6 January 2025

Tēnā koe

Official Information Act request

Thank you for your email of 2 December 2024, requesting information relating to proposed redundancies within the Strategy and Insights group.

I have considered your request under the Official Information Act 1982 (the Act). Please find the following documents attached:
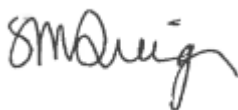
- Consultation on Proposed Changes to Strategy and Insights
- Decision Document Strategy and Insights

I will be publishing this decision letter, with your personal details deleted, on the Ministry's website in due course.

If you wish to discuss this response with us, please feel free to contact OIA_Requests@msd.govt.nz.

If you are not satisfied with my decision on your request, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

Ngā mihi nui

pp.

Magnus O'Neill
General Manager
Ministerial and Executive Services

Consultation on Proposed Changes to Strategy and Insights

Proposal for consideration

MINISTRY OF SOCIAL DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

Contents

Introduction

Kia ora koutou

The purpose of these proposals is to ensure we have the right skills and capabilities in the right places to deliver on the government's priorities and MSD's strategy, within the budget we can afford. This includes:
- creating a structure that is affordable within MSD's ongoing declining baseline, growing cost pressures, and savings targets;
- right sizing our management structure; and
- testing alignment of functions with Strategy and Insights' core purpose and identifying any opportunities for improved alignment with other groups.

We have been looking at ways to find savings of 6.5% in the next financial year. We have taken some positive steps in fiscal savings across MSD by reducing our costs in a range of areas and through not filling vacancies. In addition, 18 people from Strategy and Insights (14 in insights, three in Data Management and Information Delivery and one in the broader group) were accepted for voluntary redundancy – this has contributed positively towards our required savings. However, we need to look at further change.

This document sets out my proposed changes to Strategy and Insights in the following groups – Insights; Organisational Planning, Performance and Governance (OPPG); Strategic Issues and Investment; and the Office of the DCE. At this stage, I am not proposing changes to Data Management and Information Delivery until we understand the resourcing required for Te Pae Tawhiti and the integrated work programme. They are proposals. No decisions have been made.

Please take the time to reflect on what the changes would mean to you and your team and provide feedback. Consultation runs until 5pm Tuesday 11 June. Following consideration of all the feedback, I will come back to you at the end of June with final decisions. If the outcome of this consultation process affects your position, MSD would explore all reasonable available options to appoint you to a position in the new structure. We will continue to work closely with the unions throughout this process.

It is only natural for you to have questions and concerns. There are FAQs on the Change Information Hub and we will continue to update them as new queries or information comes in. We want to carry out this consultation and change process in good faith. Fleur and I will make ourselves available to hear from you throughout this process.

Change is hard and I want to reduce the level of uncertainty, disruption, and impact on people within Strategy and Insights. If you need support, reach out. We are available and have support in place for you. There is a section at the end of this document that sets out the range of support we have in place.

Ngā mihi nui

Sacha O'Dea
Deputy Chief Executive Strategy and Insights

Consultation process

Consultation period

The consultation process will run until 5pm, Tuesday 11 June. We encourage you to submit feedback on any part of the proposed changes. You do not have to be directly affected to provide feedback.

How do I provide feedback?

You can provide feedback either as a group or an individual. If you are union member, you can also provide feedback to the PSA, who have been fully briefed on the proposed changes and potential impacts.

There is a Change process feedback form for each team/group on the Change Information Hub for you to use. The form includes questions about the proposal and space for you to add comments. Any information you provide will remain confidential. There are feedback forms for other business groups for you to use if you would like to provide feedback on other groups' proposals.

If you would like to provide a group submission you can email changeprocess@msd.govt.nz.

Please provide your feedback by *5pm 11 June.*

What will happen to my submission?

Your feedback will only be seen by the Change Process team, the DCE and the Strategy and Insights Leadership Team. It will be considered by the senior leaders of your business group as part of their decision-making process.

