

# Safety Support and Wellbeing

Final decision

Team restructure

10 May 2024



**Kāinga Ora**  
Homes and Communities



## Introduction and overview

Thank you for your engagement and submissions during the consultation period in relation to the proposed changes for the Safety, Support and Wellbeing team change process.

We received over 130 points of feedback from the teams on the proposed changes, as part of the consultation process. These have been themed in slides 7-11.

The feedback was well-considered and thorough. Overall, the feedback was generally positive and supportive of the change. In the feedback, there were also alternative designs proposed.

After consideration of the feedback and discussion with the other impacted Kāinga Ora groups, we have now come to a decision on the preferred structure, which is set out on the following pages along with the key feedback themes and our responses.

Ngā mihi

Tarniya

## Changes proposed

The proposal sought to create the following overarching structural changes:

- Change the group name to Safety and Workplace Services (SWS).
- Combine the functions of Fleet, Administration and Travel under one Manager, reporting to the Director Safety and Workplace Services.
- Combine Facilities and Commercial Property Management into a single team led by the Manager Facilities and Leasing reporting to the Director SWS.
- Combine the management of the Construction, Maintenance, Operational Security and Workplace Safety under two Team Leaders and one Manager, reporting to the Director SWS.
- Refine the Technical Response team to focus on systems and insights and to ensure support is provided to the full wider team.
- Create a Protective Security Team and Operational Security function to better address Kāinga Ora needs.
- Re-group Business Support and have each Manager reporting directly to the Director SWS.

# Change Proposal Pre-consultation recap

To recap, we proposed the following detailed changes:

## New roles:

- **Team Leaders (x2) in Health, Safety and Operational Security**
- **Lead Advisors (x2) in Health, Safety and Operational Security**
- **Manager Health, Safety and Operational Security**
- **Senior Advisor Protective Security**
- **Manager Systems and Insights**
- **Senior Advisor Safety Management Systems within Systems and Insights**
- **Lead Advisor Systems and Insights**
- **A second Team Leader Administration Services**
- **Chief Advisor – Safety and Workplace Services**
- **Senior Administrator Workplace Services**

## Disestablished roles:

- **Manager National Workplace Health and Safety**
- **Coordinator - Workplace Health and Safety (vacant)**
- **Lead Advisor Workplace Health and Safety**
- **Two Coordinators - Safety Support and Wellbeing**
- **Three Advisor roles from the Health and Safety Operations teams (2 currently vacant)**
- **One Advisor Facilities Management (Southern)**
- **Manager Business Support**
- **Manager Technical Response**
- **Manager Health and Safety Maintenance Programme**
- **Manager Health and Safety Construction**
- **Two Lead Advisor Health and Safety Construction and Civils**
- **Two Senior Advisor roles in the Security team**
- **Lead Advisor Health and Safety Assurance.**
- **Lead Advisor Health and Safety Contractor Capability and Performance**

**Note:** Five fixed term roles will not be extended beyond their current contracts. These include **two Administrator/Analyst Travel**, a **Lead Advisor Fleet Electrification**, **Co-ordinator Technical Response** and an **Administrator and Facilities Assistant**.

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## Change Proposal Pre-consultation recap *contd.*

To recap, we proposed the following detailed changes (*contd.*):

### Reporting line and/or title changes:

- A new team name of **Safety and Workplace Services**
- The structures of **Health and Safety Construction, Health and Safety Maintenance Programme** and **Workplace Health and Safety** combined into one group called **Health, Safety and Operational Security**, under one **Manager** and two **Team Leads**
- The **Lead Advisor Health and Safety Asbestos and Upgrades** is to report to the Team Leader **Health, Safety and Operational Security**
- The **Analyst Facilities Management** is to be called **Analyst Systems and Insights** and moved to the **Systems and Insights** team
- The **Senior Advisor Workplace Health and Safety Capability** is to be called **Senior Advisor Health, Safety and Security Capability** and moved into the **Systems and Insights** team
- The **Manager Travel and Administration** is to be called **Manager Workplace Services** and to lead the **Fleet** and **Administration and Travel** teams with **Team Leaders**
- All **Administrator** roles will be moved to the title **Senior Administrator Support Services**
- **Chief Advisor – Safety and Workplace Services** and **Senior Executive Assistant** are to report directly to the renamed **Director Safety and Workplace Services** role.

### Reporting line and title changes:

- **Fleet Analyst/Administrator** are to be renamed as **Senior Fleet Administrators**
- **Fleet team** would move under the **Manager Workplace Services**
- The **Manager Special Projects** is to be called **Senior Advisor Commercial Property and Projects** and report to **Commercial Property Manager**, who will report to the **Manager Facilities and Leasing**
- The **Manager** and **Co-ordinator Health and Wellbeing** will have the word **Occupational** in their titles
- The **Manager Security** is to be called the **Manager Protective Security**
- The **Construction Security Partner** is to have a title change to **Lead Advisor Operational Security** team reporting to the **Manager Health, Safety and Operational Security**
- The **Health and Wellbeing** team is to remain unchanged
- The following roles – **Manager Health Safety and Operational Security, Manager Facilities and Leasing, Manager Protective Security, Manager Workplace Services, Manager Systems and Insights, Chief Advisor – Safety and Workplace Services, Manager Health and Wellbeing** and **Senior Executive Assistant** are to report directly to the renamed **Director Safety and Workplace Services** role.

