

5 October 2023

s9(2)(a)

Mālō 'e Ie lei s9(2)(a)

RESPONSE TO AN OFFICIAL INFORMATION ACT REQUEST (REF: DOIA017-2023/24)

On 7 September 2023, you contacted the Ministry for Pacific Peoples (the Ministry) requesting under the Official Information Act 1982 (OIA), information relating to internal restructures. I have outlined your specific requests and my responses to each below.

Please release all Consultation and Decision Documents that were generated and circulated between 1st July 2016 and 30th June 2021 as part of any restructure, reorganisation, or (dis)establishment of a team, business unit or directorate within the Ministry for Pacific Peoples. Please include any instances in which a restructure was planned and consulted on, but ultimately not actioned.

You will find attached the following documents that were generated and circulated between 1st July 2016 and 30th June 2021 as part of a planned restructure within the Ministry:

1. Proposal for change – May 2018
2. Final decision document – 13 July 2018
3. Building our fale – Proposal for Growth – 11 February 2021

You will find attached the following document generated and circulated after 30th June 2021 as part of a confirmed restructure with the Ministry.

4. Building our fale – Structure confirmation document for all staff – 20 July 2021

Some information has been withheld under s9(2)(a) of the OIA to protect the privacy of natural persons. I am satisfied that there are no other public interest considerations that render it desirable to make the information withheld under section 9 of the OIA available.

In line with standard OIA practice, the Ministry proactively publishes some of its responses to OIA requests. As such, this letter may be published on the Ministry for Pacific Peoples' website. Your personal details will be removed, and the Ministry will not publish any information that would identify you or your organisation.

Should you wish to discuss this response with us, please feel free to contact the Ministry at: oi_requests@mpp.govt.nz.

If you are dissatisfied with this response, you have the right, under section 28(3) of the OIA, to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Mālō 'aupito



Leatigaga Jason Tualima
Deputy Secretary,
Corporate Services



A proposal for change

This proposal for change is written for all staff at the Ministry for Pacific Peoples.

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If you need further clarification on anything after reading this change proposal, please send your questions to s9(2)(a) [REDACTED], the Ministry's General Manager, Capability Development (interim) via email at yourvoice2018@mpp.govt.nz

All questions and feedback will be treated in strict confidence. It would be appreciated if you could send your questions to s9(2)(a) [REDACTED] as you have them so that she can provide answers to help you inform your submission.

May 2018

RELEASED UNDER THE OFFICIAL INFORMATION ACT 1982

1 A letter to all staff

They say that if you love your job you'll never have a problem getting out of bed in the morning. It's an old saying but it's true. It's also exactly how I've felt from the very first day I started as Chief Executive. I've felt that way because, of course, I believe in our mission and because I believe in you — my colleagues and fellow workers. They say it's people who make a workplace and I have found that to be true here at the Ministry.

We are a small ministry, but I believe that's why we operate so successfully. Rather than being a large impersonal organisation, we function more as a family. At least that's how I like to see it. But because we are a small ministry, in some ways, we face greater challenges than larger government agencies. Most obviously, we face the challenge of scale. We're small but we serve a large, diverse and growing community.

Our mission is to be recognised as the “centre of intelligence for what works for Pacific peoples.”

I'm immensely proud of what we have achieved in working towards that. But there is still much to be done. We need to continue to build our capabilities and to review our strategies. I know you have the passion and commitment to do this. I see it every day.

Delivering on our mission also means that we must be ready to adapt and change the way we operate. This document outlines my vision of how we can better organise ourselves to meet the challenges we face. How we can more effectively channel the voice of our Pacific communities and ensure that it is heard at the very heart of Government.

This is something I can't do alone. I need your input and guidance too.

Please take the time to fully review my proposed changes to our current structure and way of working. I'm interested in what you think about the changes. Both the positive and the negative. Your thoughts about what will and what won't work. What needs to be changed and what doesn't.

All your feedback will be carefully considered before a final decision is made.

I also appreciate that the prospect of change can be unsettling. That's why I want to promptly allay any fears any of you may have about the nature of the changes we are considering. If you have concerns, please don't hesitate to raise these with your manager. They are there to help. I am also ready to discuss any concerns at first hand should you wish to do so.

Meanwhile, I look forward to hearing your feedback and ideas about the proposed changes and delivering a better way of working for us all.

Mac Leauanae

**Chief Executive
Ministry for Pacific Peoples**

2 Background, current issues and the proposed future state

Background

In 2014 the Ministry underwent a significant shift in its operating model with emphasis on being more accessible to our communities to better inform our policy advice to government partners. Significant work was completed to support a more agile, flexible and technologically enabled workforce. Our teams are now better resourced and equipped with the necessary tools to engage our communities and stakeholders from any location and at any time. We are a truly mobile workforce.

To further understand how the Ministry could position itself to meet the challenges of the future, a Performance Improvement Framework (PIF) review was commissioned by the Ministry and completed in May 2017. The review highlighted a further need to sharpen our focus to fulfil our system leadership role as the “centre of intelligence for Pacific solutions”. To do this, the PIF recommended that we position our work in three focal areas. These are:

- Research – being responsible for bringing together relevant, expert research that will position MPP to influence policy across government
- Convene – leading conversations on what works for Pacific communities, based on and supported by research and analysis
- Deliver – working collaboratively with others to see that solutions that work are implemented

Much progress has been made since the PIF was completed. We have increased the capacity in our policy and research function and capability in the team has improved markedly, with some of our partners acknowledging the value add of our advice in support of their work. We have also pursued successful collaborations with other agencies on some of our flagship programmes. Our recent Gallup staff engagement results are also encouraging and reflect a significant and steady shift in staff morale.

However, we are yet to effectively utilise the community intelligence we receive or how our regional and policy teams work together to ensure the diverse voices of Pacific peoples inform advice to government partners. We need to better articulate our story through the right channels as our communities and stakeholders are unclear of our vision and value add. We must further build and leverage relationships within the system to support our work and enable efficiencies in our operations.

Overcoming the challenges above, and others are key to us fulfilling our system leadership role. The PIF acknowledges that our challenge and more importantly the responsibility to effect positive change for Pacific peoples is not ours alone to carry. It is a system responsibility, but requires a visible, credible and system influencing MPP.

Informed by the recent reviews and considering the tremendous progress made to date, there is now an opportunity to relook at how our functions, capacity and capability can be organised to better support our direction in this next exciting phase.

Current and proposed future state

The Ministry’s limited resources require us to reassess the mix of capacity and capability needed to support us in this new phase. Our aim through the proposed changes in this document are to achieve these core objectives:

- Further respond to the PIF and communications review recommendations to enable the Ministry to fulfil its system leadership role
- Create an agile and connected organisation that is more responsive to our changing environment
- Increasing alignment and coordination of corporate functions to more effectively support the needs of the Ministry in smarter and more collaborative ways
- Increasing programme coordination and support and community facing capacity in the regional partnerships function to streamline and target community engagement delivery.

The following statements articulate in more detail about what I believe our current state to be, based on the outcomes of the PIF and communications review, and the proposed future state we seek.

Current state	Proposed Future state
MPP is positioning itself to be an influential systems leader across government. Yet, we are not known or valued for being the voice for Pacific. We are working hard to show the essential role we play in promoting the voice of Pacific communities.	<p>MPP provides a coordinated, cohesive and authentic voice for Pacific that enables us to influence and promote our value across the public sector</p> <p>MPP has strong connections with Pacific Advisors in other Government agencies and are viewed as valuable partners promoting ‘one voice’</p>
Pacific and wider stakeholders are unclear of how we add value and how it effects positive changes for Pacific peoples in New Zealand	<p>Our communications are a strategic lever that enables us to influence and promote our value across the public sector</p> <p>Pacific communities have visibility and acknowledge our work and how it effects positive change for them</p> <p>Our communication enables us to leverage our stakeholders to support our vision and goals</p>
We have completed a rebuild of our business support functions and have provided new tools and resources for a mobile workforce. However, we are yet to fully embed practices and processes to leverage the investment we’ve made in these areas	<p>Our business support functions enable operational excellence and efficiencies through a focus on system and process improvements</p> <p>Our business support functions partner and collaborate with managers and teams to better understand the needs, and then coordinate appropriate and responsive support and resources</p>

Current state	Proposed Future state
	We fully utilise opportunities for shared services where these are practicable and make sense for us
We are a family but can feel disconnected around the priorities of the Ministry, and we are not always able to contribute our best	<p>Our environment makes our people feel connected, supported, and able to perform at their best</p> <p>The goals are clear, and people know what are expected of them</p>
We engage with a diverse range of stakeholders but lack an understanding of their importance in supporting our strategic objectives, and policy agenda and advice	<p>Our regional engagements are targeted and focused on informing the Ministry's policy agenda and advice</p> <p>Relationships are strong and enduring and can be easily activated with the appropriate level of resources, capability and support</p>

Working towards achieving the desired future state, through the development of a new organisational structure, will allow the Ministry to serve its Pacific communities, provide robust policy advice and achieve the vision of Successful Pacific Peoples.

3 The case for change

There have been several significant changes over the past year: a change in Government bringing with it new Ministers; a new Chief Executive; and movement in key leadership positions with the departure of the Deputy Chief Executive, General Manager Capability Development, and Chief Advisor Communications, Media and Marketing.

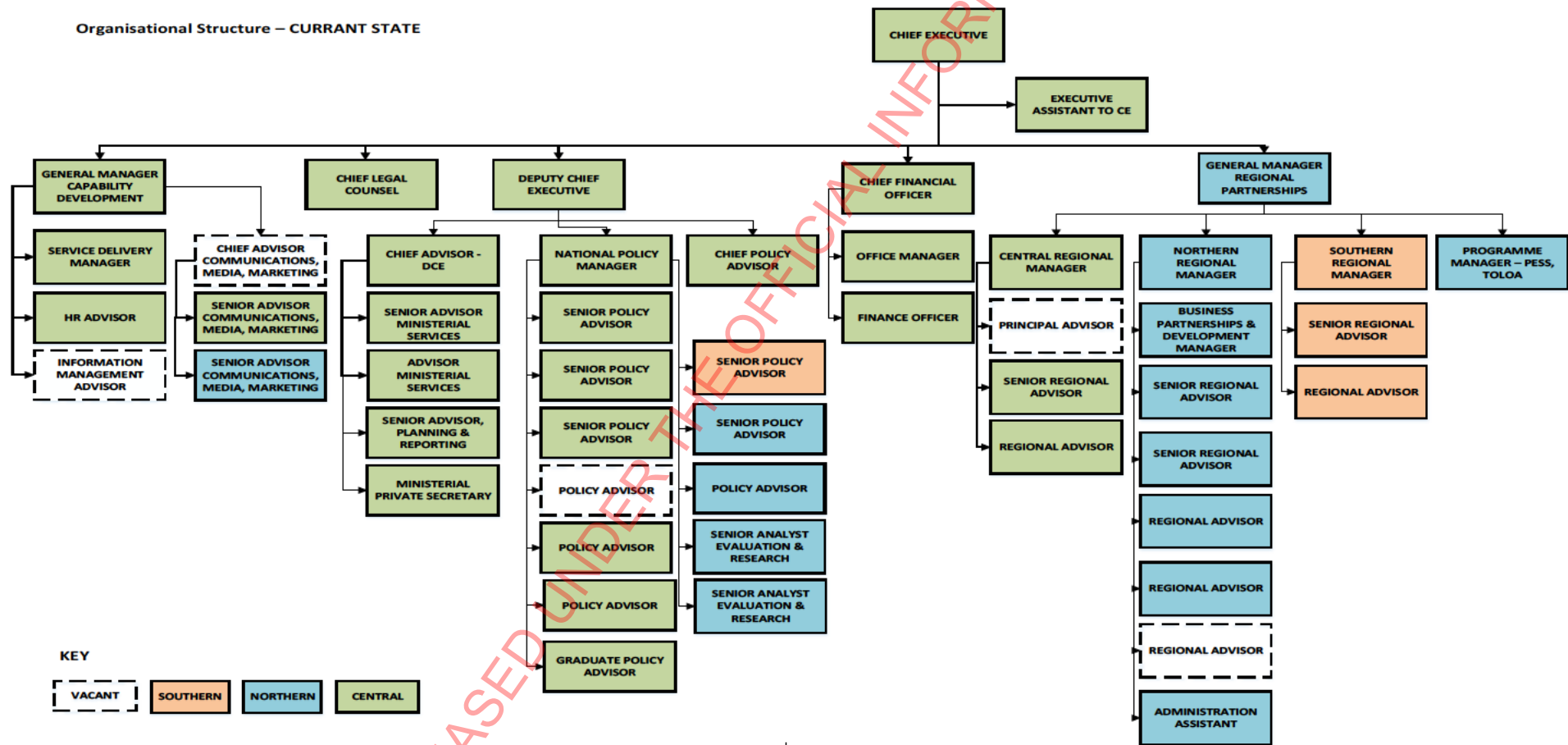
This new working environment provides an opportunity for us to look again at how we organise ourselves and how we want to work. I consider a flatter structure will allow for greater connectedness and ensure that we're all on the same page. It will also provide greater clarity across key responsibilities, better cohesion and improved support for the work we do. This will all help achieve our desired state — being a more agile, responsive and connected Ministry.

The outcome of these proposed changes will be to position MPP as a system-leader with the capacity to influence all of Government and deliver positive change for the Pacific communities we serve.

4 Current and proposed structures

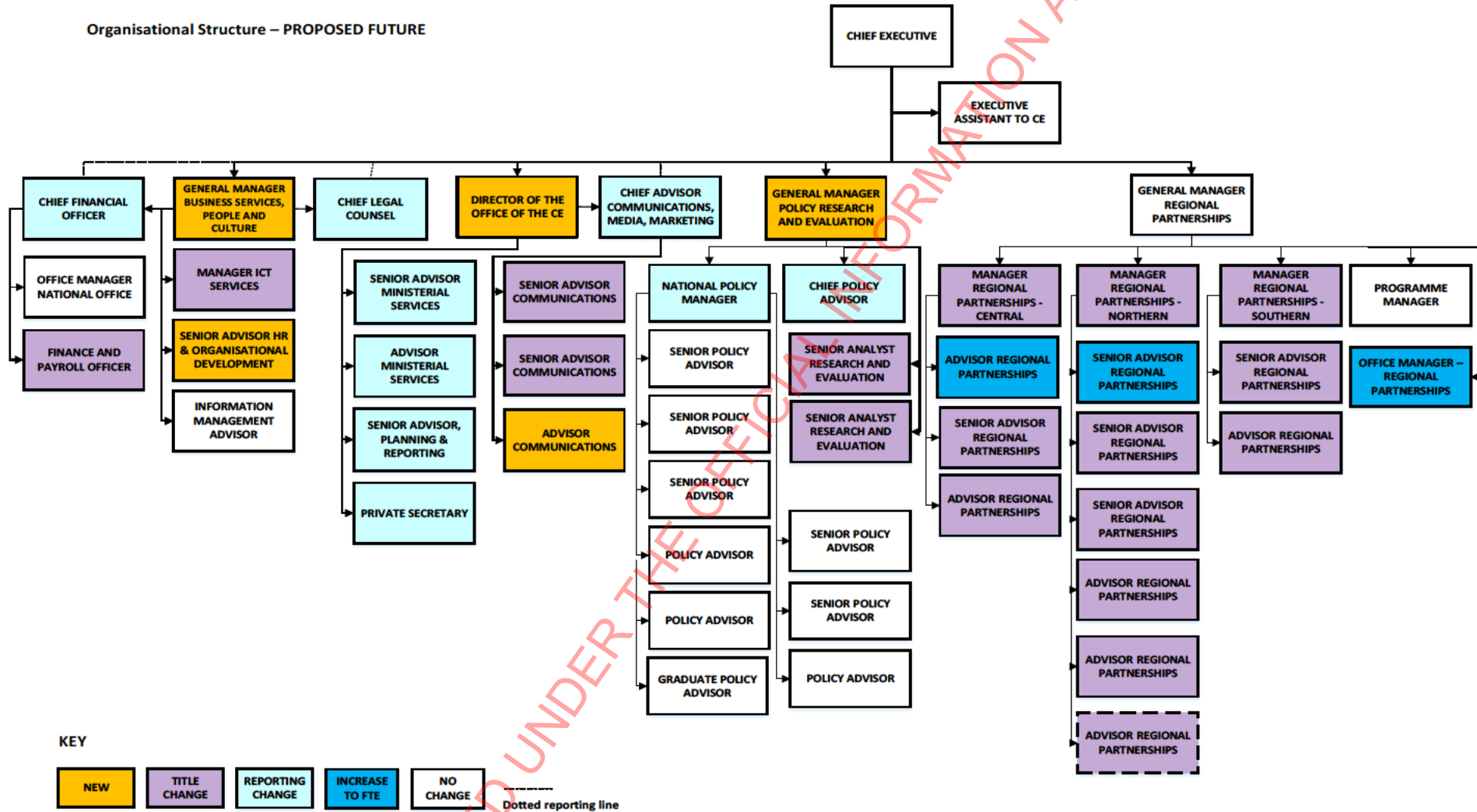
The Ministry is currently organised around three directorates: Regional Partnerships, a DCE Group which includes Policy and Research, Ministerial and Legal Services, and a Corporate Group including Finance (Property and Procurement) and Capability Development (HR, IT, Information Management and Communications).

The following organisational chart details the **current structure** and positions as at May 2018.



The organisational chart below shows how the proposed future Ministry could be organised under this change proposal. Detail and rationale for the potential impact is provided in subsequent sections 5, 6 and 7.

Organisational Structure – PROPOSED FUTURE



The change proposal

While the proposal outlines a similar number of staff to the Ministry's current numbers, it proposes a significant shift in the level of capability expected from the newly proposed positions.

In summary, the proposed changes include:

- Creating a General Manager Policy, Research and Evaluation position to continue to strengthen our influence with external facing government partners and lead the critical work of policy, research and evaluation
- Establishing an Office of the Chief Executive and a Director of the Office to provide organisational wide strategic advice to the CE and oversee Ministerial Services and the Communications function
- Elevating the communications function to have a dotted reporting line¹ to the Chief Executive reflecting an increase in the strategic capability needed in the function
- Enhancing the alignment of support and compliance functions by bringing Finance, Legal Services, ICT, Information management, and Human Resources together under one General Manager, Business Services, People and Culture
- Boosting the Regional Partnerships function with increased community engagement capacity, and coordination support.

Under this change proposal, the following positions are proposed as **disestablished**:

- Deputy Chief Executive
- Chief Advisor to the DCE
- General Manager, Capability Development
- HR Advisor
- Principal Advisor, Central Region
- Business Partnerships and Development Manager, Northern Region
- Administration Assistant, Northern Region

The following new positions are proposed as **established**:

- Director of the Office of the Chief Executive
- General Manager, Policy, Research and Evaluation
- General Manager, Business Services, People and Culture
- Senior Advisor, Human Resources & Organisational Development
- Advisor, Communications (Events)

¹ The roles with a dotted reporting line to the Chief Executive will contribute to Tautua and participate in decisions. Day to day operational work will come under the reporting manager's domain.

The following established positions will **increase** by one FTE:

- Office Manager based in Auckland (from one to two)
- Senior Advisor, Regional Partnerships based in Auckland
- Advisor, Regional Partnerships based in Central

The following established positions will **decrease** by one FTE:

- Policy Advisor, National Office (currently vacant)

Purpose statements for all affected roles and draft position descriptions for all new roles have been included to help you understand the proposed purpose, accountabilities and connections. Staff will have an opportunity to comment on draft position descriptions as part of this consultation.

The table below provides current and proposed staff numbers by location:

Location	Current FTE	Proposed FTE
Auckland	15	15
Wellington (including Central Regional Team)	31	31
Christchurch	4	4
Total	50	50

5 Description of function and rationale

5.1 Directorate – Policy, Research and Evaluation

While we have built our capacity and capability in this area we need to continue to drive collaboration across government, and lead conversations on what works for Pacific peoples. This must be based on sound research and analysis and connect with those we want to influence. I consider this function would benefit from having a General Manager leading this critical work as we hone our contribution and commitment to the government priorities.

The proposed **General Manager Policy, Research and Evaluation** will be responsible for the strategic integration and leadership across, Policy, Research and Evaluation. Our research and evaluation unit will report directly to the GM Policy, Research and Evaluation.

Under this proposal the National Policy Manager will continue to lead the Policy function for the Ministry and report to the GM Policy, Research and Evaluation, alongside the Chief Policy Advisor who will continue to provide technical and strategic policy advice.

5.2 Directorate - Regional Partnerships

Our Regional Partnerships team build strong connections in our communities, gathering valuable intel to ensure the voice of Pacific peoples is heard. To ensure this intelligence is focussed to enable the Ministry's priorities, I believe we need a more targeted model of engagement, and the capability and capacity to achieve this.

The Ministry's focus over the next few years will require resourcing to support community engagement and policy development to advance the Pacific vision and language and culture work. There will be an increasing focus on the Ministry supporting other agencies driving social outcomes for Pacific people, reflective of the Government's policy agenda. This significant shift requires the Ministry to relook at its capability and capacity to ensure it is focused on these core areas of work going forward.

Reflecting this shift, it is proposed that the **Business Partnerships and Development Manager** role be disestablished and replaced by another Senior Advisor Regional Partnerships position to support the need for more capacity in this area. The Ministry will continue to support Pacific economic goals through its business development non-departmental appropriation, and advising where required on the Pacific economic, business and trade work underway with key partners such as MBIE, Treasury and MFAT.

Similarly, the need for the **Principal Advisor** role in Central region is outweighed by the need to have another regional advisor focussing on our regional community engagements and advancing our new priorities. The Principal Advisor role is proposed to be disestablished and replaced by an Advisor, Regional Partnerships.

Due to the growing programme coordination, administration and wellbeing needs of the Regional Partnerships team across the country, it is proposed that the **Administration Assistant** role be disestablished and replaced by an **Office Manager, Regional Partnerships** based in Auckland. This proposed role will resemble the position duties of the Office Manager, National Office and report to the GM Regional Partnerships.

Finally, to better reflect the partnership aspect of our community facing regional roles, it is proposed that we retitle the following positions from:

- ❖ Regional Manager to **Manager, Regional Partnerships** (Northern, Central or Southern)
- ❖ Regional Advisor to **Advisor, Regional Partnerships**
- ❖ Senior Regional Advisor to **Senior Advisor, Regional Partnerships**

5.3 Directorate - Office of the Chief Executive

The proposed establishment of the **Office of the Chief Executive** will provide strategic advice and support to the Chief Executive, bringing together under a **Director of the Office of the Chief Executive** both Ministerial Services and the Communications team.

The primary purpose of the proposed **Director of the Office of the Chief Executive** is to provide direct support and strategic advice to the CE to execute the broader system leadership responsibilities and advise on cross organisational issues. This role will act as a key liaison point for Ministers, agencies and other government departments, and will be responsible for leading the Office of the Chief Executive.

Ministerial Services

It is proposed that the Ministerial Services function form part of the Office of the Chief Executive and report directly to the Director of the Office of the CE. All other aspects of the Ministerial Services function remain the same.