What if I have a question about the proposal?

There are FAQs in the Change Information Hub that will be updated regularly. There will be opportunities to ask questions and meet with the DCE/GGMs and your manager throughout the consultation period. Drop-in sessions will be held to hear your views and provide more information as required.

You can also send any questions to changeprocess@msd.govt.nz. The Change Process team will aim to answer your questions within 48 hours.

Scope of consultation

Below is a high-level overview of the scope of the changes being proposed and what the consultation covers.

What are we consulting on	Overview
Structure • Structure of positions and teams • Consolidation of positions and teams • Shifting of functions between business groups (if applicable)	Information on the proposed new organisational structure, and proposed team and functional groupings. This includes the rationale for why changes are needed and the implications of making these changes.
Positions • New or changed positions	Information on proposed new positions or proposed changes to existing positions.
Individual Impacts • Position impacts or changes	Information on what the proposal may mean for you as an individual, and opportunities that may be available to you should this proposal be confirmed.
Expression of Interest (EOI) and Selection • EOI approach • Selection and assessment process	Information on the proposed EOI, selection and assessment process and proposed timeframes.
Approach • Consultation process and timing • Transition timing • Proposed go live dates of new structures	Information on the process and timeframes from consultation through to transition, including proposed go live dates.

Proposed Changes – Organisational Planning Performance and Governance, Strategic Issues and Investment and Office of the DCE

For the purposes of this consultation, the outcomes of voluntary redundancy have been removed from organisational charts.

MINISTRY OF SOCIAL DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

What is proposed and why

What is proposed:

I am proposing changes to the Organisational Planning Performance and Governance (OPPG), Strategic Issues and Investment, and Office of the DCE functions.

The key proposed changes allow us to work more efficiently and align teams where there are strong connections for delivery.

The key proposed changes are:

- Establishing a new Strategy, Investment and Performance function to bring together similar functions and maximise our capabilities across the group.

- Shift the Governance team to Ministerial and Executive Services within the Organisational Assurance and Communication Group to improve alignment of functions and improve career opportunities for the team.

- Establishing a permanent position for social sector commissioning in the DCE Office to support integration of this work into our core work programmes across MSD.

- Align our Budget team to the DCE Office to support this government's focus on fiscal sustainability.

- Streamlining resources in several teams to support a structure that is affordable within MSD's ongoing baseline.

- Shift responsibility for business continuity and resilience planning to General Manager, Data Management and Information Delivery.

This proposed change would benefit MSD through:

- ensuring Strategy and Insights has the right skills and capabilities to deliver on the government's agenda and MSD's strategy for the next three years

- creating a structure that is affordable within MSD's ongoing baseline, which takes into account a declining baseline, growing cost pressures, and savings targets

- creating permanent capability and focus on social sector commissioning to support integration of social sector commissioning work programme into the government's work programme, support powering up communities and reducing compliance for organisations

- right sizing the management structure including number of layers, spans of control and sizes of groups

- aligning teams and functions with Strategy and Insights core purpose

- aligning the Governance function with similar functions within Ministerial and Executive Services will create more capacity and career opportunities for the team

- continuing to provide career pathways and opportunities to develop people for MSD, the public service and the wider sector