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## Feedback themes

The following five slides show the feedback received, by theme, with responses.

## Feedback themes and rationale

Overall, the responses supported realigning the Safety Support and Wellbeing teams to become the Safety and Workplace Services teams under the People Governance and Capability (PGC) Directorate.

Feedback theme	Considerations/points	Our response and rationale
Proposal support	The statements collectively supports the proposal for change and role realignment. They highlight several benefits, including the removal of silos, fostering a "one team" approach, enabling upskilling opportunities for advisors, enhancing team support, embracing a collaborative approach, and demonstrating care and inclusivity in the process. The proposal is viewed as sensible, efficient, and capable of improving communication and teamwork. Additionally, the comprehensive nature of the proposal is appreciated, recognising the effort put into optimising operations and services amidst government and organisational changes. Seen as an opportunity to collectively build a new and effective culture.	Thank you, it has been a comprehensive and rewarding engagement process and your feedback has been invaluable.
Change process questions	Personal questions regarding the HR changes processes for: secondments, redeployment, benefits, notice periods, PD structure and content, extent of change impacts to roles, differences between teams, voluntary redundancy and minor changes etc.	These questions are answered by your People Partner directly.
Name change to SWS	General support for the new name, but not inclusive of 'Wellbeing' as a delivery and this needs to be included i.e. Safety, Wellbeing and Workplace Services (SWWS).	The team name Safety and Workplace Services promotes unity and describes our work. Wellbeing is not a term supported by the current coalition government and the term support did not adequately describe the facilities and administration support functions. Safety is generally seen as a collective term for functions that sit under a wider Health, Safety, Wellbeing or people security function.

## Feedback themes and rationale

Feedback theme	Considerations/points	Our response and rationale
Leadership	<p>Leads and Managers to spend time in National Office to build relationships.</p> <p>Support for better alignment with Business Support team.</p> <p>Is the new Chief Advisor role needed at this time.</p> <p>The reduction of three operational managers is supported and will provide clarity and clear strategic direction, enabling equitable work allocation, team support, and more transparent and efficient performance monitoring to improve business delivery.</p>	<p>Great idea, travel cost limitations may apply.</p> <p>Agree, addressing silos across areas in the current model will enable the team to work collaboratively and as a single team.</p> <p>The Chief Advisor role has been removed and the work distributed between Director other manager roles.</p> <p>This was the intent when proposing this model.</p>
Structures	<p>Alternative structures proposed based on contract management, team size changes, team integration i.e. Occupational Health and/or Security and/or Safety Systems integration.</p>	<p>Careful review of team sizes, budget and team integration using various methods have been considered.</p>
Facilities	<p>Suggestion the Manager Business Support would report directly to the GM PGC and the team under the role should not be inside Safety and Workplace Services.</p> <p>Confidentiality concerns with facilities, leasing and financial information being more accessible in the Systems and Insights team.</p> <p>Increased workload for Facilities with added Commercial Property team and also greater capacity needed.</p> <p>Feedback on how the Analyst role in Systems and Insights will support Facilities.</p> <p>Consider linking Facilities and Workplace Services to enhance collaboration.</p>	<p>Currently the GM PGC has 10 direct reports and supports the proposal to realign teams within SSW.</p> <p>As trusted government employees, we will continue to manage the security and fidelity of sensitive data.</p> <p>We are all having to deliver more with less and will work together to prioritise delivery and make the best use of our capabilities.</p> <p>The new management team will be working to ensure greater collaboration across teams in future.</p>

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## Feedback themes and rationale

Feedback theme	Considerations/points	Our response and rationale
Health and Wellbeing and Systems and Insights	<p>H&amp;W and S&amp;I teams appear siloed outside of HSS team?</p> <p>Creation of another Senior Advisor Safety Management System role is supported. This will ensure we are not reliant on one position for Noggin support as a crucial system that supports the whole directorate.</p> <p>Add the term Occupational to the Manager and Coordinator titles to emphasise the direction of the work and less on the wellbeing component.</p> <p>Why was H&amp;W not restructured, including a suggestion to review roles and responsibilities of the Coordinator, Lead and check for parity against People team roles?</p>	<p>Health and Wellbeing team provides greater support and mahi than just H&amp;S work, the independence required and work with HR/ER is a significant amount of their workload.</p> <p>The Systems and Insights team supports the full team's mahi and will be responsible for improvement initiatives. With the dedicated lead and analyst roles supporting the entire team, the team can be more data-informed, enhancing decision-making processes and targeted delivery more achievable. The Manager Systems and Insights role is currently under further review.</p> <p>This better describes the relationship between the role and our work and will be adopted.</p> <p>Answered in the proposal and team briefing - at this time, the team has been asked to support the full range of changes across Kāinga Ora and their roles cannot be reduced while undertaking this work for our people.</p>
HSS	<p>Work is too complex to move to generalists rather than specialists and it takes 2-3 years to get a Construction Advisor trained up for functional capability.</p>	<p>We have had numerous examples where team members have transferred over to the construction team successfully. These roles have also benefitted from having more generalist knowledge of how the organisation approaches people, maintenance and security issues. We will continue to use the capability, knowledge, relationships and expertise that we currently have, to lift wider capabilities across all team members. This model supports us to be responsive, agile and review ready. It will also support the future delivery of HSS as more efficiencies may be required. Where current work/delivery is in place and required in the future, we will continue to support the requirements of delivery.</p>