Communications

It is proposed that the communications function sit in the Office of the Chief Executive providing expert communications strategy, advice and support internally and externally. Communications is a critical lever for connecting and engaging with our communities and partners in meaningful ways so that they value and support our goals and can connect with the Ministry's vision and purpose.

It was recommended in the communications review that we elevate the **Chief Advisor Communications, Media and Marketing** role to the leadership table. For this reason, it is proposed that this role have a dotted reporting line¹ to the Chief Executive reflecting the need to have greater strategic capability in the function. This will ensure the communications function sits at Tautua and is aligned with the goals of the Ministry and delivers the necessary policies and procedures to strengthen our internal and external stakeholder relationships.

It is proposed a review of the current job description for Chief Advisor Communications, Media and Marketing will reflect the functional needs identified in the communications review.

It is proposed that the current Senior Communications, Media and Marketing Advisor position be retitled to **Senior Communications Advisor** to allow this role to cover generalist through to specialist communication functions such as social media, media management and government communications depending on the business need.

It is also proposed a review of the current job description for this position will align with the Chief Advisor Communications, Media and Marketing position, reflecting the recommendations made in the communications review.

Events is something the Ministry is known for yet the capability and resources to deliver excellence has come at a cost to our people. It is proposed that an **Advisor, Communications** be responsible for supporting the planning, communicating, coordinating and reporting on the Ministry's external events. This role will work closely with Regional Partnerships while remaining centrally connected as part of the communications team and will take on other communications duties when events are not taking precedence.

5.4 Directorate - Business Services Group

The Ministry places great value and importance on its unique culture and ability to serve its partners and communities. To do this effectively the Ministry needs a well-run, coordinated and proactive business services function with a strong focus on continuous improvement, organisational development and culture.

It is proposed that the corporate functions of the Ministry including Finance and Legal Services be brought together under the Business Services umbrella led by the **General Manager, Business Services, People and Culture**. This will ensure our business support services are better integrated and strategically aligned to enable our people to work more efficiently and effectively and feel better supported daily.

Finance

The Finance function is managed by the Chief Financial Officer who is responsible for the Ministry's finance policies, systems and processes, business reporting cycle, and includes property, procurement and some office management responsibilities.

It is proposed that the **Chief Financial Officer** report to the GM Business Services, People and Culture and have a dotted reporting line¹ to the Chief Executive to ensure the financial position of the Ministry is clearly aligned with its strategic priorities.

It is proposed that the Finance Officer position change its job title to **Finance and Payroll Officer** to better reflect the dual nature of the role. This role will continue to report to the CFO.

It is also proposed that the current **Office Manager** job description be reviewed to include administration support for managers with procurement and contract management responsibilities. Under this proposal, the **Office Manager, National Office** will continue to report to the CFO. While the proposed Office Manager, Regional Partnerships will report to the GM Regional Partnerships.

Additional finance support may be sourced temporarily from time-to-time as agreed with the General Manager Business Services, People and Culture.

Legal Services

The Legal Services function ensures the smooth provision of day to day legal advisory services, developing legal advice in line with the Ministry's strategic direction and mitigating legal risk.

It is proposed that the **Chief Legal Counsel** position have a dotted reporting line¹ to the Chief Executive, and report to the GM Business Services, People and Culture. This proposed change is to reflect the bringing together of the business advisory and compliance functions of the business.

Information Management

This area will continue to manage information services that meet the current and future needs of the Ministry and have an emphasis on information privacy to ensure the Ministry meets its legislative and protective security requirements. This role is currently vacant.

Human Resources

A slight change is proposed in the HR function with the elevation of the current HR Advisor position to a **Senior Advisor, Human Resources & Organisational Development**. I consider a capability lift is needed to provide full HR support to the business through an experienced Senior HR generalist who also has a strong organisational development focus.

I consider this change will allow the General Manager Business Services, People and Culture to focus on the leadership, direction and integration of the business services group while being supported to continue to develop the Ministry's organisational culture and talent internally and externally.

Information Technology

Post the rebuild of our IT infrastructure, this function is in a phase of system and process improvement. An increasingly important part of this function is the protection of our systems, ensuring the procurement of ICT solutions are fit for purpose, and we have the technology to help us do our jobs now and in the future.

We continue to work with approved IT partners to deliver our infrastructure support and will source additional strategic advice to inform the Ministry's ICT roadmap as required.

A change of title from Service Delivery Manager to **Manager, ICT Services** is proposed to better reflect the internal and external relationship management responsibilities of this role to deliver results and service to the business.

As our ICT systems and processes mature this role is likely to move towards a more operational and technical support role.

5.6 The proposed positions

Position	Reporting to	Location	Proposed Purpose Statement	Status
Director of the Office of the Chief Executive	Chief Executive	Wellington	Primary purpose of this role is to support the CE to lead MPP and execute the broader system leadership responsibilities. This role will act as a key liaison point for Ministers, agencies and other government departments and will advise the CE on cross organisational issues. This role will also be responsible for leading the Ministerial Services and Communications teams.	New position
General Manager, Policy, Research and Evaluation	Chief Executive	Wellington	Responsible for the integration and leadership across, Policy, Evaluation and Research. This role will drive collaboration and co design across government.	New position
General Manager, Business Services, People and Culture	Chief Executive	Wellington	Responsible for the strategic and operational management of the business advisory services group (Finance, Legal Services, ICT, Information Management, and HR) with a strong focus on organisational culture and talent.	New position
Senior Advisor, Human Resources & Organisational Development	General Manager, Business Services, People and Culture	Wellington	Provides generalist Human Resources advice and support to people managers across the employee lifecycle. Supports the GM BSPC with developing organisational culture and talent.	New position
Advisor, Communications	Chief Advisor Communications, Media and Marketing	Wellington	Responsible for planning, communicating, coordinating and reporting on all external Ministry events. This role will work closely with Regional Partnerships and sit within the Communications team.	New position
Office Manager, Regional Partnerships	GMRP	Auckland	As per the current Office Manager position but based in Auckland including executive support to GMRP	Increase FTE by one
Senior Advisor, Regional Partnerships - Northern	Manager Regional Partnerships – Northern	Auckland	As per the current Senior Regional Advisor role	Increase FTE by one
Advisor, Regional Partnerships - Central	Manager Regional Partnerships – Central	Wellington	As per the current Advisor Regional Partnerships role	Increase FTE by one

6 Proposed Timeframes and Submissions

6.1 Proposed timeframe

Start	End	Description
29 th May		Proposed structure announced Staff consultation period commences
13 th June by 12 noon		Staff consultation period ends
13 th June	20 th June	Feedback on proposed structure, and selection criteria for new positions to be considered and any updates to be made
21 st June		<i>[Subject to consultation feedback]</i> Confirmation of new structure Notice of disestablishment provided to affected position holders and notice of reconfirmation options
Week commencing 25 th June		Assessment of reassignment options for affected positions and expressions of interests for new roles from affected staff Assessment of redeployment options for affected staff
29 th June – 2 nd July		Appointment to positions and confirmation of transitional structure Notice of termination (by reason of redundancy) issued to affected staff who have not been placed in new positions Internal/external advertising and selection process commences for unfilled positions
1 st August		'Go-live,' transition to the new structure commences Review of appointments period (10 days)

6.2 Making a submission

All staff feedback, comments and suggestions are welcome and encouraged on any or all parts of the proposal. The staff consultation period runs from **Tuesday 29th May 2018 until Wednesday 13th June 2018**. That means staff have until Wednesday 13^h June 2018 at 12 noon to send in their submission on this proposal and the draft job descriptions.

Please remember this is a proposal, and no decisions on its outcome have been made. Your feedback is encouraged on all aspects of the proposed organisational structure and timeline.

Overall the potential impacts of the proposed changes range from a job title changing through to a position being disestablished.

If you need further clarification on anything after reading this proposal, please send your questions to **s9(2)(a)** GM Capability Development, via email: yourvoice2018@mpp.govt.nz Please include Change Proposal in your email subject heading. All questions and feedback will be treated in strict confidence.

While it might take a few days to get answers to your questions, if there are common questions and answers they will be posted on Vakapuna (without identifying the sender). It would be good if you could send your questions to the GM Capability Development via yourvoice2018@mpp.govt.nz early in the consultation period so that she can provide answers to help you inform your submission.

Support available

A number of support options are available to you including your manager, colleagues, union organiser, pastor, family, friends and via the Employee Assistance Programme **0800 327 669**. If you think you need support or assistance, please seek out one or more of these. Please also be empathetic towards your colleagues – they may also be potentially affected because of these proposed changes and may be processing things in different ways.

For any staff member who is a member of the PSA, organiser **s9(2)(a)** is available to discuss any issues or questions you have. She can be contacted on **s9(2)(a)**

7 Proposed transition and implementation process

7.1 Process overview

Following confirmation of the new structure and any roles to be disestablished, the reconfirmation, reassignment, redeployment and recruitment processes for new positions will begin.

Reconfirmation and reassignment processes will begin immediately and likely finish by Friday 29th June 2018.

7.2 Appointments

Subject to the proposed structure being confirmed in its current form, new roles to be appointed would include:

- ❖ Director of the Office of the Chief Executive
- ❖ General Manager, Policy, Research and Evaluation
- ❖ General Manager, Business Services, People and Culture
- ❖ Advisor, Communications (events)
- ❖ Senior Advisor, Human Resources and Organisational Development

Current vacancies to be filled at the same time include:

- ❖ Chief Advisor, Communications, Media and Marketing

7.3 Reconfirmation

Where a position is the same or nearly the same as your current position and you are the only person who can be reconfirmed into that position, you will be reconfirmed to that position. If there is a reconfirmation option available to you in the new structure, you will be advised of this when the final decision on the structure is released.

Reconfirmation will not require a contestable selection process where there is one position and only one person is suitable for reconfirmation into that position (or where there are an equal number of positions and people). Where there are fewer positions in the new structure than there are people, reconfirmation will take place through a contestable selection process. The proposed selection criteria are set out below.

7.4 Reassignment

Reassignment may occur where a staff member is assessed as being suited to a position in the new structure taking into account the person's competencies (technical and behavioural), experience, and qualifications. Expressions of interest will be sought from individuals, and they will be asked to provide relevant information, so an assessment of suitability can be made. Reassignment will occur by way of a contestable process where more than one person indicates interest in the position, in accordance with the proposed selection criteria.

7.5 Redeployment

Where there are no suitable reconfirmation or reassignment options, appropriate redeployment options will be considered for affected staff (these are suitable roles the affected employee could do with some training and support).

7.6 Recruitment to new positions

Where any proposed roles are new and significantly different from the existing roles, none will be subject to reconfirmation. After assessment of any potential reassignment and redeployment options, all new positions that have not been filled will be advertised internally and externally. I welcome applications from current Ministry staff.

7.7 Selection process

It is proposed that selection into new and contestable positions will occur by way of panel interviews following a written expression of interest from affected staff.

The following criteria are proposed as the basis for selection into new and contestable positions:

- Competencies (technical and behavioural), experience, and qualification, as indicated in the position description;
- Past performance; and
- Understanding of and commitment to the new focus and direction of the organisation; and
- Organisational fit.

Affected staff members who cannot be placed through these processes will have the opportunity to be considered for redeployment. In the event that an affected staff member is not offered reconfirmation, reassignment, or is not redeployed, their employment will come to an end by reason of redundancy and outplacement support will be provided.

7.7 Offer of Suitable Alternative Position

Where an employee is offered, but refuses, a suitable alternative position they will not be entitled to payment of redundancy compensation. A suitable alternative position is one that is offered on comparable terms and conditions, whether within MPP or the wider State Services.

7.8 Voluntary redundancy

Expressions of interest for voluntary redundancy may be submitted following confirmation of the new structure. There is no guarantee that such requests will be granted. Criteria for prioritising 'voluntary redundancy expressions of interest' will include:

- Alignment of the request to confirmed organisational structure changes
- Opportunities to disestablish positions not otherwise identified in the proposed change
- All other options to avoid redundancy have been considered.

8 Summary of potential impacts by position

This section provides a list of all current positions and the potential impact of this proposal. Against each position we have provided the potential impact to the position holder.

All proposed new positions have been listed in a separate table below.

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Position title	Status	Directorate	Current manager	Location	Potential impact	Proposed future position	Proposed future manager
Chief Executive	Current	Executive Team	Head of State Services	Wellington	Not impacted	N/A	N/A
Executive Assistant	Current	Executive Team	Chief Executive	Wellington	Not impacted	N/A	N/A
DCE	Current	Executive Team	Chief Executive	Wellington	Disestablish	Director of the Office of the CE	Chief Executive
General Manager Capability Development	Current	Executive Team	Chief Executive	Wellington	Disestablish	General Manager, Business Services, People and Culture	Chief Executive
General Manager Regional Partnerships	Current	Executive Team	Chief Executive	Wellington	Not impacted	N/A	N/A
Chief Financial Officer	Current	Executive Team	Chief Executive	Wellington	Reporting line change	Chief Financial Officer	GM Business Services, People and Culture
Chief Legal Counsel	Current	Executive Team	Chief Executive	Wellington	Reporting line change	Chief Legal Counsel	GM Business Services, People and Culture
Chief Advisor to the DCE	Current	DCE Group	DCE	Wellington	Disestablish	N/A	N/A
National Policy Manager	Current	DCE Group	DCE	Wellington	Reporting line change	National Policy Manager	General Manager, Policy, Research and Evaluation
Chief Policy Advisor	Current	DCE Group	DCE	Wellington	Reporting line change	Chief Policy Advisor	General Manager, Policy, Research and Evaluation
Senior Policy Advisor	Current	Policy and Research	National Policy Manager	Various – Wellington, Auckland and Christchurch	Not impacted	N/A	N/A
Policy Advisor	Current	Policy and Research	National Policy Manager	Various	Not impacted	N/A	N/A
Graduate Policy Advisor	Current	Policy and Research	National Policy Manager	Wellington	Not impacted	N/A	N/A
Senior Analyst, Evaluation and Research	Current	Policy and Research	National Policy Manager	Wellington	Title and Reporting line change	Senior Analyst, Research and Evaluation	General Manager, Policy, Research and Evaluation
Senior Advisor, Planning and Reporting	Current	Ministerial Services	Chief Advisor to DCE	Wellington	Reporting line change	Senior Advisor, Planning and Reporting	Director, Office of the CE
Senior Advisor, Ministerial Services	Current	Ministerial Services	Chief Advisor to DCE	Wellington	Reporting line change	Senior Advisor, Ministerial Services	Director, Office of the CE

Position title	Status	Directorate	Current manager	Location	Potential impact	Proposed future position	Proposed future manager
Advisor, Ministerial Services	Current	Ministerial Services	Chief Advisor to DCE	Wellington	Reporting line change	Advisor, Ministerial Services	Director, Office of the CE
Private Secretary (fixed term)	Current	Ministerial Services	Chief Advisor to DCE	Wellington	Reporting line change	Private Secretary (fixed term)	Director, Office of the CE
Northern Regional Manager	Current	Regional Partnerships	GM Regional Partnerships	Auckland	Title change only	Manager, Regional Partnerships Northern	GM Regional Partnerships
Central Regional Manager	Current	Regional Partnerships	GM Regional Partnerships	Wellington	Title change only	Manager, Regional Partnerships Central	GM Regional Partnerships
Southern Regional Manager	Current	Regional Partnerships	GM Regional Partnerships	Christchurch	Title change only	Manager, Regional Partnerships Southern	GM Regional Partnerships
Principal Advisor	Current	Regional Partnerships	Regional Manager, Central	Wellington	Disestablished	Advisor, Regional Partnerships	Manager, Regional Partnerships Central
Programme Manager	Current	Regional Partnerships	GM Regional Partnerships	Auckland	Not impacted	Programme Manager	GM Regional Partnerships
Senior Regional Advisor	Current	Regional Partnerships	Regional Managers – Northern, Central or Southern	Various – Auckland, Wellington and Christchurch	Title change only	Senior Advisor, Regional Partnerships	Manager, Regional Partnerships (Northern, Central or Southern)
Regional Advisor	Current	Regional Partnerships	Regional Managers – Northern, Central or Southern	Various – Auckland, Wellington and Christchurch	Title change only	Advisor, Regional Partnerships	Manager, Regional Partnerships (Northern, Central or Southern)
Business Partnerships and Development Manager	Current	Regional Partnerships	Regional Manager, Northern	Auckland	Disestablish	Senior Advisor, Regional Partnerships	Manager, Regional Partnerships Northern
Administration Assistant	Current	Regional Partnerships	Regional Manager, Northern	Auckland	Disestablish	Office Manager, Regional Partnerships	GM Regional Partnerships
Service Delivery Manager	Current	Corporate	GM Capability Development	Wellington	Title and reporting line change	Manager, ICT Services	GM Business Services, People and Culture
Information Management Advisor	Current	Corporate	GM Capability Development	Wellington	Reporting line change	Information Management Advisor	GM Business Services, People and Culture
Human Resources Advisor	Current	Corporate	GM Capability Development	Wellington	Disestablish	Senior Advisor, Human Resources & Organisational Development	GM Business Services, People and Culture

Office Manager – National Office	Current	Corporate	Chief Financial Officer	Wellington	Not impacted	N/A	N/A
Finance Officer	Current	Corporate	Chief Financial Officer	Wellington	Title change	Finance and Payroll Officer	Chief Financial Officer
Chief Advisor, Communications, Media and Marketing	Current	Corporate - Communications	DCE	Wellington	Reporting line change	Chief Advisor, Communications, Media and Marketing	Director, Office of the Chief Executive
Senior Advisor, Communications, Media and Marketing	Current	Corporate - Communications	Chief Advisor, Communications, Media and Marketing	Wellington and Auckland	Title change	Senior Advisor, Communications	Chief Advisor, Communications, Media and Marketing
Senior Regional Advisor	Current	Regional Partnerships	Manager Regional Partnerships – Northern	Auckland	Increase by one FTE	Senior Advisor, Regional Partnerships - Northern	Manager, Regional Partnerships – Northern
Regional Advisor	Current	Regional Partnerships	Manager Regional Partnerships – Central	Wellington	Increase by one FTE	Advisor, Regional Partnerships - Central	Manager, Regional Partnerships – Central
Office Manager	Current	Regional Partnerships	N/A	Auckland	Increase by one FTE	Office Manager, Regional Partnerships	GM Regional Partnerships

Proposed new positions

Position title	Status	Directorate	Current manager	Location	Potential impact	Proposed future position	Proposed future manager
Director of the Office of the Chief Executive	New	Executive Team	N/A	Wellington	New	Director of the Office of the Chief Executive	Chief Executive
General Manager, Policy, Research and Evaluation	New	Executive Team	N/A	Wellington	New	General Manager, Policy and Research	Chief Executive
General Manager, Business Services, People and Culture	New	Executive Team	N/A	Wellington	New	General Manager, Business Services, People and Culture	Chief Executive
Advisor, Communications	New	Office of the CE - Communications	N/A	Wellington or Auckland	New	Advisor, Communications	Chief Advisor Communications, Media and Marketing
Senior Advisor Human Resources & Organisational Development	New	Business Services Group - Human Resources	N/A	Wellington	New	Senior Advisor, Human Resources & Organisational Development	GM Business Services, People and Culture

NOTES:

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Decision document

This decision document regarding the organisational structure of the Ministry for Pacific Peoples is written for all staff at the Ministry.

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If you need further clarification on anything after reading this decision document, please email your questions to [s9\(2\)\(a\)](mailto:s9(2)(a)@mpp.govt.nz) or yourvoice2018@mpp.govt.nz

13 July 2018

RELEASED UNDER THE OFFICIAL INFORMATION ACT 1982

1 A letter to all staff

Talofa lava aiga,

In this document I outline the decisions I have made in relation to the future structure of the Ministry for Pacific Peoples.

Your feedback

Thank you for all your constructive feedback, suggestions and talanoa. The change proposal received 15 individual and group submissions as well as several questions during the consultation period. This affirms to me that we are united in supporting the success of this Ministry and the people we serve.

Beyond the structural change

I have a feeling of hope and a strong commitment to see real change. It is a new beginning in the sense that we have a new government and new priorities and yet many of the challenges we face within the system and for our people are still prevalent. This organisational structure is one element of us preparing for the future. I look forward to working with you collectively to ensure we have all the strategic parts working together to bring about the change we want to see for our people, and in ways that recognises the strength of having a Pacific lens to the work of government.

Next steps

The next steps in this change process are outlined in sections 6 and 7. We will now work through the redeployment process and move to appointing people into positions so that our new structure can take effect as quickly as possible. Once this phase is complete we will be able to go live with the new structure in September 2018.

Change is unsettling for many of us, and particularly now that it impacts our family and friends. I acknowledge all of you for being mindful of each other's wellbeing and urge you please to seek support and assistance if you need to over the coming weeks.

Mac Leauanae

**Chief Executive
Ministry for Pacific Peoples**

2 Purpose of this document

The decision document outlines the confirmed structure of the Ministry for Pacific Peoples. The confirmed structure considers the feedback and submissions received in response to the proposed structure released on 29 May 2018.

Commonly raised questions during the consultation period were answered and shared on the intranet, or directly in the case of more personalised questions. While this document does not respond to every single piece of feedback received during the consultation period, it does capture the themes of feedback received, and provides my responses to these themes which results in some changes from the originally proposed structure.

You will recognise these themes as they represent most of your feedback in response to the proposal for change. If you need further clarification on anything after reading this document, please send your questions to me via email at: Mac.Leauanae@mpp.govt.nz or yourvoice2018@mpp.govt.nz

3 Key feedback themes

3.1 Overall themes

A number of key themes came through the submissions during the consultation period which I will summarise and respond to under the following headings and functional areas.

- ❖ Change approach
- ❖ Structure, reporting lines, position titles and salary bands
- ❖ Effectiveness and timing of the proposed change
- ❖ Value and connection across our work
- ❖ Resources, capability and development opportunities
- ❖ Directorate specific feedback

For each theme I have provided my decision in response to the feedback. Section 4 provides an overview of the decisions and confirmation of the new organisational structure.

3.2 Change approach

The change came as a surprise to many people, and it was strongly felt that the timing and level of engagement and talanoa upfront was lacking. Some felt the change proposal relied too heavily on the PIF, while others asked whether our communities should have been consulted.

The proposed change is something I have been thinking on whole heartedly since the beginning of the year. It is a hard but important shift I believe we need to make. While I believe the process followed was well considered and the appropriate advice sought, I acknowledge the difficulty that comes with any change process and apologise if it came as a surprise. It was not my intention.

Striking a balance between being transparent with responses to questions, allowing for talanoa while not prolonging the uncertainty for those impacted the most is very difficult. I am grateful for the talanoa we have had over the past few weeks and the opportunity to share more of the context around the change and my vision for the Ministry.

3.3 Structure, reporting lines, position titles and salary bands

While many saw advantages of a flatter structure, such as improved decision-making through the removal of excess layers of reporting, concern for mitigating a flatter structure in terms of the increased expectation for collaboration and our ability to be agile, flexible and innovative was raised. I don't share these concerns because I have seen how we have been operating for the past few months, and I believe the strengths of a flatter structure will go a long way to alleviating the issues raised in the PIF.

