
Employment Relations Legal Specialist	1	TBC	Additional PERS changed to this role and new PD developed following feedback
Senior Advisor – Employment Relations	1	17	Some changes made to the PD following feedback





## List of roles in EOI process

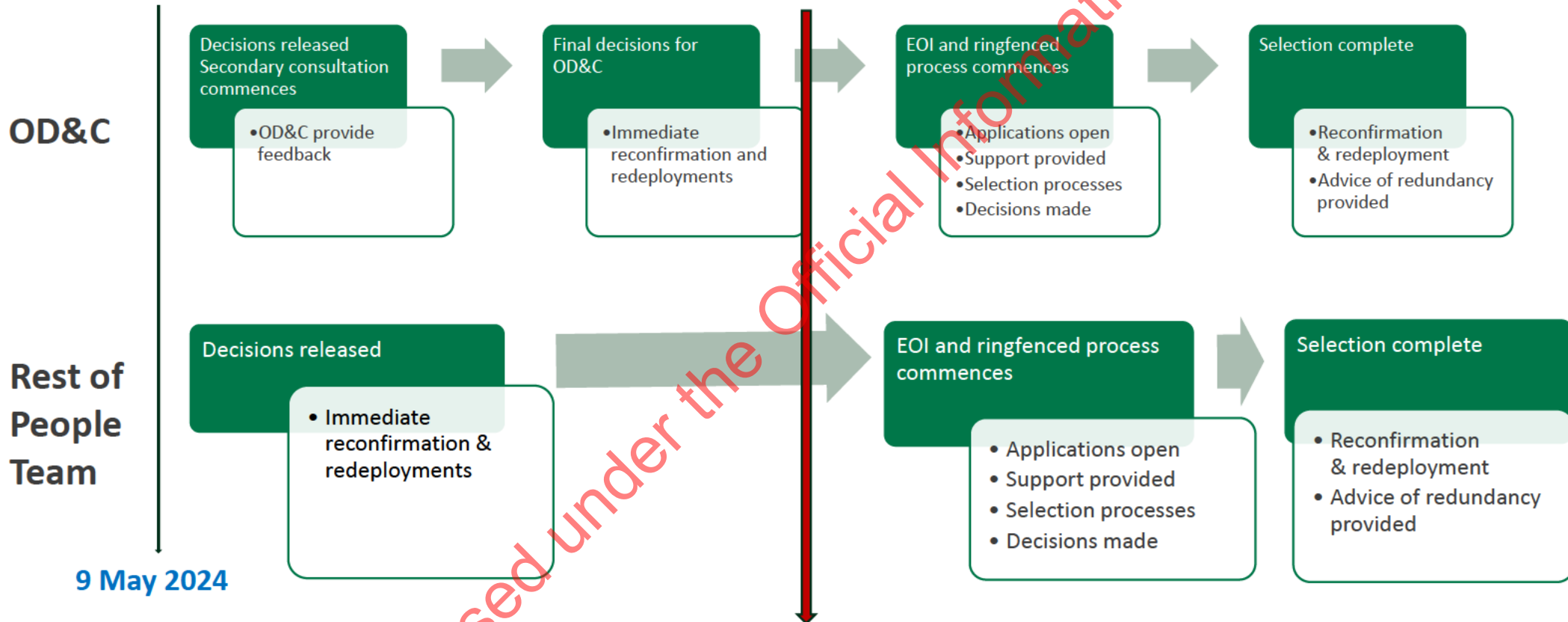
Role	Size	No	Team	Status
Recruitment Partner	15	5	People and Recruitment Partners	Closed EOI
Team Leader People Support	S1	1	People Support Services	Open EOI
Advisor – People Partnering	15	1	People and Recruitment Partners	Open EOI
Coordinator - Payroll	14	1	Payroll	Open EOI
Manager – Employment Relations	S4	1	Employment Relations	Open EOI
Employment Relations Legal Specialist	TBC	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



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# Change Process

The decision to reconsult with OD&C changes the timeline



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## Next steps and indicative timeline

The secondary consultation with OD&C means the indicative timeframes provided at consultation now need to be adjusted. Updated timeframes have been provided in the table below. Please note that these are also indicative and may be subject to further change.

Activity	Indicative Dates
Feedback reviewed & decision document drafted	06.05.2024
Recommended changes presented to CELG for approval	7.05.2024
Announcement of decisions	09.05.2024
Secondary consultation with OD&C	9.05.2024 - 22.05.2024
Final decisions on OD&C consultation	27.05.2024
Voluntary redundancy applications close	29.05.2024
Expression of Interest (EOI) process for affected people	28.05.2024 – 14.06.2024
Consideration and selection process complete	18.06.2024
Outcomes of EOI process/notice of redundancy	19.06.2024 – 21.06.2024
New structure effective (if proposed changes proceed)	19.07.2024

# Reconfirmation and redeployment

The process to fill positions will begin once a final decision has been made on the OD&C structure, following consideration of all feedback received. Changes will be implemented in accordance with employment agreements, and other related policies and procedures that include our commitments as a good employer. The process aligns with our commitment to treat people with kindness, openness and respect, in line with our values. You can find out more about our People policies in the Change Management Procedures (H-126) and the Change Management Policy (SH-POL-110).

For people on secondment, any impact to a position will be assessed based on the substantive position they have been employed for.

## Who is affected by this change?

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

## What does 'reconfirmed' mean?

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

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

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# Reconfirmation and redeployment con't

## 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.

## What is the redeployment pool?

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

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

Only affected people 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 22. The next slide outlines the process. For any affected people the EOI form and more specific information will be provided prior to the EOI process commencing.

# Redeployment and selection process

## The following process will apply:

- Through an Expression of Interest (Eoi) process, affected people will indicate which roles they are interested in, and asked to rank their position preference. If your position is affected, you can opt out of this process through voluntary redundancy (VR).
- The Expressions of Interest (Eoi) application will consist of capability-based (knowledge, skills and experience – as set out in the position description) questions and an up-to-date CV.
- Affected people will receive support to help them work through this process, including support to prepare for the Expression of Interest (Eoi process).
- All Expression of Interest (Eoi) applications will be reviewed by a panel.
- Shortlisting will be assessed against selection criteria for the position/s, based on the information provided in the Expression of Interest (Eoi) (specific knowledge, skills and experience selected from the position description for the role).
- We will conduct panel interviews for affected people.
- 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 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.

# 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 29 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

## Expression of Interest applications /CV support:

Support will be 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. Information on how to access this will be provided in your documentation.
- 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.

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## 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 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](mailto:contact@clearhead.org.nz).