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## Feedback themes and rationale

Feedback theme	Considerations/points	Our response and rationale
<p>HSS <i>contd.</i></p>	<p>Separation and support should not be geographical, but functional.</p> <p>Manager HSOS needs both technical and leadership skills.</p> <p>Senior Advisor roles need greater definition.</p> <p>The support for UDD and the support for the HDS teams isn't clear in the new structure.</p> <p>Specialist work in HSS doesn't support generalists.</p>	<p>The team in this model can respond to the needs of the organisation and will be determined by a range of business needs and to ensure the right compliance lens is used.</p> <p>We will include the right people in the right place at the right time - location, function and skills. Therefore, we have removed the geographical location of the team leads and when recruiting will consider skills, experience and business demands.</p> <p>All leadership roles need a good balance of skills, leadership and the trust and confidence of their peers, team members, stakeholders and the person they report to.</p> <p>Yes, this was provided on 19 April via a subsequent email and PD. The PD is also deliberately generic to ensure our ability to remain flexible to demands.</p> <p>Support for a range of discrete business groups will be continued and the addition of functional leadership (investigations, disruptive behaviour, HSR engagement, technical topics etc) will be continued and the workplan for this will be developed with the team by the new Manager Health, Safety and Operational Security and the SWS Leadership team members. As this is a new role the influence of the new manager will need to be factored into the delivery model. However, the whole HSOS team will be included when setting a new delivery model.</p> <p>Feedback showed that each of the HSS groups had similar health and safety base skills in which to build new capabilities upon. Many Senior Advisors and Leads look forward to the opportunity this presents.</p>

## Feedback themes and rationale

Feedback theme	Considerations/points	Our response and rationale
HSS <i>contd.</i>	Support renaming and moving the Capability and Facilities Analyst roles so they can support the whole directorate, not just specific teams.	Yes, to leverage and share current skills and knowledge.
General feedback that supports better clarification in multiple PD's	A range of considerations were offered that were about reviewing, widening, clarifying or including tasks or deliverables across PD's.	There were a range of suggestions, and these have been considered and where they are appropriate and add value, amendments have been made. The current project has neither the time nor budget to review and resize all SWS roles at this point. There will be work undertaken to further develop PDs once the Leadership team is in place and stakeholders from other business groups have been further consulted with.
Fleet	Retain the current role title of Manager Fleet rather than changing to Team Leader.	The role title will not be changed. Feedback indicated that Manager will be a better title for both peer and external relationship management.
Administration and Travel	Feedback that the Workplace Services as a sub-group, made up of administration, fleet and travel functions, means that the team name of Safety and Workplace Services does not encapsulate the Facilities and Commercial functions.	Agree - the role title of Manager Workplace Services has been changed to Manager Support Services, to avoid confusion.
Stakeholder feedback	Stakeholders like the Lead Advisor model proposed, with accountability and engagement sitting with the lead roles.	Lead Advisor HSS (portfolio) roles are to have their portfolios determined once the management roles are in place and the external review completed. These roles will respond to large portfolios of work or stakeholder engagement and may have wider coverage.  An additional Lead Advisor role has been added in place of one of the vacant Senior Advisor roles.