There was some confusion about the number of direct reports to the Chief Executive. It looked like it was increasing with the dotted reporting lines rather than decreasing to support a flatter structure.

To clarify, I have confirmed the proposal to have five positions reporting directly to me. Tautua will include those five positions plus the Chief Legal Counsel, Chief Financial Officer and Chief Advisor, Communications, Media and Marketing who bring a strategic voice to the leadership table. The operational day to day management of these roles and functions however will be held by the respective senior managers.

A question around the role of Tautua and Talanga under this flatter structure was raised. Tautua and Talanga will continue to play an important leadership role for MPP. The proposed structure reflects the current working environment of leadership for MPP and codifies our new collaborative approach.

There was feedback to keep the senior leadership position titles consistent, either as all directors or all general managers. The reason why I have kept it as proposed is because these are the titles that are recognised across the system and with who we need to influence around the table.

Understandably, there were questions about salary bands and pay parity, while the salary bands will remain the same for now, a commitment to review all salary bands through our strategic pay provider is planned for this financial year.

3.4 Effectiveness and timing of proposed change

There was a question as to whether the proposed changes would deliver on its objectives, and a comment that past changes had not achieved the desired results. I am not in a position to continue with the status quo given the feedback received in the PIF. The context that existed during previous reviews, and the Pacific world of that time is a lot different to today. I believe the changes we make now lay the foundation for what we have set out to achieve together.

Some concern was also expressed about the timing of the change and the potential for further change considering the Minister's priorities, and the potential for other functions to join the Ministry. While I understand this concern, I want to realise the benefits of this change now and I believe this structure will provide us with a strong foundation and stability in leadership that we need to prepare us for future alliances and relationships.

3.5 Value and connection across our work

An observation was made that the change proposal talked about Pacific and stakeholders being unsure of how we added value and the need to have one voice. It was believed that this was partly due to MPP not having a strategic overall work programme that guides both operational and policy discussions with Ministers, government, NGOs, and the private sector. While there is some truth to this, the confirmed structure, coupled with the Pacific Vision work will provide greater clarity and connection across our strategic work programme making our discussions with key stakeholders more deliberate.

There was a call for greater connection across the policy and regional partnerships work programme, and better visibility of the work being done by research and evaluation. Overarching this was our ability to reflect back to the communities what has been achieved through their intel. In part this is what the Practice Model sets out to achieve, and the flatter leadership structure will ease this tension. We have work to do here but I believe we are one mind on this.

3.6 Resources, capability and development opportunities

The challenge for a small Ministry like ours is resourcing. Policy, regional partnerships and in fact all areas of the Ministry are being stretched. The new structure and priorities will provide the focus and flexibility to move resources where we need them the most. Right now, with the people we have, I believe we have the best possible split.

Future budget bids, if successful, and potentially non-departmental appropriations will enable us to grow our capacity but until then we must work within our means and be mindful of working smarter, not harder. I know this sounds like a cliché, but we all recognise areas in our work where we could be more connected, efficient and effective.

There was concern around relying on contractors rather than building internal capability. I support building our internal capability first but where we don't have the skill set or capacity to shift that capability we will continue to buy in the skills we need. It is critical however that when we do this we are committing to building our internal capability at the same time.

The proposed change raised questions around opportunities for development. Career progression is not always linear. Secondments, acting up, projects are all great ways for learning new skills and gaining knowledge and experience.

I believe we have an effective talent management process in place which is supported by a collective talent board made up of people managers. What may not be clear to staff is the outcomes of those talent discussions. This is the responsibility of each manager to talk to their staff about these talent discussions and opportunities for development.

3.7 Directorate specific

3.7.1 Policy, Research and Evaluation

There was mixed feedback about the proposed leadership change in this area, some preferring the current structure of a DCE leading the policy, research and ministerial services functions, while others supported the establishment of a General Manager, Policy, Research and Evaluation. Both had compelling arguments.

Some expressed that maintaining the current structure with a DCE would provide strong connections to government agencies both on the ground and at a strategic level, as well as support to the CE on operational matters, and provide the coordinated, and cohesive approach needed across the Ministry.

While the General Manager, Policy, Research and Evaluation role was seen as a critically important step to ensuring the Ministry has access to robust evidence to support its policy positions, as well as improve the internal flow of information between directorates, and would provide an authoritative voice across the system for Pacific policy and research.

When I reflect on the latest PIF and my own observations, I consider it is fair to say that in the current structure there has been a lack of coordination, especially between policy and the regions. By having the proposed flat structure, the effect is that it will break down the silos with greater representation by all teams at the leadership table.

Concerns were raised about how well we are utilising policy in the regions. I believe this is less about the proposed structure, and more about having a clear and connected work programme so that each team can see how their work impacts on the other, and what will be achieved.

There was a suggestion to more clearly define policy into operational and strategic policy and for the research and evaluation roles to report into the Chief Policy Advisor along with advisors. While I understand the logic, I believe this has the potential to become siloed when in fact we are wanting to break down the silos.

There was also support for building greater capacity in the research and evaluation space, with the work of R&E being reflected in the Ministry's output plan, and a clearer line of sight to the Ministry's work programme. While I would like to see this area grow it is not fiscally possible at present. I agree the work of R&E needs to be reflected in the Ministry's output plan and be in explicitly linked to our overall work priorities.

- ✓ *The proposal to disestablish the Deputy Chief Executive position and create a General Manager, Policy, Research and Evaluation is confirmed.*
- ✓ *The proposed retitle to Senior Analyst, Research and Evaluation position reporting directly to the General Manager, Policy and Research is confirmed.*

3.7.2 Regional Partnerships

The most common feedback received for Regional Partnerships was the need to increase the number of advisors/ senior advisors across all three regions. Our capacity to do this would be hugely beneficial considering the level of engagements we have ahead of us. As it stands, we do not have the budget to consider additional advisors, and, with the resources we do have, I believe this is the best split across the regions currently.

In saying that, I am supportive of the Regional Partnerships leadership team reviewing the mix of advisors and senior advisors in each region, and not be restricted by job title. This would need to be reconfigured within the current regional partnerships budget and resource allocation, and in consultation with HR to ensure we continue to provide opportunities for on the job development.

There were some concerns that a change in title meant a change in role. This is not the case. Advisors, Senior Advisors and the Manager's role have not changed. While these roles have generic position descriptions, they can lead or support key portfolios such as youth or digital engagement as agreed. It is at the discretion of the manager and General Manager that the work be allocated and prioritised in this manner.

There were questions about whether advisors would be expected to pick up aspects of the business partnerships role, and a suggestion to keep or establish a Senior Advisor, Business to service the Pacific business community. Again, the nature of the advisor role will not change. Our community engagements will continue to include business, NGOs and the like. We will build on and leverage our relationship with PBT and others to support our business partnerships and relationships.

There was feedback suggesting Programme Management sit with core business services. While I understand the thinking, I believe there are synergies with Regional Partnerships too, and we don't need to shift the role to make connections with other parts of the business. I will keep the external facing programme management within Regional Partnerships directorate.

Feedback talked about community engagement being the role of all staff and not regional partnerships alone. While I agree with this, the PIF clearly indicated we are not as connected with our communities as we need to be, and this is the core role of regional partnerships, and why the renewed focus on having all regional partnerships staff focussed on community engagements.

It was identified that we still have a way to go to ensure we are supporting each other in our roles, and that the intel gathered by regional partnerships needed to be more evident in others work such as research and evaluation, and policy. I believe this is where the Practice Model and Customer Relationship Management (CRM) system will help. It is however a mindset for all staff to be proactive in engaging and connecting the community intelligence with the work to be designed and delivered. We need to do this better.

Finally, support was received for the establishment of an Office Manager, Regional Partnerships.

- ✓ *The proposal to disestablish the Principal Advisor, Central Region and replace with a Senior Advisor, Regional Partnerships in Central is confirmed.*
- ✓ *The proposal to disestablish the Business Partnerships and Development Manager, Northern Region and replace with a Senior Advisor Regional Partnerships in Northern region is confirmed.*
- ✓ *The proposal to disestablish the Administration Assistant position and replace with an Office Manager, Regional Partnerships reporting to the GM Regional Partnerships is confirmed.*
- ✓ *The proposal to change the position titles to Manager, Regional Partnerships, Senior Advisor, Regional Partnerships and Advisor, Regional Partnerships is confirmed.*

3.7.3 Office of the Chief Executive (incl. Ministerial Services and Communications)

Feedback suggested that the role of the Director of the Office of the Chief Executive was not fully understood and the areas of accountability unclear. To clarify, I have confirmed the proposal that the Director role will work across those aspects of the DCE role that the GM Policy, Research and Evaluation will not. The Director of the OCE will sit at the same level as the other General Managers. Tautua will continue to work collectively to lead and monitor cross organisational issues and where capability development gaps are identified in leadership and other areas of the Ministry, support will be provided.

There was a suggestion to change the title of the Director of the OCE to GM Ministerial Services and Communications to be consistent with the other senior roles, and whether there needed to be a manager in the Ministerial Services area. As mentioned, I would like to maintain the title Director of the OCE as this is what is known within the system. I also believe that once we have appointed the Chief Advisor, Communications, Media and Marketing the Director role will have the capacity to oversee the Ministerial Services area. We can review how this is working in a few months once the new structure is in place.

There was a suggestion to review the current Senior Advisor, Reporting and Planning position to include an assurance and business improvement function. Some saw this role aligning more with the work of the Business Services, People and Culture directorate. While I agree we need to build our capability in this area we will need to consider the impact on the role and where it sits. For now, this role and its focus will remain the same.

Concern was expressed around the accessibility to Ministerial Services, and, the communications team sitting in the Office of the Chief Executive (OCE). The assumption that teams will have limited access to those reporting under the OCE is incorrect. Under that current structure, the communications team reports into the GM Capability Development. I believe once we have a full complement of staff in the communications function, all areas of the business will feel much better supported.

It was suggested that the Advisor, Communications role be located in Auckland due to its focus on events. While I understand the logic, events occur nationwide. I am open to this role being based in Wellington or Auckland. Once we fill our Chief Advisor, Communications, Media and Marketing vacancy I believe we will have the leadership in place to bring our communications strategy and roadmap to life.

There were no objections to Communications sitting alongside Ministerial Services and under a Director of the Office of the CE. The synergies between the two groups are obvious and I believe will not take away from providing the much-needed support to all areas of the Ministry.

- ✓ *The proposal to establish an Office of the Chief Executive led by the Director of the Office of the Chief Executive and including Ministerial Services and the Communications function is confirmed.*
- ✓ *The proposal to create an Advisor, Communications based in either Auckland or Wellington is confirmed.*

3.7.4 Business Services, People and Culture (incl. Finance, Legal Services, Human Resources, Information Management, ICT and Office Management)

Human Resources

It was suggested we lift the proposed Senior HR & Organisational Development role to a manager position without staff to reflect the scope and breadth of this position and acknowledge the level of advice provided. I believe supporting and advising managers at all levels is expected of this role and function. I have therefore lifted the role from advisor to senior advisor in the new structure to reflect the knowledge and experience required.

Information Management

Discussion around the specialised and critical role the Information Management Advisor plays to ensure MPP are compliant, particularly in our reporting to DIA, Archives, SISS and GCSB and the implementation of a disposal schedule was had. The Information Management Advisor role is currently vacant. For now, we will look at outsourcing aspects of this role and create a programme of work that draws together all our compliance obligations.

Office Management

There was support for the addition of an Office Manager role in Regional Partnerships, and consistent feedback to align the reporting lines of the two Office Manager positions. In other words, the Office Manager, National Office should also report into a tier 2 General Manager. I agree and have changed the structure to reflect that the Office Manager, National Office report into the General Manager, Business Services, People and Culture.

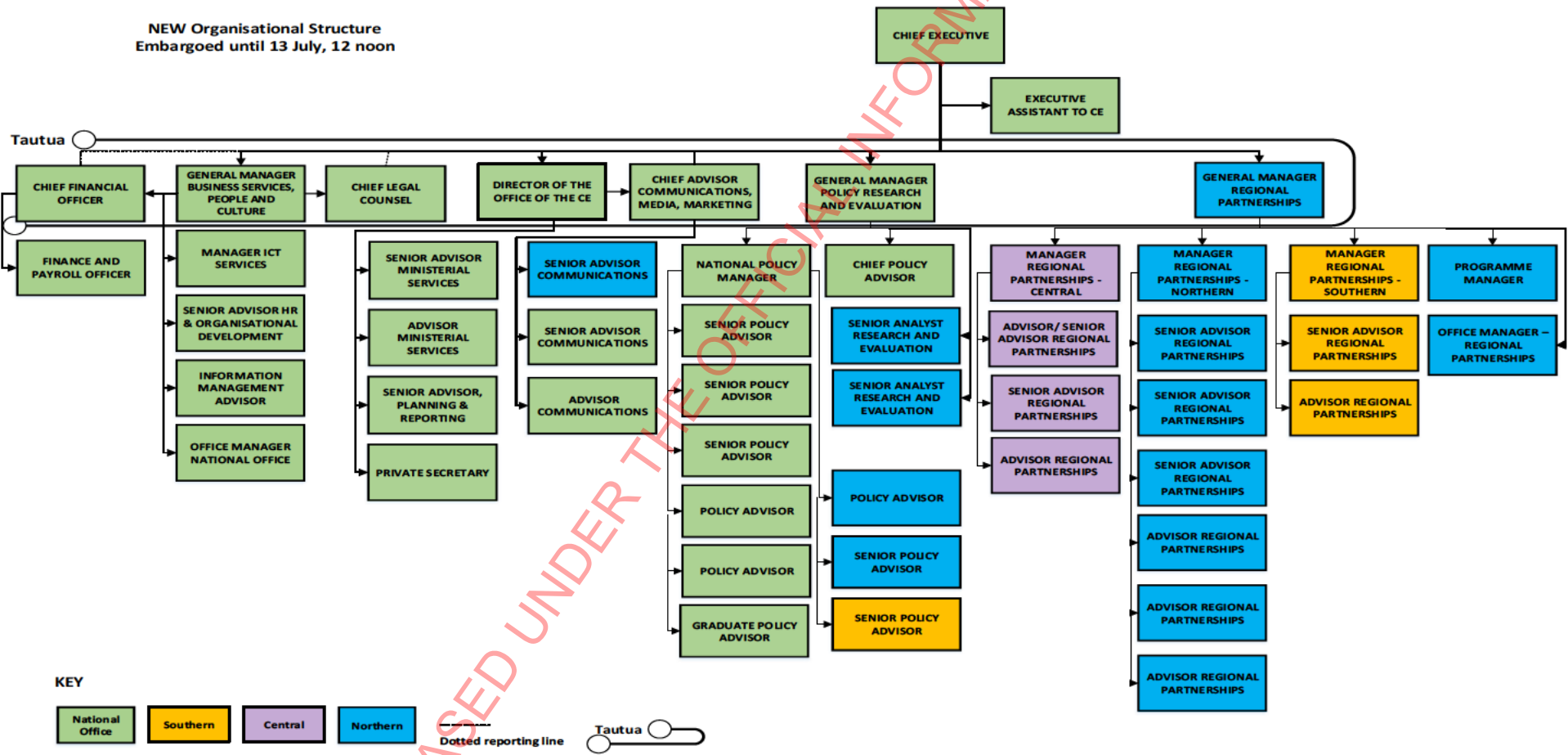
Legal Services

Feedback received talked to the sensitive nature of some aspects of legal services which made it difficult to report to a tier 2, and more appropriate to report directly to the CE. Other feedback suggested it sat more comfortably under the Office of the Chief Executive. While I don't expect the nature of the role to change in terms of advising the CE directly, I am confident that the day to day legal work would benefit from being part of the business services team focussing actively on our policies, processes and systems to support continuous improvement in our areas of compliance and risk.

- ✓ *The proposal to disestablish the General Manager, Capability Development and replace with a General Manager, Business Services, People and Culture is confirmed.*
- ✓ *The proposal to disestablish the Human Resources Advisor and replace with a Senior Advisor, HR & Organisational Development is confirmed.*
- ✓ *The reporting line for the Office Manager, National Office will change to reporting to the GM Business Services, People and Culture.*
- ✓ *Chief Legal Counsel and the Chief Financial Officer reporting line change to the GM Business Services, People and Culture is confirmed.*
- ✓ *The proposed titles - Manager, ICT Services and Finance and Payroll Officer are confirmed.*

4 Confirmation of the new structure

The Ministry's organisational structure and positions that were proposed on 29 May 2018 (as noted in section 3) in response to feedback received during the consultation period is confirmed. The four directorates include: Office of the Chief Executive, Policy and Research, Regional Partnerships and Business Services, People and Culture, and are supported by Tautua, the senior leadership team which is outlined in the chart below.



5 Summary of decisions

All changes in the proposal have been confirmed, as well as some clarifying changes outlined below.

- ❖ Creating a General Manager Policy, Research and Evaluation
- ❖ Establishing an Office of the Chief Executive and a Director of the Office of the Chief Executive
- ❖ Sitting in the Office of the Chief Executive is Ministerial Services and the Communications function
- ❖ Bringing the Finance, Legal Services together with ICT, Information management, and Human Resources under a General Manager, Business Services, People and Culture
- ❖ A reporting line change for the Office Manager, National Office to the GM Business Services, People and Culture
- ❖ Increasing community engagement capacity with an increase in advisors and office management support in the Regional Partnerships directorate
- ❖ Various reporting line and/or title changes as outlined in section 9 of this document.

5.1 Positions to be disestablished

- Deputy Chief Executive
- Chief Advisor to the DCE
- General Manager, Capability Development
- HR Advisor (vacant)
- Principal Advisor, Central Region
- Business Partnerships and Development Manager, Northern Region
- Administration Assistant, Northern Region
- Chief Advisor to the Chief Executive (vacant)

5.2 New positions in the confirmed structure

Position title	Status	Location	Manager
Director of the Office of the Chief Executive	New	Wellington	Chief Executive
General Manager Policy, Research and Evaluation	New	Wellington	Chief Executive
General Manager, Business Services, People and Culture	New	Wellington	Chief Executive
Senior Advisor, Human Resources and Organisational Development	New	Wellington	General Manager Business Services, People and Culture
Advisor, Communications	New	Wellington/Auckland	Chief Advisor, Communications, Media and Marketing
Office Manager, Regional Partnerships	Increase by 1 FTE	Auckland	General Manager Regional Partnerships
Senior Advisor, Regional Partnerships	Increase by 1 FTE	Auckland	Manager, Regional Partnerships Northern
Senior Advisor, Regional Partnerships	Increase by 1 FTE	Central	Manager, Regional Partnerships Central

6 Transition and implementation process

6.1 Selection process for affected staff (phase one)

Following confirmation of the new structure and roles to be disestablished, the redeployment process for affected staff for new positions (including existing roles in which the FTE has been increased) will begin immediately and likely finish by the end of July 2018. The selection process for contestable positions is set out below.

6.2 Reconfirmation

Where a position is the same or nearly the same as your current position and you are the only person who can be reconfirmed into that position, you will be reconfirmed into that position. If there is a reconfirmation option available to you in the new structure, you will be advised of this when the final decision on the structure is released.

Reconfirmation will not require a contestable selection process where there is one position and only one person is suitable for reconfirmation into that position (or where there are an equal number of positions and people). Where there are fewer positions in the new structure than there are affected people, reconfirmation will take place through a contestable selection process. The selection criteria are set out below.

6.3 Reassignment

Reassignment may occur where a staff member is assessed as being suited to a position in the new structure considering the person's competencies (technical and behavioural), experience, and qualifications. Expressions of interest will be sought from individuals, and they will be asked to provide relevant information, so an assessment of suitability can be made. Reassignment will occur by way of a contestable process where more than one person indicates interest in the position, in accordance with the selection criteria.

6.4 Redeployment

Where there are no suitable reconfirmation or reassignment options, appropriate redeployment options will be considered for affected staff (these are suitable roles the affected employee could do with some training and support).

6.5 Recruitment to new positions

Where the new roles are significantly different from the existing roles, none will be subject to reconfirmation. After assessment of any potential reassignment and redeployment options for affected staff is complete, all new and unfilled positions will be advertised internally and externally. I welcome applications from current Ministry staff.

6.6 Selection criteria

The following criteria is the basis for selection into new and contestable positions:

- Competencies (technical and behavioural), experience, and qualification, as indicated in the position description;
- Past performance; and
- Understanding of and commitment to the new focus and direction of the organisation; and
- Organisational fit.

Affected staff members who cannot be placed through the reconfirmation or reassignment processes will have the opportunity to be considered for wider redeployment. If an affected staff member is not offered reconfirmation, reassignment, or is not redeployed, their employment will come to an end by reason of redundancy and outplacement support will be provided.

6.7 Offer of Suitable Alternative Position

Where an employee is offered, but refuses, a suitable alternative position they will not be entitled to payment of redundancy compensation. A suitable alternative position is one that is offered on comparable terms and conditions (substantially similar or overall no less favourable terms) within MPP, or terms that are no less favourable in the wider State Services, and service is treated as continuous.

6.8 Voluntary redundancy

Expressions of interest for voluntary redundancy may be submitted following confirmation of the new structure. There is no guarantee that such requests will be granted. Criteria for prioritising 'voluntary redundancy expressions of interest' will include:

- Alignment of the request to confirmed organisational structure changes
- Opportunities to disestablish positions not otherwise identified in the proposed change
- All other options to avoid redundancy have been considered.

7 Confirmed timeframe

The timeframe for implementing the new structure is set out below.

Date	Description
13 th July	Confirmation of final decisions and new structure Notice of disestablishment provided to affected position holders including notice of reconfirmation options
Week commencing 16 th July	Assessment of reassignment options for affected staff and expressions of interests for new roles from affected staff Assessment of redeployment options for affected staff who have not been reassigned to roles in the new structure Commence internal/ external advertising and selection process for roles that are not redeployment options: <ul style="list-style-type: none"> • Chief Advisor, Communications, Media and Marketing
Week commencing 30 th July	Appointments to positions and confirmation of transitional structure Notice of termination (by reason of redundancy) issued to affected staff who have not been placed in positions, if applicable Internal and external advertising and selection process commences for unfilled positions
By 31 st August	Appointments to all other positions announced
September	Review of appointments period (10 days) 'Go-live,' transition to the new structure commences

8 Support and assistance

8.1 Support for all staff

Your manager is here to clarify and support you during this organisational change.

MPP provides an employee assistance programme (EAP) to all staff. This external counselling service is free of charge and confidential. Please use this service if you feel this would be helpful.

8.2 Additional support for staff

Additional support will also be offered to those staff who are affected by the final decision. Outplacement support will be put in place for individuals, if required. The Chief Executive and GM Capability Development (interim) will work alongside the affected staff member to ensure they continue to be supported as they progress through the redeployment process.

8.3 Keep communicating

Please take the time to read the final decision document and stay informed by reviewing any updates on Vakapuna. Your manager is also there if you need help with balancing this change alongside your work.

9 Impact by position

This section provides a list of all current positions and the impact of the change decision. New positions are detailed in section 5.