Proposed structure - Strategy and Insights
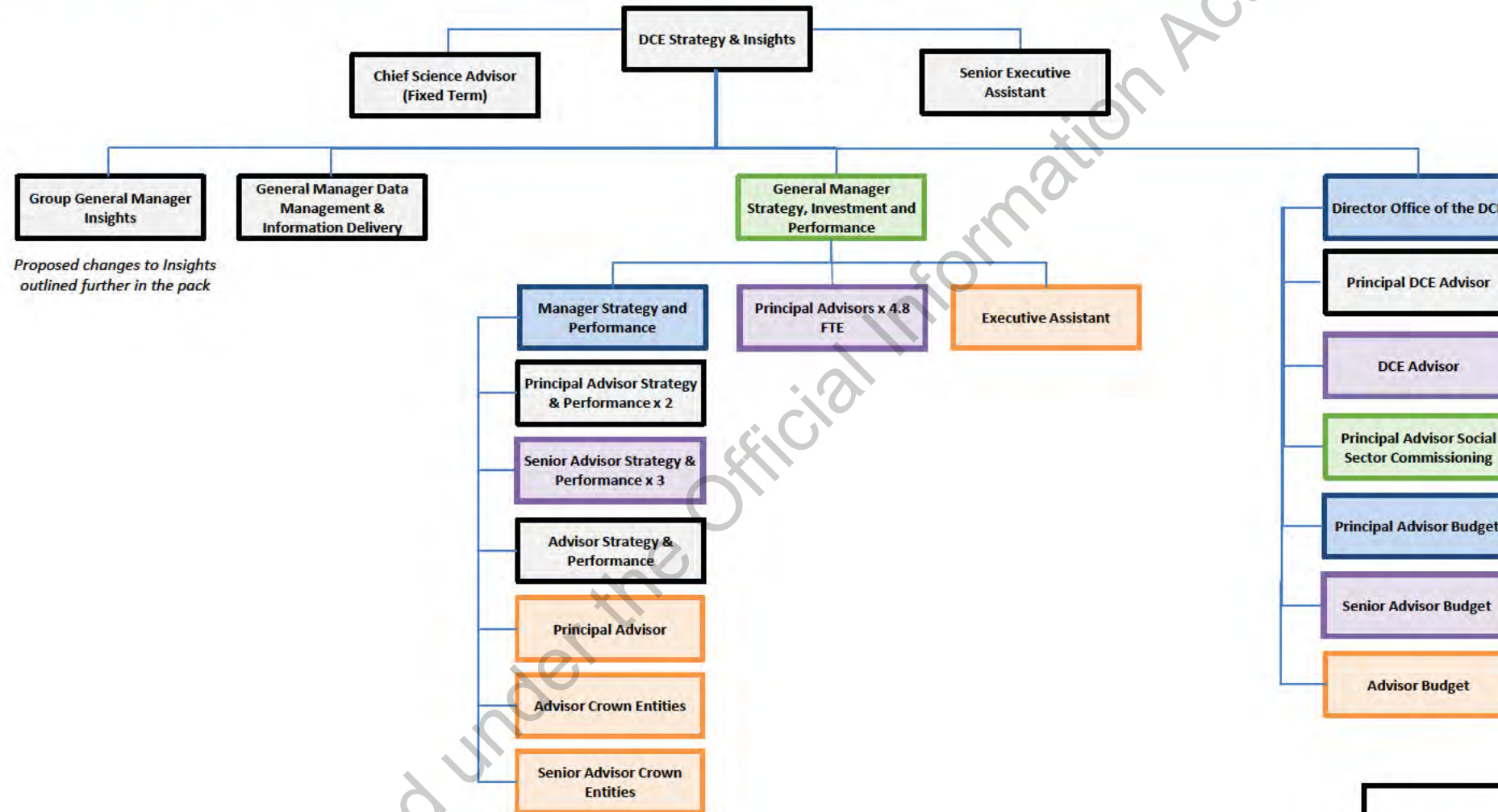
Proposed structure Governance – moving to Organisational Assurance and Communication

Proposed Impacts – Organisational Planning Performance and Governance, Strategic Issues and Investment and Office of the DCE

For the purposes of this consultation, the outcomes of voluntary redundancy have been removed from organisational charts.