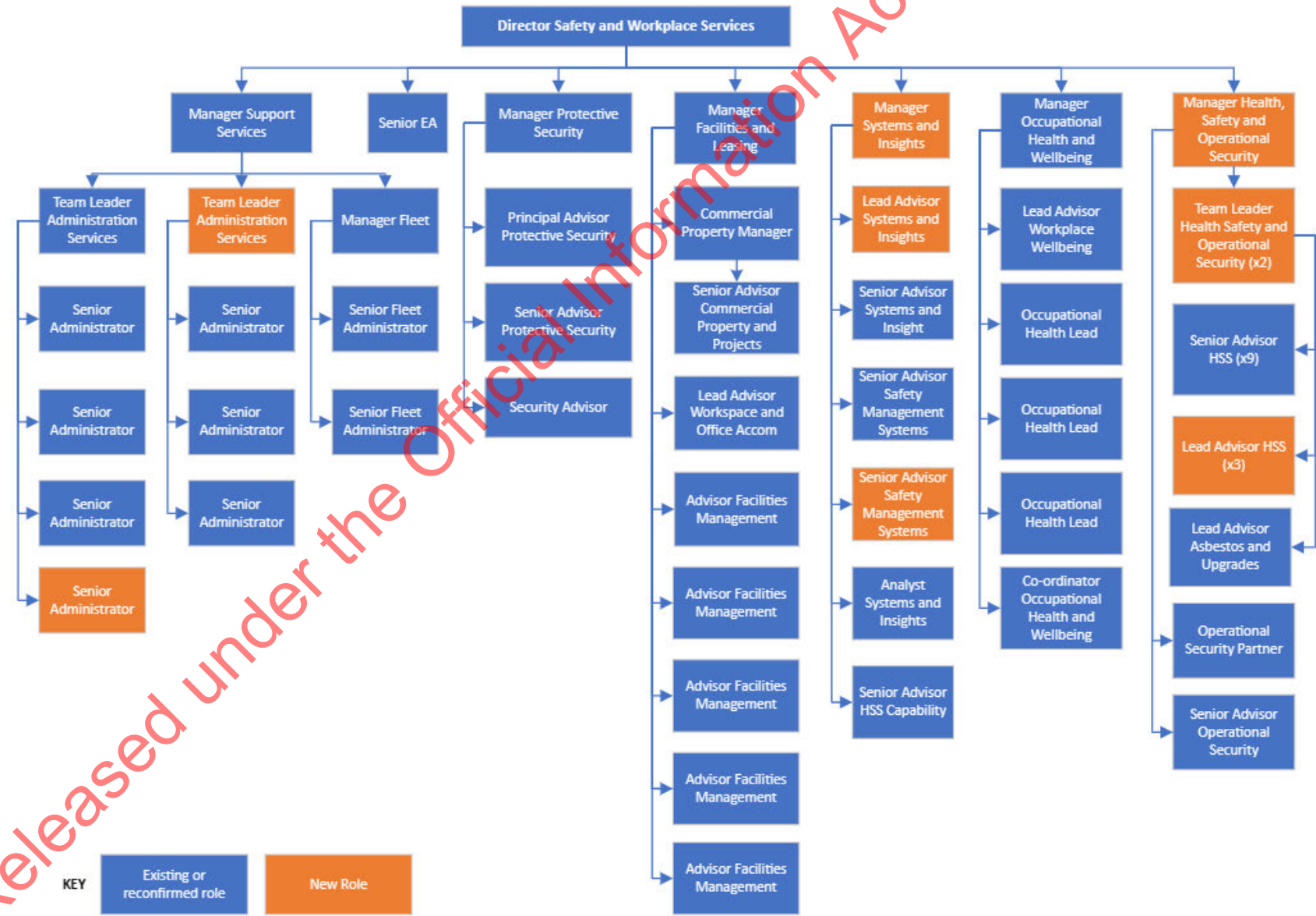
## SWS teams and their responsibilities

The following eight slides show the whole SWS team, individual teams, the roles, and includes an overview of the team responsibilities.

# New Safety and Workplace Services (SWS) structure

This chart sets out the confirmed future **Safety and Workplace Services (SWS)** team structures following the restructure.

The new structure will take effect from **Monday 1 July 2024**, and a period of transition and implementation will occur following the release of this document.