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Current Position	Current Directorate	Current Manager	Location	Impact	New Position Title	New Directorate	New Manager Title
DCE (vacant)	Executive Leadership Team	Chief Executive	Wellington	Disestablish	General Manager Policy, Research and Evaluation	Tautua	Chief Executive
General Manager Capability Development	Executive Leadership Team	Chief Executive	Wellington	Disestablish	General Manager, Business Services, People and Culture	Tautua	Chief Executive
Chief Advisor to Chief Executive (vacant)	Executive Leadership Team	Chief Executive	Wellington	Disestablish	N/A	N/A	N/A
Chief Advisor to the DCE	DCE Group	DCE	Wellington	Disestablish	Director of the Office of the Chief Executive	Tautua	Chief Executive
Principal Advisor	Regional Partnerships	Regional Manager, Central	Wellington	Disestablish	Senior Advisor Regional Partnerships	N/A	Manager, Regional Partnerships - Central
Business Partnerships and Development Manager	Regional Partnerships	Regional Manager, Northern	Auckland	Disestablish	Senior Advisor, Regional Partnerships	N/A	Manager Regional Partnerships - Northern
Administration Assistant	Regional Partnerships	Regional Manager, Northern	Auckland	Disestablish	Office Manager, Regional Partnerships	NA	General Manager, Regional Partnerships
Human Resources Advisor (vacant)	Capability Development	GM Capability Development	Wellington	Disestablish	Senior Advisor, HR & Organisational Development	Business Services, People and Culture	GM Business Services, People and Culture
Senior Analyst, Evaluation and Research	DCE Group	National Policy Manager	Wellington	Title and Reporting line change	Senior Analyst, Research and Evaluation	Policy and Research	General Manager, Policy, Research and Evaluation
Service Delivery Manager	Capability Development	GM Capability Development	Wellington	Title and reporting line change	Manager, ICT Services	Business Services, People and Culture	GM Business Services, People and Culture
Information Management Advisor (vacant)	Capability Development	GM Capability Development	Wellington	Reporting line change	N/A	Business Services, People and Culture	GM Business Services, People and Culture
Office Manager – National Office	Finance	Chief Financial Officer	Wellington	Reporting line change	N/A	Business Services, People and Culture	GM Business Services, People and Culture
Chief Financial Officer	Executive Leadership Team	Chief Executive	Wellington	Reporting line change	N/A	Tautua	GM Business Services, People and Culture

Current Position	Current Directorate	Current Manager	Location	Impact	New Position	New Directorate	New Manager Title
Chief Legal Counsel	Executive Leadership Team	Chief Executive	Wellington	Reporting line change	N/A	Tautua	GM Business Services, People and Culture
National Policy Manager	DCE Group	DCE	Wellington	Reporting line change	N/A	Policy and Research	General Manager, Policy, Research and Evaluation
Chief Policy Advisor	DCE Group	DCE	Wellington	Reporting line change	N/A	Policy and Research	General Manager, Policy, Research and Evaluation
Senior Advisor, Planning and Reporting	DCE Group	Chief Advisor to DCE	Wellington	Reporting line change	N/A	Office of the CE	Director, Office of the CE
Senior Advisor, Ministerial Services	DCE Group	Chief Advisor to DCE	Wellington	Reporting line change	N/A	Office of the CE	Director, Office of the CE
Advisor, Ministerial Services	DCE Group	Chief Advisor to DCE	Wellington	Reporting line change	N/A	Office of the CE	Director, Office of the CE
Private Secretary (fixed term)	DCE Group	Chief Advisor to DCE	Wellington	Reporting line change	N/A	Office of the CE	Director, Office of the CE
Chief Advisor, Communications, Media and Marketing (vacant)	Capability Development	GM Capability Development	Wellington	Reporting line change	N/A	Office of the CE	Director, Office of the Chief Executive
Northern Regional Manager	Regional Partnerships	GM Regional Partnerships	Auckland	Title change only	Manager, Regional Partnerships Northern	N/A	N/A
Central Regional Manager	Regional Partnerships	GM Regional Partnerships	Wellington	Title change only	Manager, Regional Partnerships Central	N/A	N/A
Southern Regional Manager	Regional Partnerships	GM Regional Partnerships	Christchurch	Title change only	Manager, Regional Partnerships Southern	N/A	N/A
Senior Regional Advisor	Regional Partnerships	Regional Managers – Northern, Central or Southern	Various – Auckland, Wellington and Christchurch	Title change only	Senior Advisor, Regional Partnerships	N/A	Manager, Regional Partnerships (Northern, Central or Southern)
Regional Advisor	Regional Partnerships	Regional Managers – Northern, Central or Southern	Various – Auckland, Wellington and Christchurch	Title change only	Advisor, Regional Partnerships	N/A	Manager, Regional Partnerships (Northern, Central or Southern)

Current Position	Current Directorate	Current Manager	Location	Impact	New Position	New Directorate	New Manager Title
Finance Officer	Finance	Chief Financial Officer	Wellington	Title change only	Finance and Payroll Officer	Business Services, People and Culture	Chief Financial Officer
Senior Advisor, Communications, Media and Marketing	Capability Development	Chief Advisor, Communications, Media and Marketing	Wellington and Auckland	Title change only	Senior Advisor, Communications	Office of the CE	Chief Advisor, Communications, Media and Marketing
Executive Assistant	Executive Leadership Team	Chief Executive	Wellington	Not impacted	N/A	Tautua	N/A
General Manager Regional Partnerships	Executive Leadership Team	Chief Executive	Wellington	Not impacted	N/A	Tautua	N/A
Programme Manager	Regional Partnerships	GM Regional Partnerships	Auckland	Not impacted	N/A	N/A	N/A
Senior Policy Advisor	DCE Group	National Policy Manager	Various – Wellington, Auckland and Christchurch	Not impacted	N/A	Policy and Research	N/A
Policy Advisor	DCE Group	National Policy Manager	Various – Wellington, Auckland	Not impacted	N/A	Policy and Research	N/A
Graduate Policy Advisor	DCE Group	National Policy Manager	Wellington	Not impacted	N/A	Policy and Research	N/A



Building our fale (home/house/our workplace/MPP) for the future

Proposal for Growth

FINAL @ 10-02-21

Embargoed until 15:30, 11 February 2021

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This Proposal for Change is intended for the Ministry for Pacific Peoples (MPP) employees. It outlines proposed changes to the organisation of MPP.

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Talofa lava

This document outlines proposed changes to the organising model and structure at the Ministry for Pacific Peoples. Its purpose is to explain my thinking and to seek your feedback.

As you know, we are an important Ministry with many opportunities and have responsibility to make a meaningful contribution to the wellbeing of Pacific Aotearoa.

I am immensely proud of our Ministry. In 2020, we worked hard as part of national efforts to tackle COVID-19. We witnessed never before seen levels of collaboration and concerted actions and mobilisation across government, and across our communities. However, the virus has exacerbated pre-existing issues facing our Pacific communities. The challenges faced by Pacific people in 2021 are more complex which means the Ministry's work programme and impact is more important than ever before.

The Ministry has received considerable funding added to the work programme of the Ministry which has significantly changed the organisation and what we deliver. This investment has been targeted towards community funding support for COVID-19 recovery, as well as expanding our key service delivery programmes such as Tupu Aotearoa and Toloa, and will significantly strengthen Pacific language, culture and identity. 2021 will be a great year for the Ministry.

These increases in funding have required us to adapt, strengthen and grow the Ministry. We are moving at pace to acquire the extra resources to be able to successfully implement and achieve the outcomes the investment is intended for. But with growth, our future fale and Ministry's organisational model has become less clear, making it harder for our people to do their jobs.

Building the fale means thinking about how we are organised as a 'system' – the fale. This thinking (about the design of our Ministry) has led us to think about future reporting lines, organisational structure and a realignment of where our teams may best sit.

The Ministry's Tautua and Te Ivinui met late last year and at the beginning of this year to discuss important principles that have helped shape the proposed changes contained in this document.

In summary, the following principles have guided the development of proposed changes:

- Uphold our shared values and safeguard the space that relates – our reciprocity and generosity.
- Be consistent where it counts, but design for speed and agility.
- Maintain relevancy and lead new ways of working.
- Drive clearer accountabilities.

Consultation

While a great deal of thought has gone into these proposed changes, it is only a proposal, and I genuinely want to hear your feedback and ideas. I am committed to making changes that are in the best interests of the Ministry, and I look forward to feedback that will help us make the right changes to achieve that. A two week consultation period has been provided, which considers a balance between nurturing the vā, and maintaining our momentum. However, if we need more time, we'll take the time to make sure this process is right for us.

One aspect of the proposal I want to call out here, is my intent to permanently appoint people to positions. Details of this proposed process are provided on page 20. A lot of you are on secondments or in acting positions. As part of this wider process, we need to stabilise our structure by appointing permanently where appropriate. This will give certainty to others backfilling for those currently in secondment positions.

I know that proposing changes to our organisation's structure can be unsettling. It is important that we look after each other through the process. You may wish to access EAP, an independent and confidential service, that can offer specialist support and is available to all people. Contact them on 0800 327 669 to talk to someone, or to arrange a meeting with them at a time that suits you.

I look forward to hearing from you, receiving your feedback, and I value the thought and energy that you contribute to this process. Thank you also for your ongoing professionalism and dedication to doing a great job, which I see demonstrated every day across the Ministry.

Soifua ma ia manuia

Laulu Mac Leauanae

Te Tumu Whakarae mō ngā Iwi o Te Moana-nui-a-Kiwa
Secretary for Pacific Peoples

HOW TO READ THIS DOCUMENT

This document contains a number of proposed changes across MPP's current structure. It provides detailed organisational structure changes for your consideration and feedback.

The latter sections of the document provide you with information on the process for providing feedback on the proposed changes, and the proposed plan to implement any changes finalised at the end of this process.

Helpful terms and information

When you read the potential impacts proposed, you will see a range of terms used, including:

- **Confirmed position:** a position that is not changed by a restructuring proposal.
- **New position:** a new position has been created.
- **Disestablished position:** a position that is either no longer required within MPP following a restructure, or has been significantly changed.
- **Affected:** during any change process, there are people who are potentially affected by proposed changes. This means your substantive position would change if the proposed structural change went ahead. The change may be small, such as a change in title or reporting line or it may mean the position would be disestablished.
- **Reconfirmed/reconfirmation:** you may be reconfirmed into a role that is the same or substantively the same as the one you do now. This does not require offer and acceptance – a reconfirmed employee would be advised of the relevant changes.

- **Reassignment:** if you are not reconfirmed then you may be reassigned to a role where your skills and experience may be a good match for the role. Reassignment may involve MPP making an offer and an affected person accepting or declining it. If an offer of a suitable position is declined by an affected person then they may not be entitled to receive redundancy compensation.
- **Redundancy/Redundant:** our final option when, despite our best endeavours, we have been unable to place you into a role within MPP or another Government organisation. Then the terms and conditions of your Individual Employment Agreement (IEA) will apply and full entitlements would be paid. Affected people will be notified of this possibility and outcomes as soon as it is practicable.

We will use MPP's Change Management Guidelines 2020 to place affected people into roles in the new structure.

This proposal for growth is a lengthy document. The project team has worked to ensure, as far as possible, that this document is an accurate reflection of every position and its current and proposed place in the organisation.

However, there is a possibility that within the document something has been missed or is inaccurate. If there is an error, please inform **s9(2)(a)** so it can be checked and the correct information used for decision making.

WHAT COULD THIS MEAN FOR YOU?

This proposal will potentially impact a number of positions. You can see the proposed impact on you in Appendix C on pages 30 - 38.

Any impact relates to potential changes to your current **substantive position**. If you are seconded into another position, any impact on that seconded position will be set out in this document.

Once feedback has closed and been reviewed, and if the final decision is made to proceed with the proposed , then the next stage of the change process will be undertaken.

The next stage will be to reassess and confirm the impact of this new structure on individual people within the scope of this proposal.

If you are affected by the confirmed structure you will be advised in writing of the impact on you.

We will use MPP's Change Management Guidelines 2020 to place affected people into roles in the new structure by reconfirmation and reassignment processes.

Any new positions that remain unfilled through the reconfirmation and reassignment processes would be advertised internally and some may also be advertised externally.

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CHANGE & DESIGN PRINCIPLES

As mentioned in the foreword of this document, Tautua and Te Ivinui members got together late last year to discuss the challenges of our current organising model, and what this might mean for our future structure.

Critical challenges identified included:

1. Working in silo's and getting things done in an ad-hoc manner.
2. Inconsistencies across our organising structure, including position titles, and spans of managerial control.
3. Effectively working alongside other government agencies, without becoming 'mainstream' and losing our edge.
4. Speed wobbles – overlapping functions and duplication and pushing too much onto too few in the Ministry.
5. The need to re-vision the value of Regional Partnerships, with key programmes becoming nationally managed.

In response to these challenges, the following design principles were identified to guide any changes to our current structure:

- ✓ **Be consistent where it counts, but design for speed and agility.**
- ✓ **Maintain relevancy and lead new ways of working.**
- ✓ **Drive clearer accountabilities.**
- ✓ **Develop capabilities for better insight.**

In addition, Te Ivinui helped identify additional design principles focused on the 'how' of this change process. They include:

- ✓ **Uphold our shared values and safeguard the space that relates – our reciprocity and generosity.**
- ✓ **Nurture the vā – 'nothing about us without us'.**
- ✓ **Minimise internal disruption to our people.**
- ✓ **Take a Pacific approach, without compromising our public service obligations.**

These design principles have helped me navigate organisational design nuances and trade-offs. The design principles have helped me determine the structural changes set out in this proposal for growth.

I know that implementing a new structure won't fully achieve these principles (or goals) because we will also need to adapt our ways of working, and other organisational capabilities...but it's a significant step towards delivering on our intent.

Having the right people in the right roles with a clear understanding of individual and shared responsibility is a priority. As such, the realignment of our organisational structure is my immediate focus, and proposed changes to our structure is the primary focus of this document.

OUR FUTURE FUNCTIONAL MODEL

Before leaping into detailed structure design, it's important to first consider the Ministry's functional model, i.e. the high level composition of the Ministry and how our capabilities come together to deliver value for our key customers.

The Ministry is the Crown's principal advisor on policies and interventions aimed at improving outcomes for Pacific peoples in Aotearoa.

We use our extensive networks with Pacific communities, as well as our knowledge and understanding of Pacific peoples to influence public policy, programme and service decisions affecting Pacific Peoples.

Our mission of 'enriching Aotearoa with thriving Pacific communities' is brought to life through five key areas:

1. Policy Advice
2. Innovation
3. Pacific Knowledge and Expertise
4. Community relationships/engagement, and
5. Partnerships and Leadership.

These key areas are well documented and detailed within the Ministry's corporate publications.

The central importance of community relationships was clarified during the recent Tautua and Te Ivinui discussions.

The strength of our relationships with Pacific communities determines how well we gather insight for knowledge, and use this expertise to shape our policy advice to Government. Community relationships are a source of innovation and where programmes and services are nurtured.

Our national programmes and services provide clear value to our Pacific communities, and ongoing community engagement helps us refine our programmes to add further value.

Across community relationships, policy advice, and service delivery functions, we partner others for greater effect and provide system leadership.

Importantly our mission is enabled by corporate functions focused on our organisational strategy and performance, as well as functions that directly support the Secretary for Pacific Peoples.

The diagram below attempts to conceptualise our future functional model, with community relationships at the centre of what we do.



The following pages of this document are structured into the functions in the diagram above. Each section has a number of specific change proposals (and associated benefits) detailed within. A combined summary of proposed changes is provided on page 16.

SECTION 1: Community Relationships & Innovation

Proposal	Item	Proposed change
1	A	Establish Deputy Secretary Community Relationships & Innovation
1	B	Offer reconfirmation for Directors – Regional Partnerships into newly established Community Relationships Director positions
1	C	Offer reconfirmation for Advisors – Regional Partnerships into newly established Advisors – Community Connections
1	D	Rename Director Operational Policy, Service Design & Housing

The proposals detailed in this section demonstrate maintaining relevancy leading new ways of working, and developing capabilities for better insight.

Proposal 1A: Establish Deputy Secretary Community Relationships & Innovation (Dep Sec CRI)

Engaging our communities is something we do every day. It's something most associated with our current Regional Partnerships teams but is sometimes mixed-up amongst our service delivery and programme management activities. We are taking a much more nationalised focus and management across our programmes these days, and this shift requires us to re-vision the function of Regional Partnerships and the role it has in developing relationships with our pacific communities.

Through discussions with the Tautua last year, it became apparent that 'Community Relationships' as a function is distinguishable from the day-to-day engagement that we all do. It became apparent that 'Community Relationships' represents the core of our value proposition to our customers and is an important source of innovation.

If we look to combine the function of community relationships with functions such as communications and marketing, operational policy and service design, we could create an exciting new and purposeful business group within the Ministry.

To this end, I propose the establishment of a new business group called 'Community Relationships & Innovation', headed up by a new Deputy Secretary position, reporting to me. The following current positions would report to the proposed new Deputy Secretary Community Relationships & Innovation:

- Chief Advisor to Deputy Secretary (previously Chief Advisor to DCE Regional Partnerships)
- Community Relationships Directors for Northern, Central and Southern (refer proposal 1B)
- Director Operational Policy, Service Design & Housing Programme (refer proposal 1D)
- Director Communications Media & Marketing
- Executive Assistant.

Current staff members reporting to the above positions would follow their leader into the new business group under this proposal.

Proposal 1B: Offer reconfirmation for Directors – Regional Partnerships into newly established Community Relationships Director positions

Three new positions are proposed and would also report to the new Deputy Secretary:

- Community Relationships Director - Northern
- Community Relationships Director - Central
- Community Relationships Director - Southern

SECTION 1: Community Relationships & Innovation

The proposed new Community Relationships Director positions above would effectively replace current Director Regional Partnership positions and share substantively similar responsibilities. Therefore, current Directors would be offered reconfirmation to these new positions as part of the change process.

The new positions - Community Relationships Director - are influential positions and are critical connectors across the Ministry and its customers - the communities we serve.

Each Director would lead a regionally-based Community Relationships team that connects Pacific communities to Government, develops sector-specific strategies, facilitates community dialogue, and provides front-line operational support for the development of policy and for the successful implementation of the Ministry's Pacific Programmes and Services.

Proposal 1C: Offer reconfirmation for Advisors - Regional Partnerships into newly established Advisors - Community Connections

Several senior advisor and advisor positions in the Regional Partnerships teams (otherwise reporting to current Directors) have transferred to programme-specific roles recently. We will continue to support the career growth of our people by looking across our business group structures for internal secondment opportunities.

Under this proposal, those remaining in advisory positions reporting to Directors of Regional Partnerships would be offered reconfirmation into proposed new positions called Senior Advisor / Advisor - Community Connections. These positions will report to the new Community Relationships Director positions.

The new advisory positions would be substantively similar to existing roles, and therefore current incumbents would be offered reconfirmation to these new positions or to advisory vacancies elsewhere in our structure.

The Community Connections roles would support each Community Relationships Director, connecting Pacific communities to Government, facilitating community dialogue, and providing front-line operational support for the development of policy, and for the successful implementation of the Ministry's Pacific Programmes and Services.

These teams would facilitate community input into service and programme design, and they would support the initiation and coordination of new initiatives driven from the community. These positions would also support other parts of the Ministry to access community segments, clarify needs, and draw insight from the lived experience of the communities we support.

The new Community Relationships function reflects an evolution of the current Regional Partnerships function. With a renewed strategic focus, distinct from service and programme delivery, these positions are important connectors, brokers and enablers for the Ministry.

More detailed descriptions of the proposed new Community Relationship positions are provided on pages 28 - 29.

Further explaining Community Relationships

The next page further explains my vision for the Community Relationships teams. Whilst you're reading the explanation, I invite you to think about the significance of this shift for how we work as a Ministry and the complexity of this space, particularly in the Auckland region. I welcome your feedback on whether we've got the level of resource right for the Community Relationships team.

SECTION 1: Community Relationships & Innovation

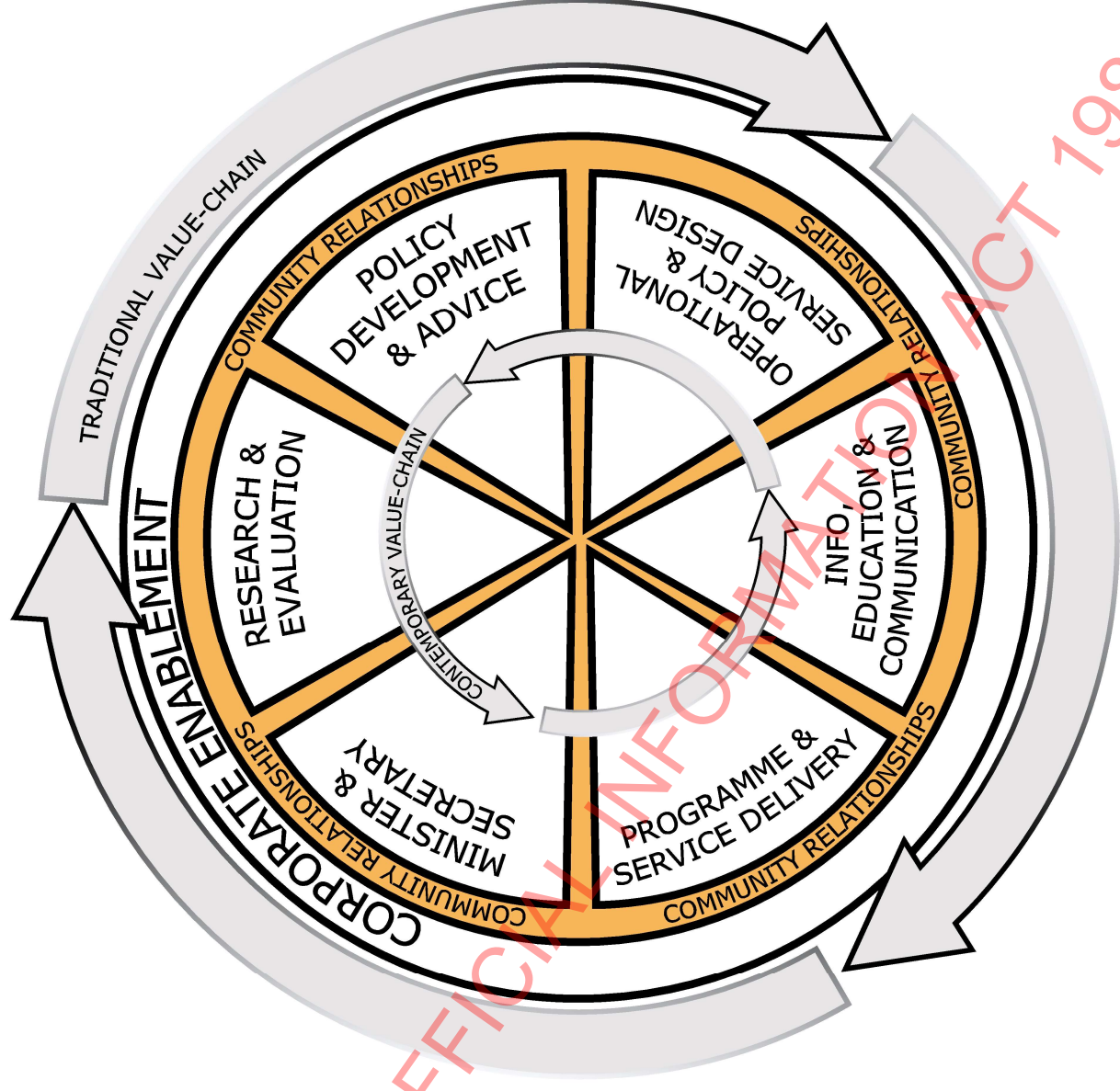
The concept diagram to the right attempts to show the dynamic interplay of our work across Ministry functions, as a way to illuminate my vision for the proposed Community Relationships team and function.