MINISTRY OF SOCIAL DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

Current structure - Strategy and Insights

Current Structure - OPPG

General Manager OPPG

- **Manager Governance**
  - Principal Advisor Governance
  - Senior Advisor Governance x 4
  - Governance Coordinator
  - Senior Advisor Crown Entities
  - Advisor Crown Entities

- **Manager Budget & Crown Entities (vacant)**
  - Principal Advisor Budget
  - Senior Advisor Budget x 2
  - Advisor Budget

- **Manager Strategy & Performance**
  - Principal Advisor Strategy & Performance x 2
  - Senior Advisor Strategy & Performance x 4
  - Advisor Strategy & Performance

- **Principal Advisor**

- **Executive Assistant**

- **Programme Manager Fixed Term (vacant)**

- **General Manager Advisor**

Key:
- No Change
- Minor Change
- Disestablished
- Reporting Line and/or Title Change
- Reduction in positions

Proposed Position Impacts

MINISTRY OF SOCIAL DEVELOPMENT
DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

Proposed position impacts

The changes being proposed would have different impacts on different positions. The following pages set out any impacted positions and outline what the potential alignment and / or implications for these position could be.

Current Position	Current Group	Proposed Implications
General Manager OPPG	OPPG	• The General Manager OPPG position is proposed to be disestablished, as this position would no longer exist in the proposed operating model. This is due to the proposed disestablishment of the OPPG function and redistribution of functions across other business units both internal and external to Strategy and Insights.
General Manager Advisor	OPPG	• The General Manager Advisor position is proposed to be disestablished, as this position would no longer exist in the proposed operating model. This is due to the proposed disestablishment of the OPPG function. • The incumbent in this position would be eligible to express interest in any of the new or vacant positions with preference.
Manager Governance	OPPG	• The Manager Governance position would have a minor change in reporting line and leadership accountabilities. The core duties of the position would remain substantially the same but would have a change in reporting line to the General Manager Ministerial & Executive Services, within the Organisational Assurance and Communication business group, and would no longer manage the two Crown Entities positions (which was put in place as a temporary measure in response to a vacancy). The incumbent would be reconfirmed in this position.
Senior Advisor Governance x 4	OPPG	• The Senior Advisor Governance positions are proposed to have a reduction in numbers from 4 to 3 FTE. This is due to fiscal restraints and the need to rebalance work priorities. As there is one vacancy (currently filled by temporary secondment), the substantive incumbents would be reconfirmed into the positions. The core duties of the positions would remain the same.
Senior Advisor Crown Entities	OPPG	• The Senior Advisor Crown Entities position is proposed to have a change in reporting line to the Manager Strategy and Performance position in the Strategy, Investment and Performance function. The core duties of the position would remain the same. The incumbent would be reconfirmed in this position.
Advisor Crown Entities	OPPG	• The Advisor Crown Entities position is proposed to have a change in reporting line to the Manager Strategy and Performance position in the Strategy, Investment and Performance function. The core duties of the position would remain the same. The incumbent would be reconfirmed in this position.

Proposed position impacts

The changes being proposed would have different impacts on different positions. The following pages set out any impacted positions and outline what the potential alignment and / or implications for these position could be.