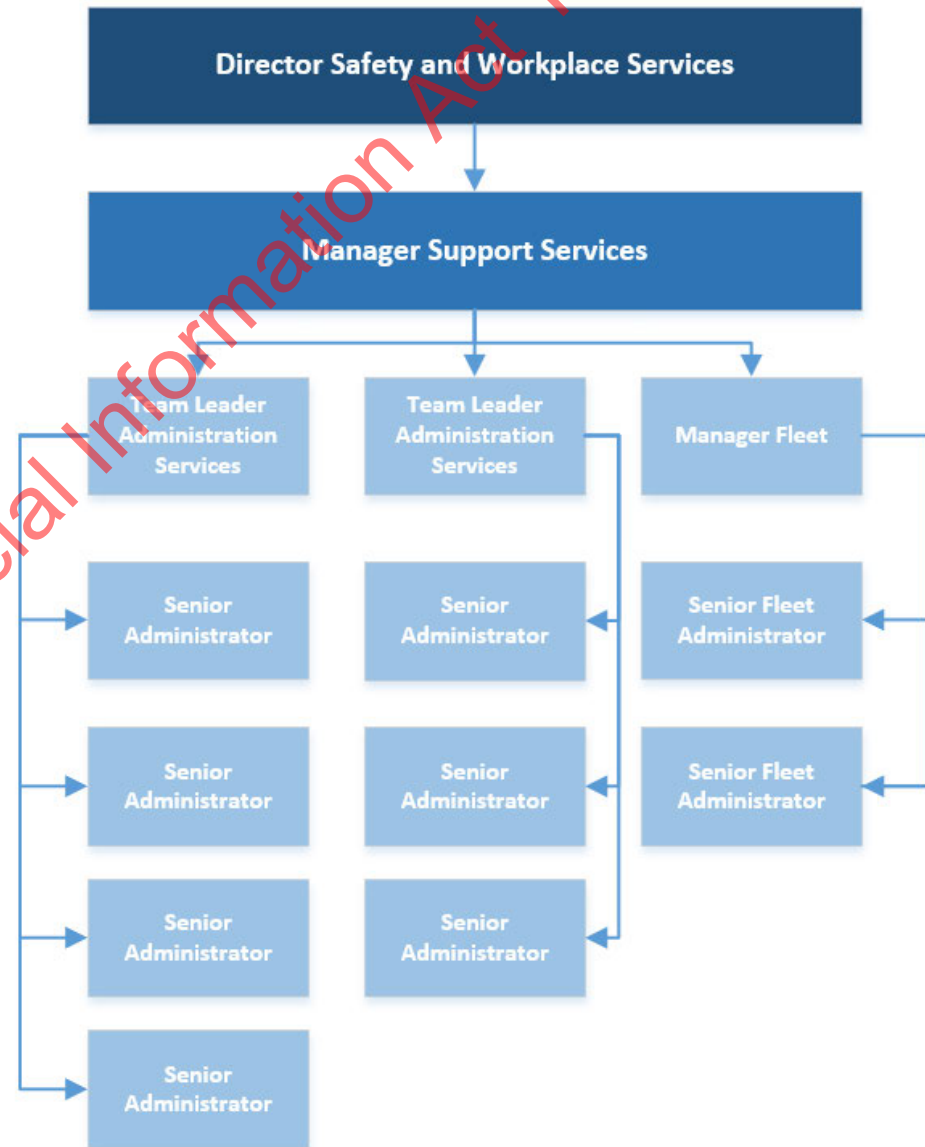
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## Support Services team

This team will manage all workplace administration, travel and fleet support services for Kāinga Ora.

Key Support Services responsibilities include relationships with our preferred suppliers and vendors such as Orbit, travel agencies, the airlines, rental car providers, plus office products suppliers, OfficeMax and cleaning contracts.

The Fleet team provides management and decision-making on sustainability and changes to the continued electrification of the Kāinga Ora fleet and creates processes and systems to support all business groups receiving these services.



## Protective Security team

The Protective Security team will deliver proactive enterprise level guidance on maintaining the appropriate balance between our operational requirements and the effective security standards of our office accommodation, residential complexes build sites and community based operational practices. The overall objective of this team is to improve the resilience of our organisational security in a constantly changing national threat landscape. This team will help Leaders meet their responsibilities for protecting Kāinga Ora and addressing security risks. Leading out the delivery of the Protective Security Requirements (PSR) Capability Maturity Assessment, Kāinga Ora security policies, Security Leadership Committee, security clearances and vetting processes are the basis of some of this team's work.



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## Facilities and Leasing team

The Facilities and Leasing team have responsibility for Kāinga Ora office portfolio, initiating and promoting co-locations with other agencies, participating in the wider government's property strategy, leading facilities moves and upgrades and ensuring the day-to-day running of this large accommodation portfolio. The Commercial Property team will continue to provide strategic direction on lease portfolios, negotiate leases, arrange building services, maintenance and property management services.



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## Systems and Insights team

This team will support all functions within SWS to collate, interpret and present data. It will manage the Critical Risk and Control Deep Dive Programme, dashboards and the SWS training development programme and capability framework. This team will be a full SWS resource, providing analysis of work service processes and performance, raising organisational capability and recommending system changes. This team will also focus on productivity and performance measures and efficiencies. Noggin ownership and improvement is a significant role, performance data trends, innovation and new thinking - especially around the insights we are seeing and how we need to collect and report in future. This team will bring the discrete data together to tell our story. The Manager role is currently being reviewed for scope and delivery.



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## Occupational Health and Wellbeing team

The Occupational Health and Wellbeing team have remained significantly unchanged in size and function. Whilst there was feedback that asked if the team was sized correctly for an organisation that was reducing, the fact that significant change is occurring currently across the wider organisation and potentially continuing over the next six months means it is not the right time to reduce resources in this team. The small change that has occurred is the introduction of the term 'occupational health' to better align the work that we need to focus on in a targeted work environment. We will be placing a greater focus on the impacts of potential harm to health from our work activities and those of our Contractor and Maintenance Partners.



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## Health, Safety and Operational Security team

This team will provide delivery of health, safety, and security initiatives within Kāinga Ora. This consolidated team provides alignment and national coverage of health, safety, and security practices. We will continue to develop and foster relationships and to be responsive to changing business needs. Where critical work is currently being undertaken that relies on current skills, knowledge, relationships or projects of work - this work will continue. Over time we will be looking to lift the capability (technical, leadership etc) of all team members to be able to address a wider range of health, safety, security and business needs as required. In future, we will recruit vacancies that fill gaps either in the team's skill base, location or address a specific business need. The Operational Security Partner will provide subject matter expertise to support personal safety and security activity. \*Teams reporting to Team Leads may vary in size based on how we respond to business need, locations and capabilities within each team.