As you know, we work in traditional ways like other government agencies - using insights from research to develop policy advice, which in turn is 'operationalised' through operational policy and service/programme design. Then, we communicate and deliver Pacific programmes and services.

Concurrently, we work in contemporary ways to draw insights from our community relationships through two-way communication channels that shape service delivery as well as policy development. We also drive better operational policy and service design by bringing the lived-experiences of our communities into the design process. Our way of working enables innovation.

The Community Relationships teams straddle both traditional and contemporary ways of working. The teams are both strategic and tactical at the same time. At any point in time, the Community Relationship Directors are tuned into the resonance of their region and communities, understanding which Ministry and non-Ministry levers to pull or push to maximise value for the communities. Harnessing this paradox gives us speed, agility and deeper connections into Pacific communities.

I envisage the Community Relationships teams developing sector specific strategies and engagement plans, whilst concurrently providing tactical support for the delivery of other Ministry functions, particular Pacific Programmes and Services. In addition, the Community Relationships teams will also be our eyes and ears for 'ground-truth' - a reality check on the efficacy of our policies and programmes.



SECTION 1: Community Relationships & Innovation

Proposal 1D: Rename Director Operational Policy, Service Design & Housing

Sitting within the current Policy, Housing, Evaluation, Research & Languages (PHERL) business group is our operational policy team. This relatively new team (developed over the last year or so) is currently managed by the Manager Operations Policy (via internal secondment), reporting to the Director Operational Policy & Housing. The team represents an increasingly important and growing function for the Ministry.

Operational policy and service design is key to better serving our communities, better outcomes and ensuring our services meet the needs of customers. Service design approaches also help align diverse stakeholders by using methods that bring 'the system' into the room, and to support more effective conversations among diverse stakeholders. These diverse perspectives help produce solutions with greater integrity and resilience. Our functional connection to wider government Service Design networks is how we also influence cross agency service delivery design.

Whilst the function of operational policy and service design sits comfortably within the wider Policy group (and must maintain a close working relationship), there is an opportunity to recognise its functional adjacency to Community Relationships and Communications, within the new CRI business group. This combination of functions would create significant value-add and establish a true centre for community-centred programme and service innovation.

As previously stated, the Director Operational Policy & Housing Programme would report to the proposed new Deputy Secretary CRI. In recognition of the emergence and importance of operational policy and service design, I'm proposing the Director's position title is renamed as Director Operational Policy, Service Design & Housing.

To confirm, the Housing Programme, under the Director Operational Policy & Housing Programme will move to Community Relationships & Innovation alongside Operational Policy & Service Design to allow the continuation of its management without disruption. Deputy Secretaries will work together on transitioning the Housing programme to a proposed new Business Group (called Pacific Programmes & Services – see next section) before the end of the year, making sure future arrangements reflect the intent of our future functional model (refer page 7).

Other reporting line changes

To confirm, the current Director Communications Media & Marketing, and Chief Advisor (current vacancy) would also report to the proposed new Dep Sec CRI.

The Chief Advisor is a senior leadership position and supports the Dep Sec CRI to lead the proposed new Community Relationships & Innovation Business Group. The role helps oversee the function of Community Relationships, with a particular focus in Auckland.

The Communications Media & Marketing team continues as an important function for the Ministry, directly enabling community relationships and the promotion of policy, programmes and services through the development of communications content, channels, events and experiences.

The team already works extremely closely with our regionally-based teams, and like community relationships, our communications function is a centrally connecting function – essentially a 'conduit' for better dialogue between government and Pacific communities in New Zealand.

SECTION 2: Pacific Programmes & Services

Proposal	Item	Proposed change
2	A	Establish Deputy Secretary Pacific Programmes & Services
2	B	Rename Director Pacific Capability to Manager Nominations, reporting to the Deputy Secretary Pacific Programmes & Services
2	C	Disestablish Deputy Chief Executive Regional Partnerships
2	D	Establish an additional Executive Assistant position and offer the current Executive Assistant Regional Partnerships either EA CRI or PPS.

The recently closed Community Covid-19 Fund is a good example of how our Ministry utilises its expertise in community programme management to quickly stand-up and manage short term funding programmes.

The Ministry's Languages Unit exemplifies longer-term and equally important services managed by the Ministry currently. We work closely with Pacific communities to maintain and promote heritage languages. Languages magnify the value of a community, providing a vital link between our place in Aotearoa and our heritage as peoples of the vast blue Pacific continent.

Such programme and service delivery expertise is distinct from Community Relationships (previously discussed). Accordingly, as part of the wider changes outlined in this document, I propose the establishment of another new business group for the Ministry, called Pacific Programmes & Services.

I propose a new Deputy Secretary Pacific Programmes & Services position reporting to me. The following current positions would report to the new

- Dep Sec PPS:
- Director National Programmes
 - Director Languages
 - Manager Nominations (previously named Director Pacific Capability)
 - Executive Assistant (additional new position – refer proposal 2C)

Current staff members reporting to the above positions would follow their leader into the new business group under this proposal.

The proposals detailed in this section demonstrates us being consistent where it counts but designed for speed and agility.

Proposal 2A: Establish Deputy Secretary Pacific Programmes & Services (Dep Sec PPS)

The Ministry is accountable for delivering and administering several key Pacific programmes and services. Programmes such as Tupu Aotearoa and Toloa Funding are multi-year initiatives, they are scaled nationally and require careful management across partners to achieve intended outcomes.

We recently brought these programmes together within a 'National Programmes' structure and have been scaling them across New Zealand as well as investing in programme management capability to ensure the achievement of programme intent.

The shift towards more nation-wide programme management highlights the ongoing responsibility that the Ministry must originate, establish, and leverage programmes for Pacific communities that have either a long term or short term.

SECTION 2: Pacific Programmes & Services

Proposal 2B: Rename Director Pacific Capability to Manager Nominations, reporting to the Deputy Secretary Pacific Programmes & Services

As above, I propose renaming the current Director Pacific Capability to Manager Nominations, which I feel is more fitting, relative to other position titles and accountabilities, and better reflects the service undertaken by this team.

The term 'Pacific Capability' signals a wider opportunity to systematically lift Pacific capability across public and private sector organisations. The policy and framework for this opportunity is something that the Policy unit will continue to develop.

We are not able to establish a Pacific Capability area until we are sure of what this will look like. Therefore, as stated above, the Manager Nominations role will report to the new Dep Sec PPS. The work for the Nominations team also includes a work programme focused on increasing Pacific people on governance boards. Under this area, the team will also be able to continue working across teams to identify suitable Pacific governors as needed.

As an alternative to sitting within the PPS business group, the Nominations team could also logically sit within the Office of the Secretary as there is a clear alignment to providing information and advice to the Minister's Office. I welcome feedback on this as an alternative option under this proposal area.

Proposal 2C: Disestablish Deputy Chief Executive Regional Partnerships

As a result of proposed new business groups (CRI and PPS), the DCE Regional Partnerships position is proposed disestablished.

Proposal 2D: Establish an additional Executive Assistant position and offer the current Executive Assistant Regional Partnerships either EA CRI or PPS

An additional Executive Assistant position will be required should the establishment of Deputy Secretary PPS, and the Deputy Secretary CRI (refer section 1) be confirmed.

The current Executive Assistant Regional Partnerships will be given the opportunity to choose whether to support CRI or PPS. Whichever EA position remains vacant will be advertised externally.

SECTION 3: Organisational Strategy & Performance

Proposal	Item	Proposed change
3	A	Establish Deputy Secretary Organisational Strategy & Performance
3	B	Disestablish Chief Financial Officer and Deputy Chief Executive Business Services positions

The proposals detailed in this section demonstrate us driving clearer accountabilities and develop capabilities for better insight.

Proposal 3A: Establish Deputy Secretary Organisational Strategy & Performance

Until recently the organisational strategy and performance of the Ministry was managed across two business groups; Finance, and Business Services.

Given the size of our Ministry, and to balance levels of accountability across new Tautua positions, I propose the consolidation of our enabling corporate functions into a single business group called 'Organisational Strategy & Performance'.

I propose establishing a new Deputy Secretary Organisational Strategy & Performance (Dep Sec OSP), reporting to me, with the following direct reports:

- Director Strategy & Business Intelligence (title change)
- Financial Controller
- Manager Property & Procurement
- Director People & Culture
- Director Technology & Security
- Chief Digital Advisor
- Executive Assistant Corporate.

Current staff members reporting to the positions listed would follow their leader into the new business group under this proposal.

The new business group brings together corporate functions that are critical to the Ministry's success.

The management of corporate risk, financial analysis and reporting, and the management of knowledge and information remain key capability development areas for the new Dep Sec OSP.

The OSP business group is also a source of insight across the Ministry. Insight is enabled through new technologies and extracted through the expertise of our recent improvements in our Business Intelligence capabilities.

Furthermore, OSP will continue to develop the maturity of our corporate planning, oversight and governance functions – sometimes referred to as our 'Programme Management Office'. This capability, within the Performance & Strategy team, is responsible for monitoring and reporting on our progress against Ministry strategies and plans. The team has an enterprise focus, which is connected but separate from new initiatives coordination within CEI, and Pacific programme reporting within PPS.

Proposal 3B: Disestablish Chief Financial Officer and Deputy Chief Executive Business Services positions

As a result of the proposed changes outlined, the current Chief Financial Officer and Deputy Secretary Business Services positions are proposed as disestablished.

SECTION 4: Other proposed changes

Proposal	Item	Proposed change
4	A	Confirm Deputy Secretary Policy, Research & Evaluation
4	B	Establish Chief of Staff, disestablish Deputy Chief Executive Office of the Chief Executive

The proposals detailed in this section demonstrate us driving clearer accountabilities.

Proposal 4A: Confirm Deputy Secretary Policy, Research & Evaluation

PHERL as a business group changes its composition under proposed changes, with the Languages Unit shifting to the PPS business group. The Housing programme also moves to CRI, and will transition to PPS before the end of the year.

These potential changes are not a substantive changes in function for the Policy group and allows the remaining team to focus on their core accountabilities, including policy analysis and development, research and evaluation.

Accordingly, as part of wider changes to the Ministry's structure, the current position of Deputy Chief Executive PHERL would be confirmed without change, except for a change in position name to Deputy Secretary Policy, Research & Evaluation (PRE). The position remains temporarily filled whilst the permanent position holder is on secondment to the Public Service Commission.

To confirm, no other changes to the Policy team and structure are proposed other than those stated in Section 1 and 2.

Proposal 4B: Establish Chief of Staff, disestablish Deputy Chief Executive Office of the Chief Executive

By clarifying accountabilities across policy, service delivery and corporate business groups I can rethink the function of the Office for the Secretary for Pacific Peoples (OSPP), previously referred to as Office of the Chief Executive.

The Secretary's office is principally concerned with supporting the Secretary to effectively manage external affairs and key stakeholder relationships as well as supporting the Minister for Pacific Peoples.

To do so, the OSPP must be unburdened with corporate functional management, responsible only for functions requiring proximity to the Secretary and the Minister.

I propose establishing a new position called Chief of Staff, reporting to me. The following current positions would report to the Chief of Staff:

- Secretary Executive Assistant
- Office Manager Wellington
- Director Ministerial Services
- Chief Legal Advisor.

A position purpose statement for the Chief of Staff is provided on page 17.

As a result of proposed changes, the position of Deputy Chief Executive Office of the Chief Executive is proposed as disestablished.

SUMMARY OF PROPOSED CHANGES

The tables below provides summary list of proposed changes for feedback.

Proposal	Item	Proposed change
1	A	Establish Deputy Secretary Community Relationships & Innovation
1	B	Offer reconfirmation for Directors – Regional Partnerships into newly established Community Relationships Director positions
1	C	Offer reconfirmation for Advisors - Regional Partnerships into newly established Advisors - Community Connections
1	D	Rename Director Operational Policy, Service Design & Housing

Proposal	Item	Proposed change
2	A	Establish Deputy Secretary Pacific Programmes & Services
2	B	Rename Director Pacific Capability to Manager Nominations, reporting to the Deputy Secretary Pacific Programmes & Services
2	C	Disestablish Deputy Chief Executive Regional Partnerships
2	D	Establish an additional Executive Assistant position and offer the current Executive Assistant Regional Partnerships either EA CRI or PPS

Proposal	Item	Proposed change
3	A	Establish Deputy Secretary Organisational Strategy & Performance
3	B	Disestablish Chief Financial Officer and Deputy Chief Executive Business Services positions

Proposal	Item	Proposed change
4	A	Confirm Deputy Secretary Policy, Research & Evaluation
4	B	Establish Chief of Staff, disestablish Deputy Chief Executive Office of the Chief Executive

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PROPOSED NEW POSITION PURPOSE STATEMENTS

The following table details the purpose of proposed new positions. Full position descriptions will be drafted following consultation and shared as part of the redeployment process.

Proposed new position	Purpose (Draft)
Deputy Secretary Community Relationships & Innovation*	The Deputy Secretary Community Relationships & Innovation (CRI) is accountable for Pacific community relationships and sector-specific strategy development, operational policy and service design, as well as communications, media and marketing. The business group, under the Dep Sec's leadership, brings new ideas from the community to life, scales new ideas and shapes future programmes. The group creates compelling content to facilitate dialogue and capture conversations, as well as digitising and marketing new ideas from the community. Finally, CRI ensures Pacific communities voice shapes policy development and advice.
Community Relationships Director (Northern, Central, and Southern)	Refer page 28.
Senior Advisor / Advisor – Community Connections	Refer page 29.
Deputy Secretary Pacific Programmes & Services*	The Dep Sec Pacific Programmes & Services (PPS) leads and manages the Ministry's service delivery resources with the aim of creating maximum value for the Ministry's communities and stakeholders. The Dep Sec PP&S develops and cascades the Ministry's strategy and mission to service and programme delivery staff, and undertakes operational planning by prioritising community, employee, and organisational requirements. A big part of the Dep Sec's job (with support from Organisational Strategy & Performance) is to generate and sustain the service delivery workforce, maintaining and monitoring staffing, levels, competence, and morale to fulfil operational requirements. In addition, Dep Sec PPS is a performance driven role, developing and managing performance measurement across operations, both internally and for external service delivery partners.
Deputy Secretary Organisational Strategy & Performance*	The Dep Sec Organisational Strategy & Performance (OSP) leads the development and management of the Ministry's corporate functions that enable the Ministry's success. Functions include Finance, People & Culture, Information Technology, Property, Procurement, Commercial, Communications, Risk and Audit. In addition, the Dep Sec lifts stakeholder confidence and assures the achievement of the Ministry's outcomes by developing and maintaining effective business performance reporting and intelligence across the Ministry's operations, and corporate services.
Chief of Staff*	The Chief of Staff manages the Office of the Secretary for Pacific Peoples. The Secretary's office is principally concerned with supporting the Secretary to effectively manage external affairs and key stakeholder relationships. The Chief of Staff is accountable for providing high level strategic, organisational and operational advice. The position's primary purpose is to provide the Secretary strategic advice, which will typically relate to stakeholder engagement and advocating the Ministry's strategic interests. The Chief of Staff develops key relationships across central government agencies, and may be called upon to represent the Ministry at inter-agency groups and bodies. The positions responsibilities extend to the management of Legal and Ministerial Services functions, and also includes the quality review of important correspondence and external reporting.

*As senior leaders within a pro-equity organisation, each Dep Sec provides strategic advice and guidance to the Ministry's people, customers and stakeholders on the Ministry's on-going and evolving partnerships and relationships with Pacific community organisations and whānau Māori relating to the Ministry's achievement of its Pacific Aotearoa goals.

PROVIDING FEEDBACK

PROPOSED TIMEFRAME

I genuinely welcome your feedback on the proposed structure and any other aspect of this proposal for growth. Your feedback will help to ensure our new structure will work.

You can tell me what you think will work in the proposed structure or what might be problematic and need to change (and please let me know any possible solutions).

Your feedback can be at any level, from the high level design, to the impact on specific positions or our proposed implementation approach. Your feedback is important and will be carefully considered.

You can provide feedback individually or as a group via email. Please reference the specific proposed change and/or proposal area you are giving feedback on.

Please send your feedback to **s9(2)(a)** by the close of business **Friday 26 February 2021**.

A hardcopy 'drop-box' will also be available (located in the kitchen area of the Wellington office), for anyone who would prefer to submit feedback anonymously.

Activity	Timeframe
Pre-consultation leadership briefings	9 Feb – 10 Feb
All-staff consultation period starts	Thursday 11 February
Consultation period ends	Friday 26 February
Decisions announced*	Early March
Change management process starts*: <ul style="list-style-type: none">• People offered reconfirmation where suitable• People offered reassignment where suitable• Start of expression of interest process for people not confirmed into a role	Mid March
People advised of outcome of expression of interest process*	End-March
New structure effective*	From April 2021

* Subject to feedback

CHANGE MANAGEMENT PROCESS

We will use MPP's Change Management Guidelines 2020 to place affected people into roles in the new structure. This document provides an overview of the approach we intend to use, however for clarity there are three distinct approaches:

1. **Reconfirmation** – where you may be reconfirmed into a role that is the same or substantively the same as the one you do now.
2. **Reassignment** – where you may be reassigned to a role where your skills and experience may be a good match for the role.
3. **Redundancy** – our third and final option when despite our best endeavours we have been unable to place you into a role within MPP or another Government organisation. Then the terms and conditions of your IEA will apply.

In summary, for affected people in the first instance, we will initially work through a **reconfirmation** process. You may be reconfirmed into a role if:

- The position description is the same, or substantially similar, to the existing position.
- The remuneration is the same or better.
- The position is in the same location (local area) or vicinity.
- A change in reporting line or a minor change in title.
- Terms and conditions (including career prospects) are no less favourable.

If you are not reconfirmed in a role you will be asked to submit an expression of interest for any remaining new roles as part of the **reassignment** process and to provide a copy of your CV. The reassignment process matches people's skills to a role that requires similar skills.

The reassignment process may include interview and an assessment of:

- Previous / current experience in MPP.
- Skills and/or competencies for the position.
- Qualifications and experience.
- Previous confirmed performance ratings (if available).

After the reconfirmation and reassignment processes have been completed we will work with individuals who we haven't been able to place in the new structure to understand their preferences and help them find a new role. We want to help retain the skills of our people in the public service where possible. We will work with other agencies to try to identify potential opportunities. **Redundancy** is our last option.



CHANGE MANAGEMENT PROCESS – REASSIGNMENT v RECONFIRMATION OPPORTUNITIES

The table below lists all positions that are contestable and open for permanent reassignment, via the expression of interest process.

Position	Business Group	Current incumbent
Deputy Secretary Community Relationships & Innovation	Community Relationships & Innovation	N/A
Deputy Secretary Pacific Programmes & Services	Pacific Programmes & Services	N/A
Deputy Secretary Organisational Strategy & Performance	Organisational Strategy & Performance	N/A
Executive Assistant x 3	<ul style="list-style-type: none"> Community Relationships & Innovation Organisational Strategy & Performance Pacific Programmes & Services 	N/A
Chief of Staff	Office of the Secretary for Pacific Peoples	N/A
Director National Programmes	Pacific Programmes & Services	s9(2)(a)
Manager Operational Policy	Community Relationships & Innovation	s9(2)(a)

Current incumbents (on internal secondment) will receive preferential status, but expressions of interest may be received from any staff member whose substantive position is disestablished as a result of this change process. Current incumbents displaced from their secondment position due to reassignment would return to their substantive position.

The table below lists all reconfirmations proposed (refer proposal 1B and 1C).

Position	Business Group	Proposed person reconfirmed in position
Community Relationships Director - North	Community Relationships & Innovation	s9(2)(a)
Community Relationships Director - Central	Community Relationships & Innovation	
Community Relationships Director - South	Community Relationships & Innovation	
Senior Advisor Community Connections North	Community Relationships & Innovation	
Advisor Community Connections North	Community Relationships & Innovation	
Senior Advisor Community Connections North	Community Relationships & Innovation	
Advisor Community Connections North	Community Relationships & Innovation	
Senior Advisor Community Connections North	Community Relationships & Innovation	
Advisor Community Connections North	Community Relationships & Innovation	
Senior Advisor Community Connections Central	Community Relationships & Innovation	
Senior Advisor Community Connections Central	Community Relationships & Innovation	
Advisor Community Connections Central	Community Relationships & Innovation	
Advisor Community Connections South	Community Relationships & Innovation	
Senior Advisor Community Connections South	Community Relationships & Innovation	

SUPPORT FOR PEOPLE

Change is hard and I encourage you to take up the offer of support.

EAP (0800 327 669) is available to all people (contractors are included). They provide you with access to professional counselling services which are private and confidential. You can find out more about them and book online at www.eap.co.nz.

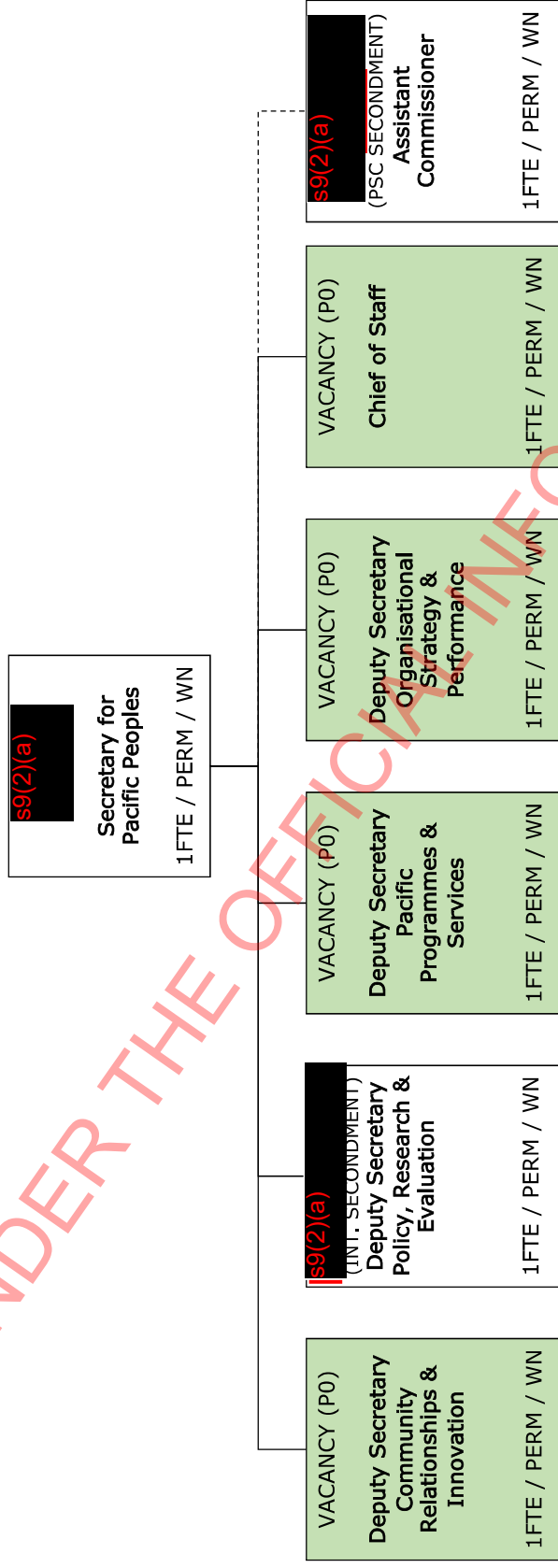
We will provide affected people with external support through the reassignment process to help you update your CV and prepare for interviews. Please talk to s9(2)(a) to arrange this support.