Current Position	Current Group	Proposed Implications
Manager Strategy and Performance	OPPG	• The Manager Strategy and Performance position would have a minor change in reporting line and leadership accountabilities. The core duties of the position would remain substantially the same but would include a new function for crown entity monitoring with an additional two direct reports. The position would also have a change in reporting line to the new General Manager Strategy, Investment and Performance position. The substantive incumbent would be reconfirmed in this position.
Senior Advisor Strategy and Performance x 4	OPPG	• The Senior Advisor Strategy and Performance positions are proposed to have a reduction in numbers from 4 to 3 FTE. This is due to fiscal constraints and the need to rebalance work priorities. The incumbents in this position would be eligible to participate in a ringfenced process for their current position and/or express interest in any new or vacant positions.
Principal Advisor	OPPG	• The Principal Advisor position is proposed to have a change in reporting line to the Manager Strategy and Performance position. The core duties of the position would remain the same and would focus on crown entity monitoring. The incumbent would be reconfirmed in this position.
Executive Assistant	OPPG	• The Executive Assistant position is proposed to have a change in reporting line to the Insights group. The position would report to either the newly created General Manager Investment and Effectiveness or General Manager Data Strategy, Systems and Products position. The incumbent would be able to express a preference in which area they supported. The core duties of the position would remain the same. The incumbent would be reconfirmed in this position.
Principal Advisor Budget	OPPG	• The Principal Advisor Budget position is proposed to have a minor change in leadership accountabilities and reporting line. The core duties of the position would remain substantially the same but would have a change in reporting line to the Director Office of the DCE and would no longer have people leadership accountabilities (which was put in place as a temporary measure in response to a vacancy). The incumbent would be reconfirmed in this position.
Senior Advisor Budget x 2	OPPG	• The Senior Advisor Budget positions are proposed to have a reduction in numbers from 2 to 1 FTE. This is due to fiscal constraints and the need to rebalance work priorities. The position would also have a change in reporting line to the Director Office of the DCE. The incumbents in this position would be eligible to participate in a ringfenced process for their current position and/or express interest in any new or vacant positions.
Advisor Budget	OPPG	• The Advisor Budget position is proposed to have a change in reporting line to the Director Office of the DCE. The core duties of the position would remain the same. The incumbent would be reconfirmed in this position.

Proposed position impacts

The changes being proposed would have different impacts on different positions. The following pages set out any impacted positions and outline what the potential alignment and / or implications for these position could be.

Current Position	Current Group	Proposed Implications
Director, Strategic Issues and Investment	Strategic Issues and Investment	The Director, Strategic Issues and Investment position is proposed to be disestablished, as this position would no longer exist in the proposed operating model. This is due to the proposed new General Manager Strategy, Investment and Performance position. The General Manager Strategy, Investment and Performance position builds on the existing position of Director Strategic Issues and Investment with significant additional leadership responsibilities. The incumbent in this position would be eligible to express interest in any of the new or vacant positions with preference.
Principal Advisor x 7 (5.8 FTE)	Strategic Issues and Investment	The Principal Advisor positions are proposed to have a reduction in numbers from 5.8 to 4.8 FTE. This is due to fiscal constraints and the need to rebalance work priorities. The positions would also have a change in reporting line to the newly created General Manager Strategy, Investment and Performance position. The incumbents in this position would be eligible to participate in a ringfenced process for their current position and/or express interest in any new or vacant positions.
Executive Assistant	Strategic Issues and Investment	The Executive Assistant position is proposed to have a change in reporting line to the General Manager Strategy, Investment and Performance position. The core duties of the position would remain the same. The incumbent would be reconfirmed in this position.
Director Office of the DCE	Office of the DCE	The Director Office of the DCE position is proposed to have a minor change in leadership accountabilities. The core duties of the position would remain substantially the same but would have additional leadership responsibilities for the budget team. The incumbent would be reconfirmed in this position.
DCE Advisor x 2	Office of the DCE	The DCE Advisor positions are proposed to have a reduction in numbers from 2 to 1 FTE. This is due to fiscal constraints and the need to rebalance work priorities. The incumbents in this position would be eligible to participate in a ringfenced process for their current position and/or express interest in any new or vacant positions.

Proposed new positions

All proposed new positions have a position profile available on the Change Information Hub and are open to feedback.

New position	Category	Group	EOI Category	Indicative Band	FTE	Locations available
General Manager Strategy, Investment and Performance	New position	Strategy, Investment and Performance	EOI	SM3	1	Wellington
Principal Advisor SSC	New position	Office of the DCE	EOI	MSS06	1	Wellington

Proposed changes – Insights

For the purposes of the following slides, the outcomes of voluntary redundancy have been removed from organisational charts.

MINISTRY OF SOCIAL DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

Message from GGM Insights

The purpose of this proposal is to strengthen the Insights function to deliver to the future needs of MSD and the government

We have a new government, a new set of priorities, and a renewed focus on how we leverage data, analytics, and research to have a meaningful and impactful influence on the lives of New Zealanders. Over the last decade, we have made good progress on our research and analytical capabilities, with our modelling and tools continuing to evolve. This puts us in a good position to support investment decisions, effectiveness, accountability, and reporting. However, alongside this progress, there is still more to be done.