## New SWS Roles

The following seven slides show each SWS role with a summary.

## New Safety and Workplace Services roles

Position title	Position summary
<b>Manager Systems and Insights</b>	<p>This new role will lead the Systems and Insights Team to support all functions within SWS to collate, understand and present data. It will also manage the Critical Risk and Control Deep Dive programme, dashboards and the SWS training development programme and capability framework. This team will need to be a full SWS resource, providing analysis of work service processes and performance, raising organisational capability and recommending system changes. This team will also focus on productivity and performance measures and efficiencies. This role leads Board and Regional reporting, business reporting and supports the Director in strategic performance of SWS.</p>
<b>Lead Advisor Systems and Insights</b>	<p>This new role would lead a programme of Deep Dives across SWS in relation to Critical Risk and Controls (employee and contractor) and Workplace Service processes supported by operational data. They will create improvement roadmaps in agreement with the Leadership team. They will seek innovation and keep abreast of new and developing insights.</p>
<b>Team Leader Administration Services (additional role) and a Senior Administrator</b>	<p>This additional TL role will support the distribution of the current workload associated with this portfolio including the introduction of travel management across the full administration team.</p> <p>A further Senior Administrator will respond to and support the work at 107 and 79 CGR.</p>

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## New roles *contd.*

Position title	Position summary
<b>Team Leader Health, Safety and Operational Security (x 2 FTE)</b>	<p>These new roles would organise and arrange teams to respond to HSS operational delivery. They will be subject matter experts providing leadership and guidance to implement the HSS framework. They will coordinate and monitor the consistency and quality of the advisory team members.</p> <p>Following feedback, geographical regions have been removed from these role names.</p>
<b>Senior Advisor Safety Management Systems (additional role)</b>	<p>This additional role would support a programme of Noggin improvements which would be prioritised by the Leadership team. They will focus on extracting and presenting data insights and provide BCP for Noggin ticket response and timely system maintenance.</p>
<b>Lead Advisor HSS (portfolios) (X 3 FTE)</b>	<p>These new roles will support and report to the Team Leaders Health, Safety and Operational Security. Using their subject matter expertise to coach and mentor while holding a specific operational delivery portfolios. The Lead Advisors may hold one or more portfolios that will respond to future business needs. Examples of portfolios may include TRC, LEAD Alliance, HDS, disruptive behaviour, investigations and HSR leadership.</p> <p>Following feedback, an additional role has been added, repurposed from a vacant Senior Advisor role.</p>
<b>Senior Advisor Protective Security</b>	<p>This new role will support the Principal Advisor Protective Security in progressing delivery of the PSR Roadmap priorities for the organisation. One of the existing Senior Security Advisors has been redeployed into this role.</p>
<b>Senior Advisor Operational Security</b>	<p>Redeployed one of the Senior Security Advisors into the Senior Advisor Operational Security role within the Health, Safety and Operational Security team. Based on proposal feedback, the role of a single security resource would not be adequate for the transfer of operational tasks from the PSR team.</p>
<b>Manager Health and Safety and Operational Security</b>	<p>This new role provides leadership and strategic direction for health, safety, and security initiatives within Kāinga Ora. This role is pivotal to consolidate the three previous teams to ensure the alignment and national coverage of health, safety, and security practices.</p>

## Disestablished roles

Role changes	Impact and rationale
<b>Manager National Workplace Health and Safety</b>	<b>Disestablished.</b> Consolidating three management roles into one, reducing duplication, silos and centralising stakeholder management.
<b>Manager Health and Safety Maintenance Programme</b>	<b>Disestablished.</b> Consolidating three management roles into one, reducing duplication, silos and centralising stakeholder management.
<b>Manager Health and Safety Construction</b>	<b>Disestablished.</b> Consolidating three management roles into one, reducing duplication, silos and centralising stakeholder management.
<b>Manager Technical Response</b>	<b>Disestablished.</b> Reframing role and purpose to more fully support all the functions across the SWS team. Bringing together roles that lead the reporting, analysis, capability and systems management.
<b>Manager Business Support</b>	<b>Disestablished.</b> To reduce duplication of management and leadership functions, To better integrate Workplace Service functions into the leadership group.
<b>Lead Advisor Health and Safety Construction and Civils (2x FTE)</b>	<b>Disestablished.</b> Reducing specialisation and silos the new structure has Team Leader and Lead Advisor generalist roles in which these roles will be ringfenced for.
<b>Lead Advisor Health and Safety Assurance</b>	<b>Disestablished.</b> Reducing specialisation and silos the new structure has Team Leader and Lead Advisor generalist roles in which these roles will be ringfenced for.
<b>Lead Advisor Health and Safety Contractor Capability and Performance</b>	<b>Disestablished.</b> Reducing specialisation and silos the new structure has Team Leader and Lead Advisor generalist roles in which these roles will be ringfenced for.