The support people need will vary. If you need additional support please talk to your manager or s9(2)(a)



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APPENDIX A: Proposed future structure – Tautua

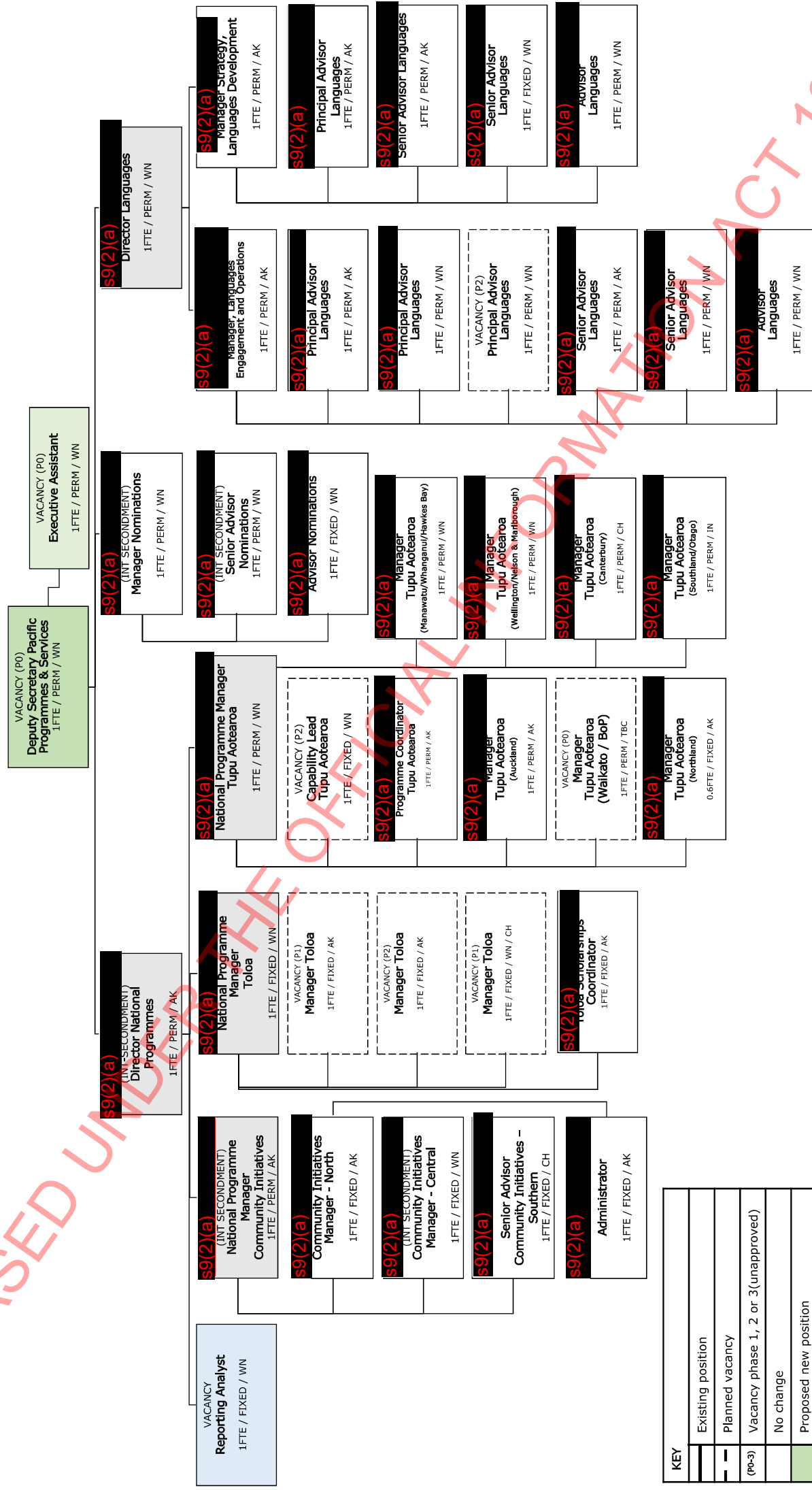


KEY	
	Existing position
	Planned vacancy
 (P0-3)	Vacancy phase 1, 2 or 3 (unapproved)
	No change
	Proposed new position
	Proposed reconfirmation
	Proposed change in reporting line
	Proposed change in position title



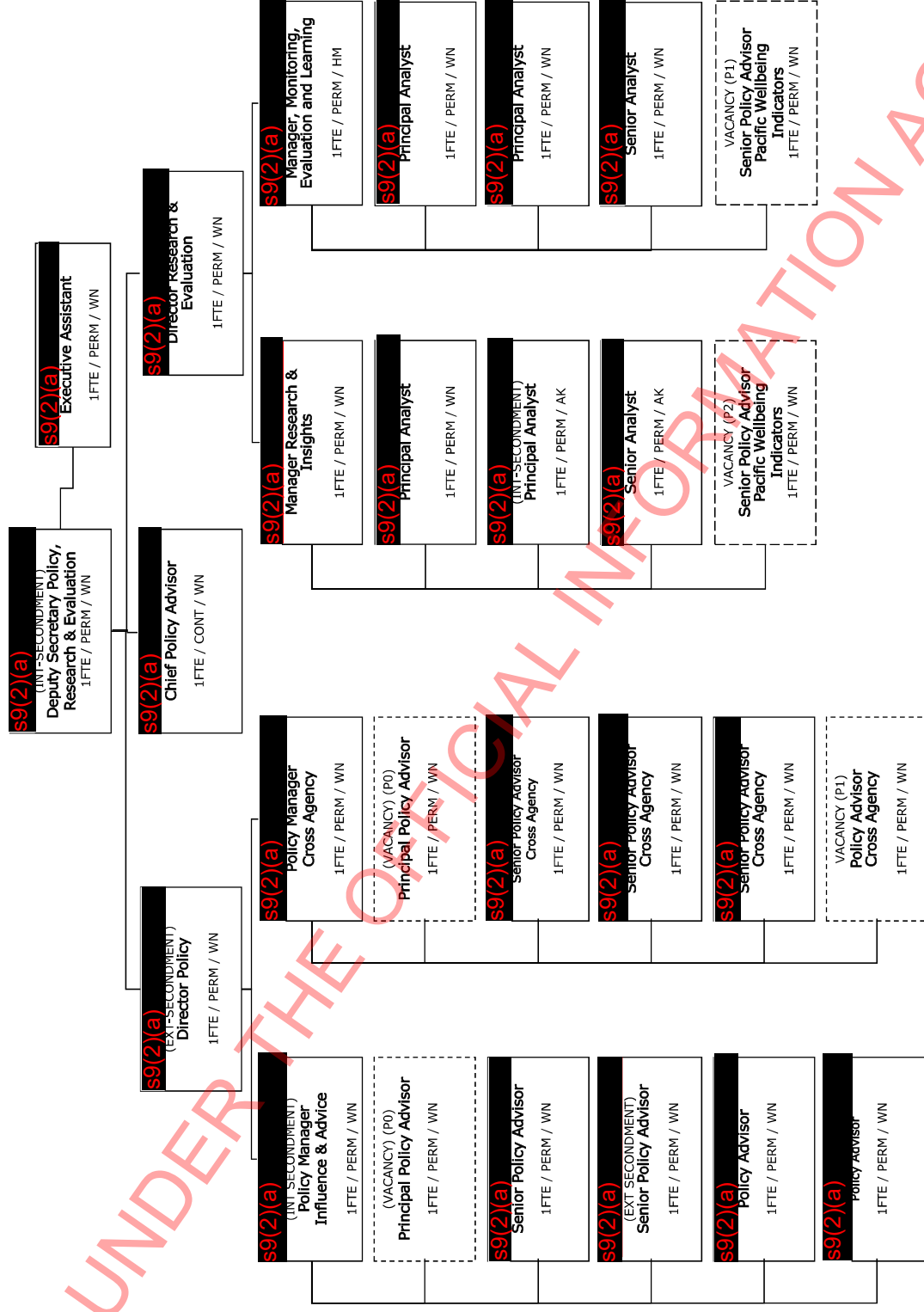
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APPENDIX A: Proposed future structure – Pacific Programmes & Services



KEY	
Existing position	
Planned vacancy	
(P0-3) Vacancy phase 1, 2 or 3 (unapproved)	
No change	
Proposed new position	
Proposed reconfirmation	
Proposed change in reporting line	
Proposed change in position title	

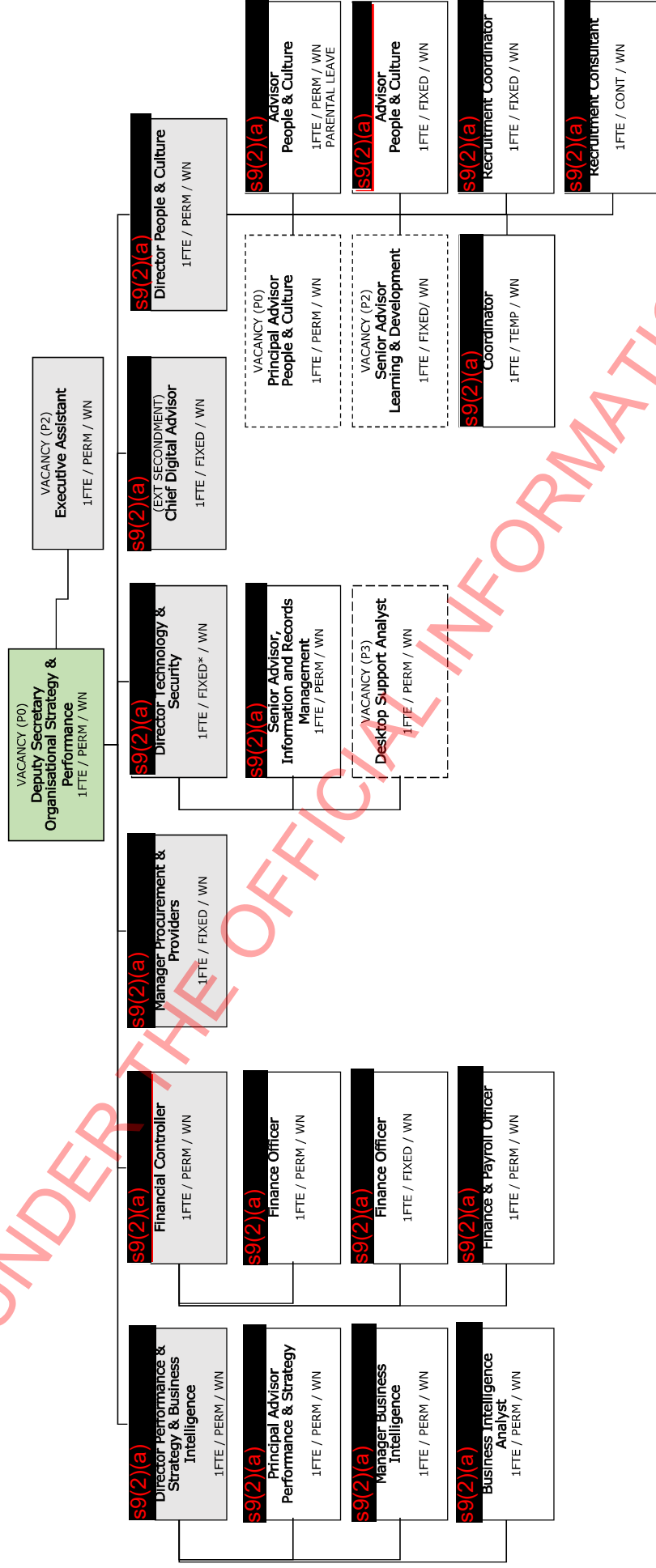
APPENDIX A: Proposed future structure – Policy, Research & Evaluation



KEY	
Existing position	
Planned vacancy	
(P0-3) Vacancy phase 1, 2 or 3(unapproved)	
No change	
Proposed new position	
Proposed reconfirmation	
Proposed change in reporting line	
Proposed change in position title	

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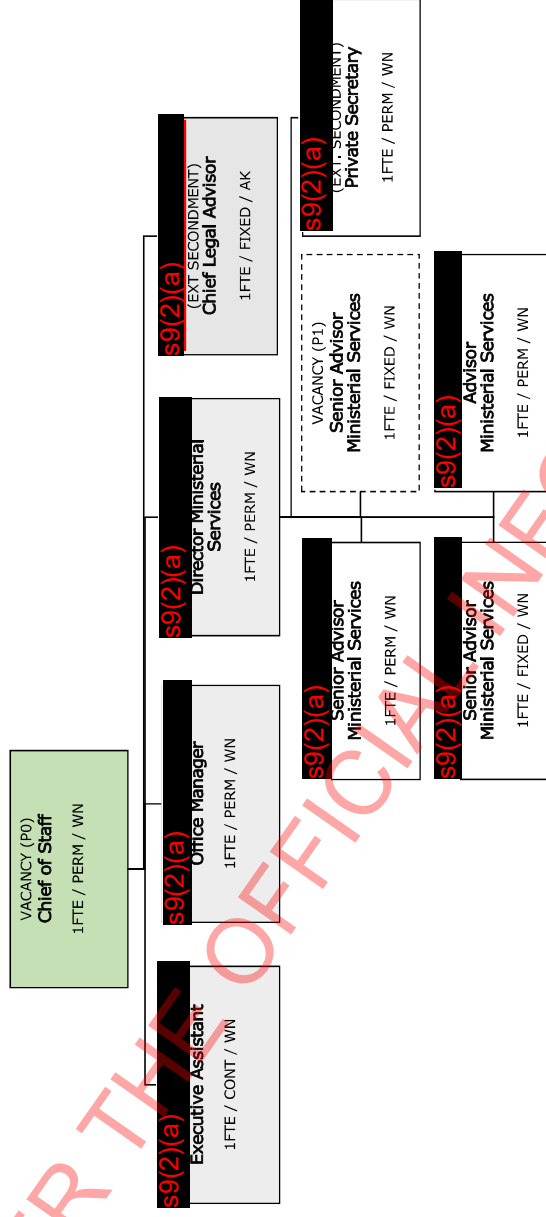
APPENDIX A: Proposed future structure – Organisational Strategy & Performance



*Currently under permanent recruitment

KEY	
Existing position	
Planned vacancy	
(P0-3) Vacancy phase 1, 2 or 3 (unapproved)	
No change	
Proposed new position	
Proposed reconfirmation	
Proposed change in reporting line	
Proposed change in position title	

APPENDIX A: Proposed future structure – Chief of Staff



KEY	
Existing position	
Planned vacancy	
Vacancy phase 1, 2 or 3 (unapproved)	
No change	
Proposed new position	
Proposed reconfirmation	
Proposed change in reporting line	
Proposed change in position title	

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APPENDIX B: Community Relationships Draft Position Descriptions

The table below provides further detail on the proposed Community Relationships unit and positions.

Position	Director Community Relationships
Reports to	Deputy Secretary Community Relationships & Innovation
Location	Auckland, Wellington, Christchurch
Purpose	The Director Community Relationships leads a regionally-based Community Relationships team within the Community Relationships unit. The role and team connect Pacific communities to Government, develop sector-specific strategies, facilitate community dialogue, and provides front-line operational support for the development of policy and for the successful implementation of the Ministry's Pacific Programmes and Services.
Key accountabilities	<p>Leading community relationships within region, by:</p> <ul style="list-style-type: none"> Working in collaboration with other agencies, providers and community organisations as requested to support the achievement of positive Pacific outcomes. Planning and implementation of special projects or initiatives delivered through the Community Relationships & Innovation Business Group. Coordinating new community-based initiatives. Participating in Pacific community events and meetings to identify and understand issues and priorities, analysing and reporting findings to the Director Community Relationships. Engaging with local Pacific communities to identify significant Pacific success stories, events and best practice methodologies and reporting on this to the Ministry's Communications Team. Promoting community access for other Ministry functions, and to clarify community interests and needs, whilst promoting Government programmes and services for Pacific Peoples. Facilitating community meetings, running workshops, and delivering presentations as required to gather and/or distribute information. Discovering and sharing lived experience community insights to support Ministry policy development and advice, research and evaluation. Providing advice on the issues, benefits, relevance and effectiveness of proposed regional and national initiatives and activities as these affect Pacific peoples. <p>The Community Relationships team also provides front-line operational support for the development of policy and for the successful implementation of the Ministry's Pacific Programmes and Services, by:</p> <ul style="list-style-type: none"> Identifying community organisations with whom the Ministry can develop partnerships to either bring new insight to the development of policy and advice, or to improve the access and impact of the Ministry's Pacific programmes and services. Promoting community access for other Ministry functions, and to clarify community interests and needs, whilst promoting Government programmes and services for Pacific Peoples. Facilitating community input into Pacific policy and service design. Support the Ministry's Policy, Research & Evaluation business unit to monitor, evaluate and report on the effectiveness of policies and initiatives implemented by the Ministry and Government. Supporting and promoting community data collection and research, which includes maintaining up-to-date knowledge and information resources for the Ministry, e.g. by entering information into relevant databases. Providing community based, local programme administration and coordination services into the community as required. Responding to specific community needs or requests as identified/requested from the Minister's office (e.g. providing information and advice regarding options for funding, scholarships, etc). <p>The Director Community Relationships is responsible for building team capability by coaching and/or providing development opportunities. The Director will maintain regular communication with all team members to ensure they are informed of matters relevant to their work and to support delivery, ensuring that all staff in the regional office understand the Ministry's vision and goals and how their work contributes. The Director also ensures that all staff in the regional office participate in the Ministry's appraisal and development programmes, and ensure all staff understand their health, safety and wellbeing responsibilities.</p> <p>Stakeholder and Relationship Management</p> <p>The Director will develop and maintain professional strategic relationships on behalf of the Ministry to ensure effective two-way communication that will enhance the work of the Ministry. On behalf of the Ministry, the Director will consult and liaise with Pacific community groups, educational institutions, businesses, providers and individuals on matters relevant to the Ministry's objectives, vision and mission. The role will maintain positive relationships with relevant Government agencies to influence and enhance their understanding of Pacific peoples' needs and priorities. In addition, the Director will participate in community meetings and events to represent the Ministry and/or to support Community Relationship Advisors in their work.</p> <p>Strategic Advice</p> <p>The Director Community Relationships advises the Deputy Secretary Community Relationships & Innovation, with a particular regional focus, providing high level strategic and operational advice (including relevant, up-to-date knowledge of community issues, concerns and priorities). The role is responsible for identifying and maintaining an overview of policies, services and Government initiatives delivered by agencies in the region that will have an impact on Pacific peoples, ensuring that the Ministry has an opportunity to influence these (e.g. by collaboration and advice). The role also identifies and manages regional operational risks within the Ministry's risk framework, and ensures that Pacific programmes and services carried out in the region adhere to relevant policies, fiscal and statutory requirements</p> <p>The Director develops key relationships across local government and NGO sectors, and will be called upon to represent Ministry when meeting key stakeholder groups within the region. The role will also support any response on behalf of the Ministry to issues raised by Ministers, Pacific communities and other stakeholders, which may include the development of high-quality reports, briefings, speeches and papers as requested by the Deputy Secretary Community Relationships & Innovation, through the Deputy Secretary.</p> <p>Planning and Reporting</p> <p>The Director Community Relationships must remain informed and up-to-date on relevant political, economic and social activity to ensure regular and useful input into national and regional strategic and operational planning. The role works closely with the Deputy Secretary Community Relationships to ensure that the Community Relationships function and activities align and integrate effectively with the overarching Ministry strategy and other Ministry business units. The role may also be required to draft, review and coordinate Ministerial service requests as required, e.g. OIAs, PQs.</p>

APPENDIX B: Community Relationships Draft Position Descriptions

The table below provides further detail on the proposed Community Relationships unit and positions.

Position	Senior Advisor / Advisor Community Connections
Reports to	Director Community Relationships
Location	Auckland, Wellington, Christchurch
Purpose	The Senior Advisor / Advisor Community Relationships connects Pacific communities to Government, facilitates community dialogue, and provides front-line operational support for the development of policy, and for the successful implementation of the Ministry's Pacific Programmes and Services.
Key accountabilities	<p><i>Community relationships development</i> The Senior Advisor / Advisor Community Relationships is a member of the Community Relationships team and supports the development of Pacific community relationships within a particular region (North, Central, or South), by:</p> <ul style="list-style-type: none"> • Working in collaboration with other agencies, providers and community organisations as requested to support the achievement of positive Pacific outcomes. • Supporting the planning and implementation of special projects or initiatives delivered through the Community Relationships & Innovation Business Group. • Coordinating new community-based initiatives. • Participating in Pacific community events and meetings to identify and understand issues and priorities, analysing and reporting findings to the Director Community Relationships. • Engaging with local Pacific communities to identify significant Pacific success stories, events and best practice methodologies and reporting on this to the Ministry's Communications Team. • Promoting community access for other Ministry functions, and to clarify community interests and needs, whilst promoting Government programmes and services for Pacific Peoples. • Facilitating community meetings, running workshops, and delivering presentations as required to gather and/or distribute information. • Discovering and sharing lived experience community insights to support Ministry policy development and advice, research and evaluation. • Providing advice on the issues, benefits, relevance and effectiveness of proposed regional and national initiatives and activities as these affect Pacific peoples. <p><i>Operational support</i> The Senior Advisor / Advisor Community Relationships provides front-line operational support for the development of policy and for the successful implementation of the Ministry's Pacific Programmes and Services, by:</p> <ul style="list-style-type: none"> • Identifying community organisations with whom the Ministry can develop partnerships to either bring new insight to the development of policy and advice, or to improve the access and impact of the Ministry's Pacific programmes and services. • Promoting community access for other Ministry functions, and to clarify community interests and needs, whilst promoting Government programmes and services for Pacific Peoples. • Facilitating community input into Pacific policy and service design. • Support the Ministry's Policy, Research & Evaluation business unit to monitor, evaluate and report on the effectiveness of policies and initiatives implemented by the Ministry and Government. • Supporting and promoting community data collection and research, which includes maintaining up-to-date knowledge and information resources for the Ministry, e.g. by entering information into relevant databases. • Providing community based, local programme administration and coordination services into the community as required. • Responding to specific community needs or requests as identified/requested from the Minister's office (e.g. providing information and advice regarding options for funding, scholarships, etc).