I have often emphasised the need to be joined-up when working with our policy or operational colleagues or when providing Ministerial advice. We have seen significant value and impact when we have done this well.

We also want to ensure we are delivering as efficiently as possible and focusing on the right priorities. What I'm proposing below, I believe, will better align us to achieve this. Realigning and streamlining our functions will enable us to deliver more efficiently and with a greater focus on the connected story. This means being able to describe what is happening to whom, what MSD and the wider system are doing about it, and the impact of interventions and decisions.

In 2022 the group went through a change process to bring System Performance into Insights, and Data Management and Information Delivery moved out of Insights to report to the DCE Strategy and Insights. We implemented this change so the Group General Manager Insights could focus more across the three groups that turn data into insights and into action (System Performance, Research and Evaluation, Client and Business Intelligence). Bringing these three groups together gave us the opportunity to increase working across teams to deliver on portfolios such as Employment in a multi-disciplinary way.

Since then, we have also created a dedicated General Manager role to support data strategy and transformation into Te Pae Tawhiti , increasing both our influence on and support for the programme so that decisions are evidence-based.

I've had time to reflect on how we work across teams in Insights including learning from what has worked and what hasn't, and how we could do things better. The proposed change brings a focus on being more connected, working in a way that is multi-disciplinary and not only allows us to deliver greater value, but provides greater opportunities for learning and development for our people.

Ngā mihi nui
Fleur McLaren
Group General Manager Insights

What is proposed and why

What is proposed:

I am proposing changes to the Insights Group.

The key proposed changes allows us to work more efficiently and ensure Insights has the right skills and capabilities to deliver on the government's agenda and MSD strategy.

The key proposed changes are:

- Establishing three new functions within Insights:

  - Performance and Reporting focusing on how we deliver our performance, reporting, monitoring, and accountability information.

  - Investment and Effectiveness which consists of multi-disciplinary teams, focusing on what is happening for different people, whom to focus on, what interventions or options are available, how to measure impact, and ultimately, what are the most effective approaches for achieving better outcomes.

  - Data Strategy, Systems and Products focusing on efficiently sharing insights and information to the frontline and other groups across MSD and ensuring evidence-informed prioritisation and investment decisions are reflected in operations.

- Aligning teams and capabilities where there are strong connections for delivery.

This proposed change would benefit MSD through:

- ensuring that the Insights Group size is affordable within MSD's ongoing baseline, which takes into account a declining baseline, growing cost pressures, and savings targets

- right size the management structure including span of control and sizes of groups

- align teams with complementary strengths to more effectively and efficiently deliver on core Insights responsibilities and products

- focus the Insights Group to deliver to portfolio areas and key groups to make it easier for our partners to engage with us and get what they need

- ensure the Insights teams have the right skills and capabilities to deliver on the government's agenda and MSD's strategy

- organise the Insights Group to deliver fit-for-purpose value by reducing siloed thinking or approaching commissioning from one capability or approach

- maximise the value of end-to-end insights and evidence and have a coordinated view of this to more effectively manage prioritisation of the work programme and effort across Insights

- continue to build quality through policies and practice and by growing communities of practice to support our varied capabilities