## Disestablished roles *contd.*

Role changes	Impact and rationale
<b>Lead Advisor Workplace Health and Safety</b>	<b>Disestablished.</b> Reducing specialisation and silos the new structure has Team Leader and Lead Advisor generalist roles in which these roles will be ringfenced for.
<b>Advisor Health and Safety (3x FTE – 2 currently vacant)</b>	<b>Disestablished.</b> Reducing layers of roles and concentrating on Senior Advisor level of support for the business.
<b>Advisor Facilities Management (1x FTE) Southern</b>	<b>Disestablished</b> 1 x FTE. Reducing the FTE to a single role as required for regional support.
<b>Coordinator Workplace Health and Safety (vacant)</b>	<b>Disestablished.</b> Role vacant and meets requirement for concentrating on Senior Advisor level of support for the business.
<b>Coordinator Safety Support and Wellbeing (2x FTE)</b>	<b>Disestablished.</b> Reduction in production of awareness materials and meets the requirement of concentrating on Senior Advisor level of support for the business.

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## Minor changes – position titles and reporting lines

Existing position	Outcome
Director Safety, Support and Wellbeing	Title change to <b>Director Safety and Workplace Services</b>
Manager Fleet	Reporting line change from <b>Manager Business Support</b> to <b>Manager Support Services</b> . Following feedback, the name of this role was not changed to <b>Team Leader Fleet</b> .
Manager Travel and Administration	Title change to <b>Manager Support Services</b> . This role name has been updated post feedback and was previously proposed as <b>Manager Workplace Services</b> . Reporting line change from <b>Manager Business Support</b> to <b>Director Safety and Workplace Services</b>
Manager Security	Title change to <b>Manager Protective Security</b>
Manager Commercial Property	Reporting line change from <b>Manager Business Support</b> to <b>Manager Facilities and Leasing</b>
Manager Special Projects	Title change to <b>Senior Advisor Commercial Property and Projects</b> Reporting line change from <b>Manager Business Support</b> to <b>Manager Commercial Property</b>
Administrator Analyst Fleet (2x FTE)	Title change to <b>Fleet Senior Administrator</b>
Construction Security Partner	Title change to <b>Operational Security Partner</b> Reporting line change from <b>Security Manager</b> to <b>Manager Health, Safety and Operational Security</b>
Manager Health and Wellbeing	Title change to <b>Manager Occupational Health and Wellbeing</b>
Coordinator Health and Wellbeing	Title change to <b>Coordinator Occupational Health and Wellbeing</b>
Manager Facilities and Leasing	Reporting line change from <b>Manager Business Support</b> to <b>Director Safety and Workplace Services</b>

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## Minor changes – position titles and reporting lines *contd.*

Existing Position	Outcome
Lead Advisor Asbestos and Upgrades	Reporting line change from <b>Manager H&amp;S Maintenance</b> to <b>Team Leader Health, Safety and Operational Security</b> .
Senior Advisor H&S (Construction, Maintenance or People) (9 x FTE)	Title change to <b>Senior Advisor Health, Safety and Security</b> Reporting line change from <b>Manager HS Construction, Maintenance and People</b> to <b>Team Leader Health, Safety &amp; Operational Security</b>
Senior Advisor Technical Response	Title change to <b>Senior Advisor Systems and Insights</b> reporting line change from <b>Manager Technical Response</b> to <b>Manager Systems and Insights</b>
Senior Advisor Workplace Health and Safety Capability	Title change to <b>Senior Advisor Health, Safety &amp; Security Capability</b>
Principal Advisor Security	Title Change to <b>Principal Advisor Protective Security</b>
Senior Advisor Safety Management Systems	Reporting line change from <b>Manager Technical Response</b> to <b>Manager Systems and Insights</b>
Administrator Analyst – Travel (vacant)	Repurpose role to <b>Team Leader Administration Services</b> Reporting line change to <b>Manager Support Services</b>
Team Leader Reception and Administration	Title change to <b>Team Leader Administration Services (Auckland)</b> Reporting line change from <b>Manager Travel and Administration</b> to <b>Manager Support Services</b> .
Senior Administrator CGR	Reporting line change from <b>Team Leader Reception and Administration</b> to <b>Team Leader Administration Services</b>
Receptionist/Administration Assistant CGR (2x FTE)	Title change to <b>Senior Administrator</b> Reporting line change from <b>Team Leader Reception and Administration</b> to <b>Team Leader Administration Services (Auckland/Northland)</b>