APPENDIX C: Potential Individual Impact (1 / 9)

The table below is sorted alphabetically by individual surname. The table details the potential impact to individual staff members - subject to feedback and confirmation.

SURNAME	FIRST NAME	Region	Employment Status	POSITION	SUBSTANTIVE POSITION	CURRENT BUSINESS GROUP	Current Team	POTENTIAL IMPACT	FUTURE TITLE	PROPOSED FUTURE BUSINESS GROUP	PROPOSED FUTURE MGR
s9(2)(a)		Wellington	Permanent - Seconded Out	Assistant Commissioner - Secondment	DCE PHERL	Tautua	Tautua	No change	State Services Commission - SECONDMENT	Tautua	Secretary
		Wellington	Permanent	Deputy Chief Executive Regional Partnerships		Regional Partnerships	Regional Partners	Disestablished	N/A	N/A	N/A
		Wellington	Permanent	Advisor Operational Policy		Policy, Evaluation, Research & Languages	Operational Policy	Change in position title	Principal Advisor Operational Policy & Service Design	Community Relationships & Innovation	Manager Operational Policy
		Wellington	Permanent - Seconded out	Senior Advisor, Communications DPMC - Secondment	Senior Advisor - Communications, Media and Marketing	Office of the CEO	Communications	No change	NO CHANGE	Community Relationships & Innovation	Manager, Strategic Communications and External Relations
		Wellington	Permanent	Senior Advisor Policy, Cross Agency		Policy, Evaluation, Research & Languages	Policy	No change	NO CHANGE	Policy, Research & Evaluation	Policy Manager Cross Agency
		Auckland	Permanent	Advisor, Regional Partnerships, Northern		Regional Partnerships	Northern Region	Reconfirmation	Advisor, Community Connections North	Community Relationships & Innovation	Community Relationships & Innovation Director - North
		Wellington	Permanent	Director, Pacific Capability	Senior Advisor, Ministerial Services	Office of the CEO	Office of the CEO	Change in position title, change in reporting line	Manager Nominations	Pacific Programmes & Services	Deputy Secretary Pacific Programmes & Services
		Wellington	Fixed Term	Senior Advisor Design - Communications, Media and Marketing		Office of the CEO	Communications	No change	NO CHANGE	Community Relationships & Innovation	Manager Digital Channels and Marketing
		Wellington	Permanent	Finance and Payroll Officer		Corporate/Finance	Corporate/Finance	Change in reporting line	NO CHANGE	Organisational Strategy & Performance	Financial Controller
		Wellington	Permanent	Senior Advisor, Languages		Policy, Evaluation, Research & Languages	Languages	No change	NO CHANGE	Pacific Programmes & Services	Manager, Languages Engagement and Operations
		Wellington	Permanent	Deputy Chief Executive, PERHL	Director Policy	Policy, Evaluation, Research & Languages	Policy	No change	Deputy Secretary Policy, Research & Evaluation	Policy, Research & Evaluation	Secretary for Pacific Peoples
		Auckland	Fixed Term	Senior Advisor - Communications, Media and Marketing		Office of the CEO	Communications	No change	NO CHANGE	Community Relationships & Innovation	Manager, Strategic Communications and External Relations
		Wellington	Permanent	Director Communications Media and Marketing		Office of the CEO	Communications	Change in reporting line	NO CHANGE	Community Relationships & Innovation	Deputy Secretary Community Relationships & Innovation
		Wellington	Seconded In	Chief Digital Advisor		Corporate/Finance	Corporate/Finance	Change in reporting line	NO CHANGE	Organisational Strategy & Performance	Deputy Secretary Organisational Strategy & Performance

APPENDIX C: Potential Individual Impact (2 / 9)

The table below is sorted alphabetically by individual surname. The table details the potential impact to individual staff members - subject to feedback and confirmation.

SURNAME	FIRST NAME	Region	Employment Status	POSITION	SUBSTANTIVE POSITION	CURRENT BUSINESS GROUP	Current Team	POTENTIAL IMPACT	FUTURE TITLE	PROPOSED FUTURE BUSINESS GROUP	PROPOSED FUTURE MGR
s9(2)(a)		Wellington	Fixed Term	Director Technology and Security		Corporate/Finance	Corporate/Finance	Change in reporting line	NO CHANGE	Organisational Strategy & Performance	Deputy Secretary Organisational Strategy & Performance
		Wellington	Fixed Term	Senior Advisor - Communications, Media and Marketing		Office of the CEO	Communications	No change	NO CHANGE	Community Relationships & Innovation	Manager, Strategic Communications and External Relations
		Canterbury	Permanent	Advisor, Regional Partnerships, Southern		Regional Partnerships	Southern Region	Reconfirmation	Advisor, Community Connections South	Community Relationships & Innovation	Community Relationships Director-Southern
		Auckland	Permanent	Office Manager, Regional Partnerships		Regional Partnerships	Regional Partners	Change in reporting line	NO CHANGE	Community Relationships & Innovation	Deputy Secretary Community Relationships & Innovation
		Canterbury	Permanent	Director Regional Partnerships, Southern		Regional Partnerships	Southern Region	Reconfirmation	Community Relationships Director - Southern	Community Relationships & Innovation	Deputy Secretary Community Relationships & Innovation
		Auckland	Permanent	Director National Programmes	Chief Advisor	Regional Partnerships	Regional Partners	Potential permanent reassignment, or return to substantive position	NO CHANGE	Pacific Programmes & Services	Deputy Secretary Pacific Programmes & Services
		Auckland	Permanent	Tupu Aotearoa Programme Coordinator		Regional Partnerships	Regional Partners	No change	NO CHANGE	Pacific Programmes & Services	National Programme Manager Tupu Aotearoa
		Wellington	Fixed Term	Community Initiatives Manager - Central	Senior Advisor, Regional Partnerships, Central	Regional Partnerships	Central Region	No change	NO CHANGE	Pacific Programmes & Services	National Programme Manager Community Initiatives
		Wellington	Fixed Term	Advisor, People and Culture		Corporate/Finance	People and Culture	No change	NO CHANGE	Organisational Strategy & Performance	Director People and Culture
		Auckland	Fixed Term	Community Initiatives Manager-Northern		Regional Partnerships	Northern Region	No change	NO CHANGE	Pacific Programmes & Services	National Programme Manager Community Initiatives
		Wellington	Permanent	Principal Advisor Performance & Strategy		Corporate/Finance	Performance & Strategy	No change	NO CHANGE	Organisational Strategy & Performance	Director Strategy & Business Intelligence
		Canterbury	Fixed Term	Community Initiatives Manager - Southern	Senior Advisor, Regional Partnerships	Regional Partnerships	Southern Region	No change	NO CHANGE	Pacific Programmes & Services	National Programme Manager Community Initiatives
		Auckland	Permanent	Principal Analyst, Research and Insights	Senior Analyst, Research and Evaluation	Policy, Evaluation, Research & Languages	R & E	No change	NO CHANGE	Policy, Research & Evaluation	Manager Research & Insights
		Wellington	Permanent	Tupu Aotearoa National Programme Manager - National		Regional Partnerships	Tupu Aotearoa	None - vacancy	NO CHANGE	Pacific Programmes & Services	Director National Programmes
		Auckland	Permanent	Senior Advisor, Languages		Policy, Evaluation, Research & Languages	Languages	No change	NO CHANGE	Pacific Programmes & Services	Manager Strategy, Language Development, Planning and Innovation

APPENDIX C: Potential Individual Impact (3 / 9)

The table below is sorted alphabetically by individual surname. The table details the potential impact to individual staff members - subject to feedback and confirmation.

SURNAME	FIRST NAME	Region	Employment Status	POSITION	SUBSTANTIVE POSITION	CURRENT BUSINESS GROUP	Current Team	POTENTIAL IMPACT	FUTURE TITLE	PROPOSED FUTURE BUSINESS GROUP	PROPOSED FUTURE MGR
s9(2)(a)		Wellington	Permanent	Senior Advisor Policy, Cross Agency		Policy, Evaluation, Research & Languages	Policy	No change	NO CHANGE	Policy, Research & Evaluation	Policy Manager Cross Agency
		Auckland	Permanent	Senior Advisor, Regional Partnerships, Northern		Regional Partnerships	Northern Region	Reconfirmation	Senior Advisor, Community Connections Northern	Community Relationships & Innovation	Community Relationships Director-Northern
		Auckland	Fixed Term	Administrator, Community Initiatives		Regional Partnerships	Northern Region	No change	NO CHANGE	Pacific Programmes & Services	National Programme Manager Community Initiatives
		Wellington	Seconded In	Private Secretary	Senior Advisor, MFAT	Office of the CEO	Office of the CEO	No change	NO CHANGE	Office of the Secretary	Director Ministerial Services
		Auckland	Permanent	Senior Advisor, Regional Partnerships, Northern		Regional Partnerships	Regional Partnerships	Reconfirmation	Senior Advisor, Community Connections Northern	Community Relationships & Innovation	Community Relationships Director-Northern
		Canterbury	Permanent	Tupu Aotearoa Manager - Canterbury		Regional Partnerships	Regional Partners	No change	NO CHANGE	Pacific Programmes & Services	National Programme Manager Tupu Aotearoa
		Wellington	Permanent	Senior Advisor, Programme Funding	Policy Advisor	Policy, Evaluation, Research & Languages	Housing	No change	NO CHANGE	Community Relationships & Innovation	Director Operational Policy, Service Design & Housing
		Wellington	Permanent	Principal Analyst - Research and Insights		Policy, Evaluation, Research & Languages	R & E	No change	NO CHANGE	Policy, Research & Evaluation	Manager Research & Insights
		Wellington	Contractor	Executive Assistant		Office of the CEO	Office of the CEO	Change in reporting line	NO CHANGE	Office of the Secretary	Chief of Staff
		Auckland	Permanent	Manager Research & Insights		Policy, Evaluation, Research & Languages	R & E	No change	NO CHANGE	Policy, Research & Evaluation	Director Research and Evaluation
		Wellington	Permanent	Director Research and Evaluation		Policy, Evaluation, Research & Languages	R & E	No change	NO CHANGE	Policy, Research & Evaluation	Deputy Secretary Policy, Research & Evaluation
		Wellington	Permanent	Senior Analyst, Monitoring, Evaluation and Learning		Policy, Evaluation, Research & Languages	R & E	No change	NO CHANGE	Policy, Research & Evaluation	Manager, Monitoring, Evaluation and Learning
		Wellington	Permanent	Manager Digital Channels and Marketing		Office of the CEO	Communications	No change	NO CHANGE	Community Relationships & Innovation	Director Communications Media and Marketing
		Wellington	Fixed Term	Recruitment Co-ordinator		Corporate/Finance	People and Culture	No change	NO CHANGE	Organisational Strategy & Performance	Director People and Culture

APPENDIX C: Potential Individual Impact (4 / 9)

The table below is sorted alphabetically by individual surname. The table details the potential impact to individual staff members - subject to feedback and confirmation.

SURNAME	FIRST NAME	Region	Employment Status	POSITION	SUBSTANTIVE POSITION	CURRENT BUSINESS GROUP	Current Team	POTENTIAL IMPACT	FUTURE TITLE	PROPOSED FUTURE BUSINESS GROUP	PROPOSED FUTURE MGR
s9(2)(a)		Wellington	Permanent	Senior Advisor, Pacific Capability	Senior Advisor, Ministerial Services	Office of the CEO	Office of the CEO	Change in position title, change in reporting line	Senior Advisor, Nominations	Office of the Secretary	Director, Pacific Capability
		Wellington	Permanent	Manager Operational Policy	Senior Policy Advisor	Policy, Evaluation, Research & Languages	Operational Policy	No change	NO CHANGE	Community Relationships & Innovation	Director Operational Policy, Service Design & Housing
		Wellington	Permanent	Advisor, People and Culture		Corporate/Finance	People and Culture	No change	NO CHANGE	Organisational Strategy & Performance	Director People and Culture
		Wellington	Permanent	Senior Advisor, Digital Channels and Marketing		Office of the CEO	Communications	No change	NO CHANGE	Community Relationships & Innovation	Manager Digital Channels and Marketing
		Auckland	Fixed Term	Toledo Scholarships Programme Coordinator		Regional Partnerships	Toledo	No change	NO CHANGE	Pacific Programmes & Services	Toledo National Programme Manager - National
		Auckland	Permanent	Executive Assistant, Regional Partnerships		Regional Partnerships	Regional Partnership	Change in reporting line	NO CHANGE	TBC	Deputy Secretary Pacific Programmes & Services, or Deputy Secretary Community Relationships & Innovation
		Wellington	Fixed Term	Principal Policy Advisor		Policy, Evaluation, Research & Languages	Policy	No change	NO CHANGE	Community Relationships & Innovation	Director Operational Policy, Service Design & Housing
		Auckland	Permanent	Principal Policy Advisor	Senior Policy Advisor	Policy, Evaluation, Research & Languages	Operational Policy	Change in position title	Principal Advisor Operational Policy & Service Design	Community Relationships & Innovation	Manager Operational Policy
		Wellington	Permanent	Policy Advisor		Policy, Evaluation, Research & Languages	Policy	No change	NO CHANGE	Policy, Research & Evaluation	Policy Manager Influence and Advice
		Wellington	Permanent	Advisor, Communications, Media and Marketing		Office of the CEO	Communications	No change	NO CHANGE	Community Relationships & Innovation	Manager Digital Channels and Marketing
		Auckland	Permanent	Manager, Languages Engagement and Operations		Policy, Evaluation, Research & Languages	Languages	No change	NO CHANGE	Pacific Programmes & Services	Director Languages
		Wellington	Fixed Term	Toledo National Programme Manager - National		Regional Partnerships	Toledo	No change	NO CHANGE	Pacific Programmes & Services	Director National Programmes
		Wellington	Fixed Term	Senior Advisor, Languages		Policy, Evaluation, Research & Languages	Languages	No change	NO CHANGE	Pacific Programmes & Services	Manager Strategy, Language Development, Planning and Innovation
		Auckland	Permanent	Manager, Strategic Communications and External Relations		Office of the CEO	Communications	No change	NO CHANGE	Community Relationships & Innovation	Director Communications Media and Marketing

APPENDIX C: Potential Individual Impact (5 / 9)

The table below is sorted alphabetically by individual surname. The table details the potential impact to individual staff members - subject to feedback and confirmation.

SURNAME	FIRST NAME	Region	Employment Status	POSITION	SUBSTANTIVE POSITION	CURRENT BUSINESS GROUP	Current Team	POTENTIAL IMPACT	FUTURE TITLE	PROPOSED FUTURE BUSINESS GROUP	PROPOSED FUTURE MGR
s9(2)(a)		Wellington	Contractor	Recruitment Consultant		Corporate/Finance	People and Culture	None - vacancy	NO CHANGE	Organisational Strategy & Performance	Director People and Culture
		Wellington	Permanent	Policy Advisor		Policy, Evaluation, Research & Languages	Policy	No change	NO CHANGE	Policy, Research & Evaluation	Policy Manager Influence and Advice
		Wellington	Temporary / Contractor	Co-ordinator		Corporate/Finance	People and Culture	None - vacancy	NO CHANGE	Organisational Strategy & Performance	Director People and Culture
		Canterbury	Fixed Term	Senior Advisor, Regional Partnerships, Southern		Regional Partnerships	Regional Partnerships	Reconfirmation	Advisor, Community Connections North	Community Relationships & Innovation	Community Relationships & Innovation Director - South
		Wellington	Permanent	Senior Policy Advisor		Policy, Evaluation, Research & Languages	Policy	No change	NO CHANGE	Policy, Research & Evaluation	Policy Manager Influence and Advice
		Wellington	Permanent	Policy Manager Influence & Advice	Senior Policy Advisor	Policy, Evaluation, Research & Languages	Policy	No change	NO CHANGE	Policy, Research & Evaluation	Deputy Secretary Policy, Research & Evaluation
		Wellington	Fixed Term	Advisor, Pacific Capability		Office of the CEO	Office of the CEO	Change in position title	Advisor, Nominations	Pacific Programmes & Services	Director, Pacific Capability
		Wellington	Fixed Term	Manager Procurement & Provider Strategy		Corporate/Finance	Business Services	Change in reporting line	NO CHANGE	Organisational Strategy & Performance	Deputy Secretary Organisational Strategy & Performance
		Wellington	Seconded In	Housing Implementation Lead		Policy, Evaluation, Research & Languages	Policy	No change	NO CHANGE	Community Relationships & Innovation	Director Operational Policy, Service Design & Housing
		Wellington	Permanent	Financial Controller		Corporate/Finance	Corporate/Finance	Change in reporting line	NO CHANGE	Organisational Strategy & Performance	Deputy Secretary Organisational Strategy & Performance
		Wellington	Permanent	Advisor, Languages		Policy, Evaluation, Research & Languages	Languages	No change	NO CHANGE	Pacific Programmes & Services	Manager Strategy, Language Development, Planning and Innovation
		Wellington	Permanent	Advisor, Ministerial Services		Office of the CEO	Ministerial Services	No change	NO CHANGE	Office of the Secretary	Director Ministerial Services
		Wellington	Permanent	Advisor, Languages (Language Weeks)		Office of the CEO	Office of the CEO	No change	NO CHANGE	Pacific Programmes & Services	Manager, Languages Engagement and Operations
		Wellington	Permanent	Director People and Culture		Corporate/Finance	People and Culture	Change in reporting line	NO CHANGE	Organisational Strategy & Performance	Deputy Secretary Organisational Strategy & Performance

APPENDIX C: Potential Individual Impact (6 / 9)

The table below is sorted alphabetically by individual surname. The table details the potential impact to individual staff members - subject to feedback and confirmation.

SURNAME	FIRST NAME	Region	Employment Status	POSITION	SUBSTANTIVE POSITION	CURRENT BUSINESS GROUP	Current Team	POTENTIAL IMPACT	FUTURE TITLE	PROPOSED FUTURE BUSINESS GROUP	PROPOSED FUTURE MGR
s9(2)(a)		Wellington	Seconded In	Senior Policy Advisor		Policy, Evaluation, Research & Languages	Policy	No change	NO CHANGE	Policy, Research & Evaluation	Policy Manager Influence and Advice
		Wellington	Fixed Term	Programme Funding Manager		Policy, Evaluation, Research & Languages	Policy	No change	NO CHANGE	Community Relationships & Innovation	Director Operational Policy, Service Design & Housing
		Wellington	Permanent	Director, Languages		Policy, Evaluation, Research & Languages	Languages	Change in reporting line	NO CHANGE	Pacific Programmes & Services	Deputy Secretary Pacific Programmes & Services
		Auckland	Permanent	Principal Advisor Languages		Policy, Evaluation, Research & Languages	Languages	No change	NO CHANGE	Pacific Programmes & Services	Manager, Languages Engagement and Operations
		Hamilton	Permanent	Manager, Monitoring, Evaluation and Learning		Policy, Evaluation, Research & Languages	R & E	No change	NO CHANGE	Policy, Research & Evaluation	Director Research and Evaluation
		Wellington	Permanent	Event Manager		Office of the CEO	Communications	No change	NO CHANGE	Community Relationships & Innovation	Manager, Strategic Communications and External Relations
		Auckland	Permanent	Senior Operational Policy Advisor		Policy, Evaluation, Research & Languages	Operational Policy	Change in position title	Senior Advisor Operational Policy & Service Design	Community Relationships & Innovation	Manager Operational Policy
		Wellington	Permanent	Principal Advisor, Languages		Policy, Evaluation, Research & Languages	Languages	No change	NO CHANGE	Pacific Programmes & Services	Manager, Languages Engagement and Operations
		Auckland	Permanent	National Programme Manager Community Initiatives		Regional Partnerships	National Programmes	No change	NO CHANGE	Pacific Programmes & Services	Director National Programmes
		Auckland	Fixed Term	Tupu Aotearoa Manager - Northland		Regional Partnerships	Tupu Aotearoa	No change	NO CHANGE	Pacific Programmes & Services	National Programme Manager Tupu Aotearoa
		Wellington-Porirua	Permanent	Advisor, Regional Partnerships, Central		Regional Partnerships	Regional Partnerships	Reconfirmation	Advisor, Community Connections North	Community Relationships & Innovation	Community Relationships & Innovation Director - Central
		Wellington	Permanent	Director Operational Policy & Housing Programme		Policy, Evaluation, Research & Languages	Policy	Change in reporting line	NO CHANGE	Community Relationships & Innovation	Deputy Secretary Community Relationships & Innovation
		Wellington	Permanent	Manager Business Intelligence		Corporate/Finance	Performance & Strategy	No change	NO CHANGE	Organisational Strategy & Performance	Director Strategy & Business Intelligence
		Wellington	Permanent	Manager Policy Projects		Policy, Evaluation, Research & Languages	Policy	No change	NO CHANGE	Policy, Research & Evaluation	Director Policy

APPENDIX C: Potential Individual Impact (7 / 9)

The table below is sorted alphabetically by individual surname. The table details the potential impact to individual staff members - subject to feedback and confirmation.

SURNAME	FIRST NAME	Region	Employment Status	POSITION	SUBSTANTIVE POSITION	CURRENT BUSINESS GROUP	Current Team	POTENTIAL IMPACT	FUTURE TITLE	PROPOSED FUTURE BUSINESS GROUP	PROPOSED FUTURE MGR
s9(2)(a)		Wellington	Permanent	Senior Advisor, Ministerial Services		Office of the CEO	Ministerial Services	No change	NO CHANGE	Office of the Secretary	Director, Ministerial Services
		Wellington	Permanent	Business Intelligence Analyst		Corporate/Finance	Performance & Strategy	No change	NO CHANGE	Organisational Strategy & Performance	Director Strategy & Business Intelligence
		Wellington	Permanent	Director, Ministerial Services		Office of the CEO	Ministerial Services	Change in reporting line	NO CHANGE	Office of the Secretary	Chief of Staff
		Wellington	Permanent	Policy Manager Cross Agency		Policy, Evaluation, Research & Languages	Policy	Change in reporting line	Policy Manager Cross Agency	Policy, Research & Evaluation	Director Policy
		Wellington	Permanent	Office Manager, National Office		Office of the CEO	Office of the CEO	Change in reporting line	NO CHANGE	Office of the Secretary	Chief of Staff
		Wellington	Fixed Term	Senior Advisor, Ministerial Services		Office of the CEO	Ministerial Services	No change	NO CHANGE	Office of the Secretary	Director, Ministerial Services
		Auckland	Permanent	Tupu Aotearoa Manager - Auckland		Regional Partnerships	Regional Partners	No change	NO CHANGE	Pacific Programmes & Services	National Programme Manager Tupu Aotearoa
		Wellington	Permanent	Principal Analyst		Policy, Evaluation, Research & Languages	R & E	No change	NO CHANGE	Policy, Research & Evaluation	Manager, Monitoring, Evaluation and Learning
		Auckland	Permanent	Senior Advisor, Regional Partnerships, Northern		Regional Partnerships	Northern Region	Reconfirmation	Advisor, Community Connections Northern	Community Relationships & Innovation	Community Relationships Director - Northern
		Wellington	Permanent	Executive Assistant		Policy, Evaluation, Research & Languages	Policy	No change	NO CHANGE	Policy, Research & Evaluation	Deputy Secretary Policy, Research & Evaluation
		Auckland	Fixed Term	Advisor, Regional Partnerships, Northern		Regional Partnerships	Regional Partnerships	Reconfirmation	Senior Advisor, Community Connections Northern	Community Relationships & Innovation	Community Relationships Director - Northern
		Auckland	Seconded In	Chief Legal Advisor	Legal Manager, Northern Team - MSD	Office of the CEO	Legal and Compliance	Change in reporting line	NO CHANGE	Office of the Secretary	Chief of Staff
		Wellington	Permanent	Finance Officer		Corporate/Finance	Finance	Change in reporting line	NO CHANGE	Organisational Strategy & Performance	Financial Controller
		Palmerston Nth	Permanent	Tupu Aotearoa Manager, Manawatu/Wanganui/Hawkes Bay		Regional Partnerships	Regional Partnerships	No change	NO CHANGE	Pacific Programmes & Services	National Programme Manager Tupu Aotearoa
		Wellington-Porirua	Fixed Term	Senior Advisor, Regional Partnerships, Central	Advisor, Regional Partnerships, Central	Regional Partnerships	Regional Partnerships	Reconfirmation	Senior Advisor, Community Connections -Central	Community Relationships & Innovation	Community Relationships Director - Central

APPENDIX C: Potential Individual Impact (8 / 9)

The table below is sorted alphabetically by individual surname. The table details the potential impact to individual staff members - subject to feedback and confirmation.