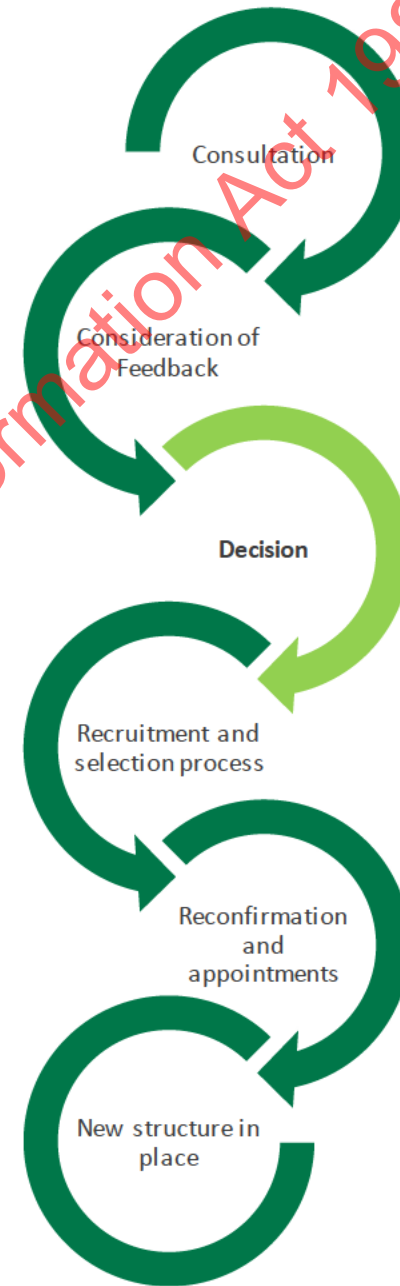
## Minor changes – position titles and reporting lines *contd.*

Existing Position	Outcome
Senior Administration Assistant 7WQ	Title change to <b>Senior Administrator</b> Reporting line change from <b>Team Leader Reception and Administration</b> to <b>Team Leader Administration Services (Central/Southern)</b>
Receptionist/Administration Assistant 7WQ	Title change to <b>Senior Administrator</b> Reporting line change from <b>Team Leader Reception and Administration</b> to <b>Team Leader Administration Services (Central/Southern)</b>
Analyst Facilities Management	Title change to <b>Analyst Systems and Insights</b> Reporting line change from <b>Manager Facilities and Leasing</b> to <b>Manager Systems and Insights</b>
Manager Special Projects	Title change to <b>Senior Advisor Commercial Property and Projects</b> Reporting line change to <b>Commercial Property Manager</b>

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# Change Process

The following change process is being followed.



# Redeployment and selection

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

For people on secondment, any impact to a position 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. A ringfence process means there are fewer roles required in the new structure and these people will have priority as an affected person. Only affected people will be eligible to participate in the redeployment expression of interest process.

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

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

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

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# Redeployment and selection definitions

## What is redeployment?

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

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

## What is the redeployment pool?

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

## What is a ring-fence selection pool?

Where there is a group of people whose positions would have been reconfirmed, except for the fact that there are more people than positions within the new structure, these people will be placed in a selection pool in which the available positions will be ring-fenced for those people only. In this situation a skills, knowledge and experience criteria selection process will be used, making sure the best suited person/people is/are reconfirmed. Kāinga Ora reserves the right to consider all eligible people for reconfirmation to a ring-fenced position, irrespective of whether they choose to participate in a selection process. A person who is appointed in the ring-fenced selection process 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. They will then be considered for other redeployment options or will be entitled to redundancy compensation if no redeployment option is identified.

# 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. This can include voluntary redundancy (VR), however if VR is not accepted a redeployment may occur to a suitable alternative position in accordance with our policy.
- 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 \(Eoi\) form](#).
- 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?

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.

## When can voluntary redundancy be applied for?

Voluntary redundancy applications can be made before, during or up to **15 May 2024**, following the consultation process.

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

If you are interested in applying, please contact the [PGC Realignment Team](#) **in confidence** for more information (please note that confidential enquiries can also be made to your Senior People Partner <sup>s9(2)(a)</sup> [REDACTED], before deciding to make an application for VR).

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

Consideration will be given to voluntary redundancy applications. These will be considered on a case-by-case basis and determined at the sole discretion of Kāinga Ora to maintain a balance of skills, experience, and knowledge in the workplace. Applicants may also elect to include relevant information in confidence about their personal circumstances for Kāinga Ora to consider in support of their application.

## Who will assess my application for voluntary redundancy?

Voluntary redundancy applications will be assessed by the GM People Governance and Capability.

A voluntary redundancy decision can be appealed in writing and will be reviewed by the GM PGC who will make a final decision.



# Support available

## 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).

## Timeframes

Activity	Indicative Dates
Recommended changes presented to CELG for approval	7 May, 2024
Announcement of decisions	9 May, 2024
Notices of confirmed status	9 May, 2024
Voluntary redundancy applications close	15 May, 2024
Expressions of Interest (Eoi) applications	13 – 23 May, 2024
Interviews, selection and redeployment (offers made throughout this period)	23 May – 14 June 2024
Notification of redundancy	From 14 June 2024
New structure effective	1 July, 2024