SURNAME	FIRST NAME	Region	Employment Status	POSITION	SUBSTANTIVE POSITION	CURRENT BUSINESS GROUP	Current Team	POTENTIAL IMPACT	FUTURE TITLE	PROPOSED FUTURE BUSINESS GROUP	PROPOSED FUTURE MGR
s9(2)(a)		Wellington	Permanent	Principal Analyst		Policy, Evaluation, Research & Languages	R & E	No change	NO CHANGE	Policy, Research & Evaluation	Manager, Monitoring, Evaluation and Learning
		Wellington	Permanent	Senior Operational Policy Advisor		Policy, Evaluation, Research & Languages	Operational Policy	Change in position title	Senior Advisor Operational Policy & Service Design	Community Relationships & Innovation	Manager Operational Policy
		Wellington	Permanent	Senior Advisor, Information and Records Management		Corporate/Finance	Corporate/Finance	No change	NO CHANGE	Organisational Strategy & Performance	Director Technology and Security
		Auckland	Permanent	Manager - Strategic Languages Development		Policy, Evaluation, Research & Languages	Languages	No change	NO CHANGE	Pacific Programmes & Services	Director Languages
		Wellington	Permanent	Tupu Aotearoa Manager - Wellington/Nelson & Marlborough		Regional Partnerships	Tupu Aotearoa	No change	NO CHANGE	Pacific Programmes & Services	National Programme Manager Tupu Aotearoa
		Invercargill	Permanent	Manager, Tupu Aotearoa Southland/Otago		Regional Partnerships	Regional Partners	No change	NO CHANGE	Pacific Programmes & Services	National Programme Manager Tupu Aotearoa
		Auckland	Permanent	Director Regional Partnerships, Northern		Regional Partnerships	Northern Region	Reconfirmation	Community Relationships Director - Northern	Community Relationships & Innovation	Deputy Secretary Community Relationships & Innovation
		Wellington	Permanent	Chief Financial Officer		Corporate/Finance	Corporate/Finance	Disestablished	N/A	N/A	N/A
		Auckland	Permanent	Senior Operational Policy Advisor		Policy, Evaluation, Research & Languages	Operational Policy	Change in position title	Senior Advisor Operational Policy & Service Design	Community Relationships & Innovation	Manager Operational Policy
		Wellington-Porirua	Permanent	Director Regional Partnerships, Central		Regional Partnerships	Central Region	Reconfirmation	Community Relationships Director - Central	Community Relationships & Innovation	Deputy Secretary Community Relationships & Innovation
		Wellington	Seconded In	Director Policy		Policy, Evaluation, Research & Languages	Policy	No change	NO CHANGE	Policy, Research & Evaluation	Deputy Secretary Policy, Research & Evaluation
		Wellington-Porirua	Permanent	Senior Advisor Regional Partnerships, Central		Regional Partnerships	Central Region	Reconfirmation	Senior Advisor, Community Connections Central	Community Relationships & Innovation	Community Relationships Director - Central
		Auckland	Permanent	Senior Advisor, Languages		Policy, Evaluation, Research & Languages	Languages	No change	NO CHANGE	Pacific Programmes & Services	Manager, Languages Engagement and Operations
		Wellington	Permanent	Senior Advisor Policy, Cross Agency		Policy, Evaluation, Research & Languages	Policy	No change	NO CHANGE	Policy, Research & Evaluation	Policy Manager Cross Agency

APPENDIX C: Potential Individual Impact (9 / 9)

The table below is sorted alphabetically by individual surname. The table details the potential impact to individual staff members - subject to feedback and confirmation.

SURNAME	FIRST NAME	Region	Employment Status	POSITION	SUBSTANTIVE POSITION	CURRENT BUSINESS GROUP	Current Team	POTENTIAL IMPACT	FUTURE TITLE	PROPOSED FUTURE BUSINESS GROUP	PROPOSED FUTURE MGR
s9(2)(a)		Auckland	Permanent	Senior Analyst, Research and Evaluation		Policy, Evaluation, Research & Languages	R & E	No change	NO CHANGE	Policy, Research & Evaluation	Manager Research & Insights
		Wellington	Fixed Term	Senior Advisor Web - Communications, Media and Marketing		Office of the CEO	Communications	No change	NO CHANGE	Community Relationships & Innovation	Manager Digital Channels and Marketing
		Wellington	Permanent	Deputy Chief Executive Office of The Chief Executive		Office of the CEO	Office of the CEO	Disestablished	N/A	N/A	N/A
		Auckland	Permanent	Principal Advisor		Policy, Evaluation, Research & Languages	Languages	No change	NO CHANGE	Pacific Programmes & Services	Manager Strategy, Language Development, Planning and Innovation
		Wellington	Contractor	Chief Policy Advisor		Policy, Evaluation, Research & Languages	Policy	Change in reporting line	NO CHANGE	Policy, Research & Evaluation	Deputy Secretary Policy, Research & Evaluation
		Wellington	Permanent	Director, Strategy and Performance		Corporate/Finance	Corporate/Finance	Change in reporting line	NO CHANGE	Organisational Strategy & Performance	Deputy Secretary Organisational Strategy & Performance

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Building our fale

Structure confirmation document for all staff

20 July 2021



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Secretary foreword

Noa'ia, Mauri, Ni Sa Bula Vinaka, Fakaalofa lahi atu, Tālofa, Kia orana, Mālō e lelei, Mālō nī, Talofa lava, Tēnā koutou katoa and warm Pacific Greetings.

We have been working hard, building a new foundation to support lasting prosperity for Pacific peoples living in Aotearoa, creating and delivering the best opportunities for the needs and wellbeing of our families and, the Pacific community.

Our vision of a confident, more resilient and more prosperous Pacific community in Aotearoa is designed, not just in economic terms, but by the good we support in people's lives.

We take great pride in the strong network of relationships we have with our Pacific communities throughout Aotearoa, one that has been fostered for over three decades. And we appreciate the privilege and responsibility we have of sharing and supporting the Pacific identities, languages and cultures.

While our success has been considerable and has paved the way to reaching our vision of thriving, prosperous Pacific communities, our job is not done. We acknowledge and celebrate our achievements, recognising that we have much to be proud of and so much more to accomplish.

In February 2021, I began a process of exploring options to build a new structure that better positions us to operate effectively and efficiently to achieve the strategic shifts we are experiencing. Over 50 submissions were received.

I also took the opportunity to meet with your teams directly to understand your views. Feedback identified that there was a need for further time and space for discussions on the main issues that divided staff opinion.



Tautua and Te Ivinui were mindful that the need for ongoing dialogue coincided with a critical period within which the Ministry's continued delivery against its work programme was paramount to the end of the 2021 financial year. Because of this, I agreed to extend the period of dialogue with staff, to the end of June 2021.

Now it is time to confirm and implement any structural changes, so we can focus on a successful 2022 financial year ahead - enabled by an organisational structure with clear lines of individual accountability and shared responsibilities.

I appreciate the time and thought that has been taken by you in providing your feedback. The feedback reflects our shared commitment to the work we do and to the communities and stakeholders we serve. The final decisions have not been taken lightly but I genuinely believe they are the right ones for the Ministry.

I want to work quickly and constructively to provide certainty for everyone affected by decisions. I will keep you informed of the transition arrangements and processes as we move towards the new structure.

Thank you again for your considered feedback that has helped shape these final change decisions.

Soifua ma ia manuia

Laulu Mac Leauanae

Te Tumu Whakararae mō ngā Iwi o
Te Moana-nui-a-Kiwa
Secretary for Pacific Peoples



Tautua and Te Ivinui

The Ministry for Pacific Peoples Executive Leadership Team is known as Tautua and is led by the Secretary for Pacific Peoples. The Secretary and his direct reports both serve Pacific Aotearoa and lead the Ministry with their Pacific knowledge, expertise and connections.

As part of the changes, Tautua now have new job titles, moving from Deputy Chief Executive to Deputy Secretary.

- Deputy Secretary, Regional Partnerships
- Deputy Secretary, Service Delivery
- Deputy Secretary, Policy, Evaluation, Research, Housing & Languages
- Deputy Secretary, Office of the Secretary for Pacific Peoples
- Deputy Secretary, Corporate Services
- Chief Advisor to the Secretary for Pacific Peoples

Te Ivinui is the Tier 3 team responsible for governing the Ministry's work programme and other organisational matters delegated by Tautua. While in the past Te Ivinui has been made up of all tier 3 Directors, moving forward one representative from each business group will be nominated by their Deputy Secretary to be part of this group. Further detail will be provided in due course.

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Regional Partnerships

The Regional Partnerships group works in contemporary ways to draw insights from our community relationships through two-way communication channels that shape service delivery as well as policy development.

They also drive better operational policy and service design by bringing the lived-experiences of our communities into the design process. This way of working enables innovation. At any point in time, the Regional Partnerships Directors are tuned into the resonance of their region and communities, understanding which Ministry and non-Ministry levers to pull or push to maximise value for the communities.

The Regional Partnerships teams support each Director - Regional Partnerships, connecting Pacific communities to Government, facilitating community dialogue, and providing front-line operational support for the successful implementation of the Ministry's Programmes and Services.

These teams will facilitate community input into service and programme design, and they support the initiation and coordination of new initiatives driven from the community. These positions also support other parts of the Ministry to access community segments, clarify needs, and draw insight from the lived experience of the communities we support.

The Regional Partnerships function reflects a renewed strategic focus, distinct from service and programme delivery, these positions are important connectors, brokers and enablers for the Ministry.

s9(2)(a) will cover dual roles Secretary for Regional Partnerships and Secretary for Service Design; until a formal decision is made on the Secretary for Regional Partnerships.

Reporting to the Deputy Secretary Regional Partnerships are the following current positions:

- Director – Regional Partnerships (x3, Northern, Central, and Southern)
- National Manager Community Initiatives

The table below details confirmed changes. Refer Appendix A for the confirmed business group leadership structure.

Confirmed change

Confirm title change from Deputy Chief Executive Regional Partnerships to Deputy Secretary Regional Partnerships. Scope of Regional Partnership duties remains the same, but programme delivery moves to Deputy Secretary, Service Delivery

Confirm no change to current Directors – Regional Partnerships

Confirm no change to current Advisors - Regional Partnerships

Confirm reporting line for National Manager Community Initiatives to Deputy Secretary Regional Partnerships



Service Delivery

The Ministry is accountable for delivering and administering several key programmes and services.

Programmes such as Tupu Aotearoa and Toloa are multi-year initiatives. They are scaled nationally and require careful management across partners to achieve intended outcomes. We recently brought these programmes together within a 'National Programmes' structure and have been scaling them across New Zealand as well as investing in programme management capability to ensure the achievement of programme intent.

The Programmes group will be supported by the Regional Partnerships group who will provide tactical front-line help to deliver particular Programmes. In addition, the Regional Partnerships teams will continue as our eyes and ears for 'ground-truth' - a reality check on the efficacy of our policies and programmes.

The table right details confirmed changes. It is important to note that alignment of the Languages and Housing Units to Service Delivery in July 2022. Refer Appendix A for the confirmed business group leadership structure.



Confirmed change

Establish Deputy Secretary Service Delivery with the following direct reports:

- Director National Programmes (including National Programme Managers for Toloa and Tupu Aotearoa)
 - Director Languages
 - Director Housing
 - Executive Assistant
-

Align Languages and Housing Units to Service Delivery in July 2022

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Corporate Services

The Corporate Services business group brings together corporate functions that are critical to the Ministry's success.

The management of corporate risk, financial analysis and reporting, and the management of the Ministry's technology and information remain key capability development areas for the Corporate Services group.

Review of IT

During the extended consultation period, the Chief Financial Officer (CFO) requested a review of the Ministry's IT function. The purpose of the review was to support wider thinking regarding the right size and scale of functions within the Ministry. The CFO requested a rapid review that would result in a set of broad and pragmatic recommendations.

As a result of the IT review, a Director Information Technology will be established on a transitional basis to create a single point of responsibility. The transitional Director will focus on refreshing the Ministry's technology strategy and vendor relationships. Once the Ministry's technology strategy has been reset and embedded, the transitional Director position will end. From that point, the Manager Technology Operations will assume accountability for technology operations, reporting to the Deputy Secretary Corporate Services.

Refer Appendix A for the confirmed business group leadership structure.



Confirmed change

Establish Deputy Secretary Corporate Services with the following direct reports:

- Financial Controller
- Manager Procurement & Providers
- Director People & Culture
- (Transitional) Director Information Technology
- Chief Digital Advisor
- Executive Assistant Corporate

Disestablish Chief Financial Officer and Deputy Chief Executive Business Services positions

Establish transitional Director Information Technology (fixed term contract), disestablish Director Information Technology, Systems & Security, and establish Manager Technology Operations

Offer acting Director Information, Technology, Systems & Security reassignment as Manager Technology Operations

Align Director Performance & Strategy (including Business Intelligence) to Office of the Secretary from 30 July 2021



Policy, Research and Evaluation

Our expertise in policy, research and evaluation sits within the Ministry's Policy business group.

Great policy advice is the foundation of effective government decision-making affecting the wellbeing of Pacific peoples in Aotearoa.

The Ministry's Policy group stewards our policy posture – influencing and leading system level change, based on the insights generated by our expertise research and evaluation programme.

The group will include our Operational Policy team. Better operational policy and service design is key to better serving our communities, better outcomes and ensuring our services meet the needs of customers. This will be a continued focus for the Policy group, with the wider policy team continuing to provide the strategic intent and policy direction for programme design and operational policy.

The Policy group will be supported by the Regional Partnerships group to facilitate community input into policy development and research, ensuring Pacific communities voice continues to shapes policy analysis and advice.

In addition, the Policy group will continue to work with the Ministry's Languages Unit for support in translation and interpretation of Pacific language. The Policy team will also continue to provide policy analysis expertise and advice to the Housing Unit.

The Languages and Housing Units will transition to the Service Delivery Group in July 2022. Refer Appendix A for the confirmed business group leadership structure.



Confirmed change

Confirm title change from Deputy Chief Executive Policy, Research, Evaluation, languages and Housing to Deputy Secretary Policy Research and Evaluation. Scope of duties remains the same, but Languages and Housing moves to Deputy Secretary, Service Delivery in July 2022.

Align Languages and Housing Units to Service Delivery in July 2022.



Office of the Secretary for Pacific Peoples

The Office of the Secretary is principally concerned with supporting the Secretary to effectively manage communications, ministerial correspondence and official information, as well as supporting the Minister for Pacific Peoples.

The Performance & Strategy group including Business Intelligence, will move from Corporate Services to align to the Office of the Secretary allowing it to work across both Ministry outcomes and organisational strategies, near the Secretary, which also supports a greater focus on strategy relating to systems leadership.

In addition to strategic planning, the group will continue to develop the maturity of our corporate planning, oversight and governance functions – sometimes referred to as our ‘Programme Management Office’. This capability, within the Performance &

Strategy team, is responsible for monitoring and reporting on our progress against Ministry strategies, programmes and plans.

The following positions will report to the Deputy Secretary Office of the Secretary for Pacific Peoples:

- Chief Legal Advisor
- Director Performance & Strategy
- Director Ministerial Services
- Manager Nominations & Governance
- Director Communications, Media & Marketing



The table below details confirmed changes. Refer Appendix A for the confirmed business group leadership structure.

Confirmed change

Confirm Deputy Secretary Office of the Secretary for Pacific Peoples

Rename Director Pacific Capability to Manager Nominations & Governance, reporting to the Deputy Secretary Office of the Secretary for Pacific Peoples

Align Director Performance & Strategy (including Business Intelligence) to the Office of the Secretary for Pacific Peoples from 30 July 2021



Chief Advisor to the Secretary for Pacific Peoples

A Chief Advisor position has been established and appointed, and is separate to the Office of the Secretary.

The Chief Advisor to the Secretary directly provides the Secretary strategic advice, which will typically relate to stakeholder engagement and advocating the Ministry's strategic interests.

The Chief Advisor develops key relationships across central government agencies, and may be called upon to represent the Ministry at inter-agency groups and bodies.

Confirmed change

Confirm Chief Advisor, reporting to the Secretary for Pacific Peoples





Next steps

Continuing the Talanoa

I recognise the changes will impact each of you differently and you will want to understand these specific changes. I will be meeting with business units and individuals over the next week to discuss the changes and answer any questions that you might have. I encourage you to attend these meetings.

All staff will receive letters outlining changes. Further information will also be made available to you on Vakapuna.

People & Culture have arranged for additional support during this time which includes speaking to your direct manager and EAP. Should you wish to use EAP services please access them online www.eapservices.co.nz or call 0800 327 669.

Next steps for impacted staff

If a confirmed change directly affects your position you will receive a letter advising how you are impacted by the decision and confirm the reassignment / reconfirmation of your position, along with key dates and activities.

If your position is moving to a new part of the organisation, arrangements will be made to transition you to your new team. Your receiving leader will be in touch with you to discuss the timing and what this means to you individually.

Internal appointments to the new structure will be completed by the end of August 2021.

Our next step (now that the new structure is confirmed) is to support affected people individually as we work through the reassignment process.

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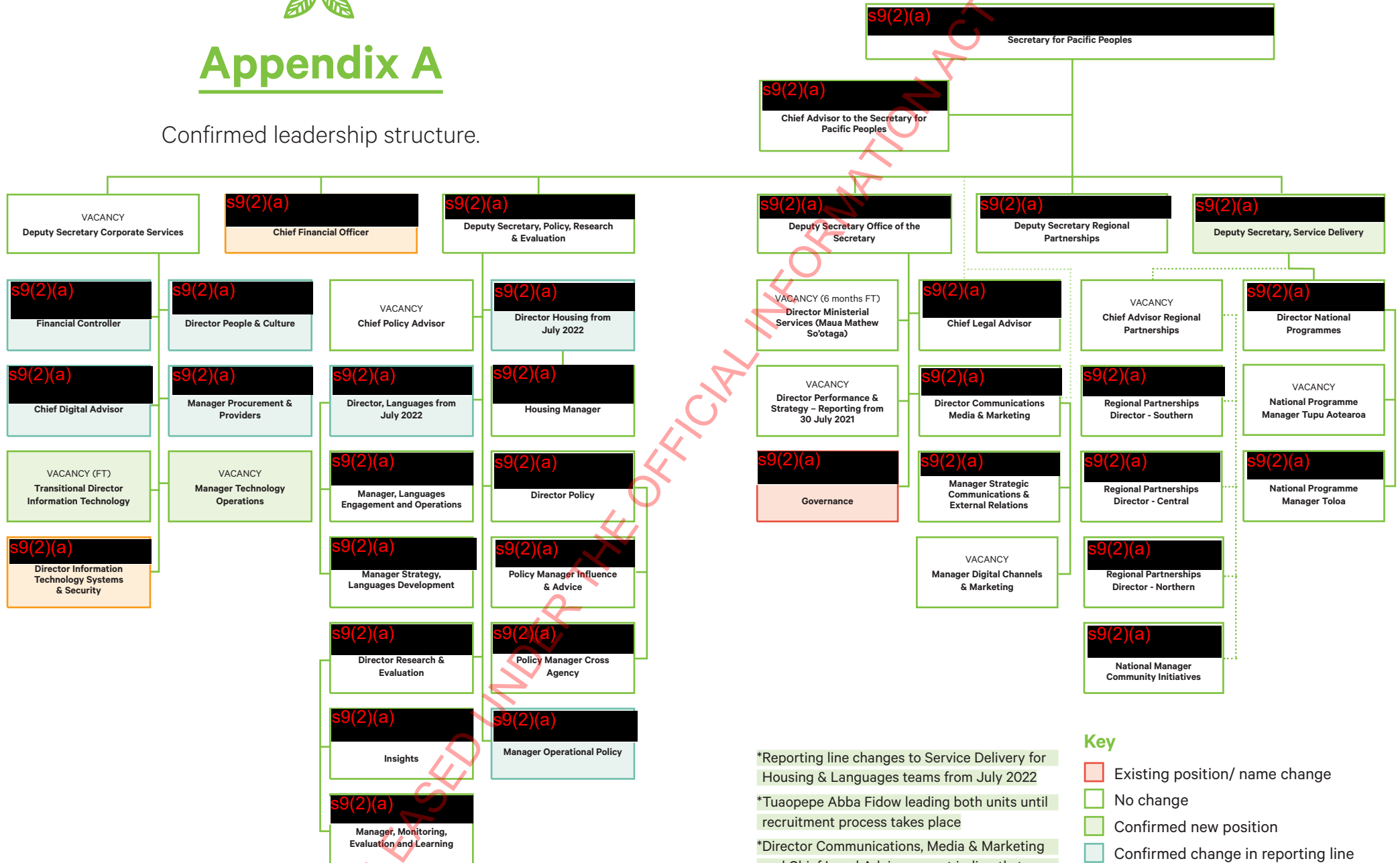
An expression of interest (EOI) process will invite affected people to register preferences for reassignment to vacant positions. The reassignment process will involve an interview, and will consider a person's skills against those required of the new position. Interviews will be held during August and outcomes will be advised before the end of August.

Transition to the new structure will begin as soon as possible.



Appendix A

Confirmed leadership structure.



*Reporting line changes to Service Delivery for Housing & Languages teams from July 2022
 *Tuaopepe Abba Fidow leading both units until recruitment process takes place
 *Director Communications, Media & Marketing and Chief Legal Advisor report indirectly to Secretary for Pacific Peoples

- Key**
- Existing position/ name change
 - No change
 - Confirmed new position
 - Confirmed change in reporting line
 - Position to be disestablished

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