- provide career pathways and opportunities to develop people across Insights and for the broader MSD, public service and the wider sector
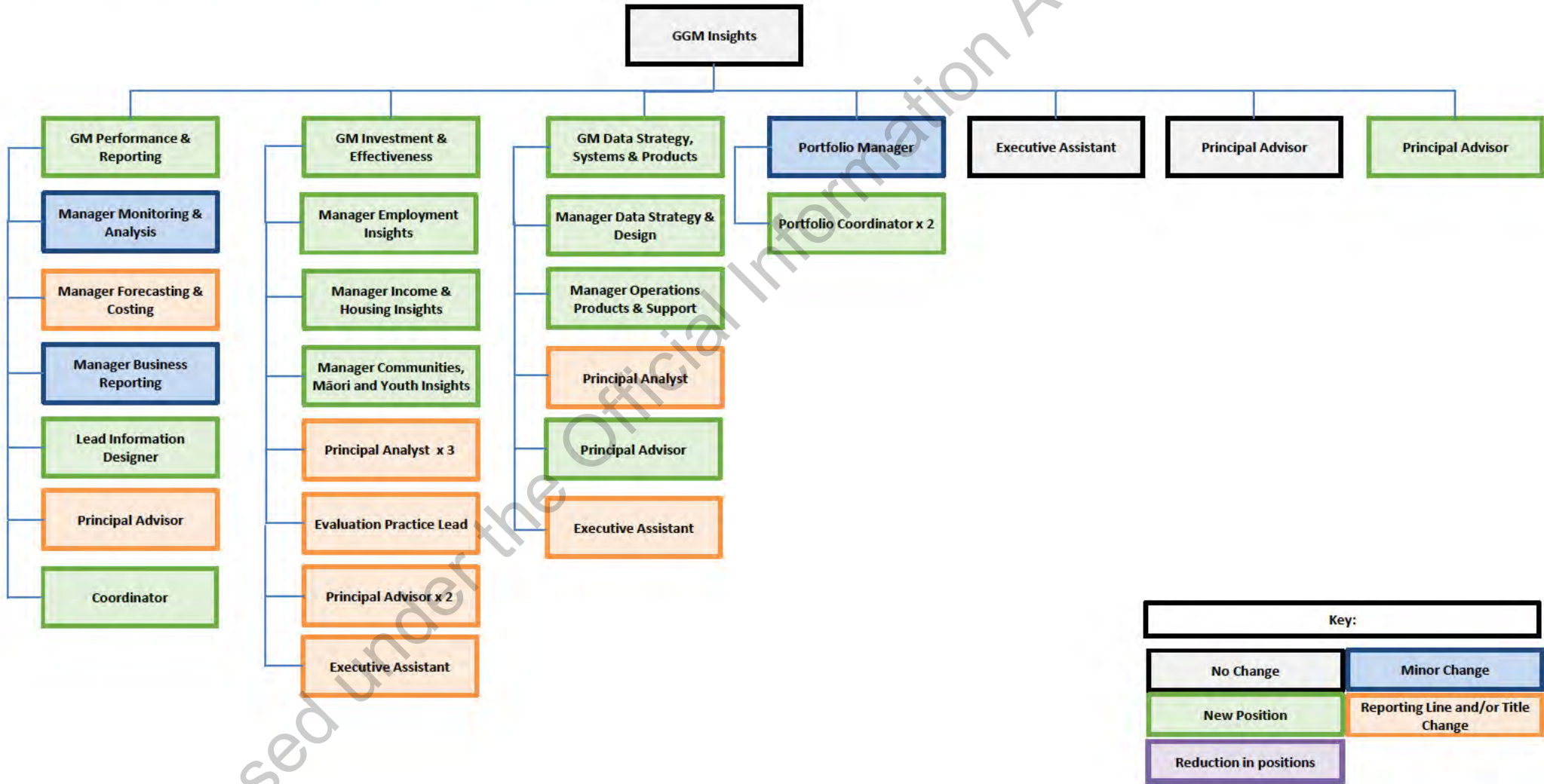
Proposed new functions under the GGM Insights

Three new General Manager areas are proposed within Insights under the Group General Manager, grouping together functions in a way to deliver.

These changes will further enhance the value of insights in what it delivers to MSD and New Zealanders. Each of these distinct areas would all contribute to a social investment approach and lead work that cuts across. They would have core responsibilities including a range of components that feed into decision-making to ensure we are aligned to MSD's strategy and direction.
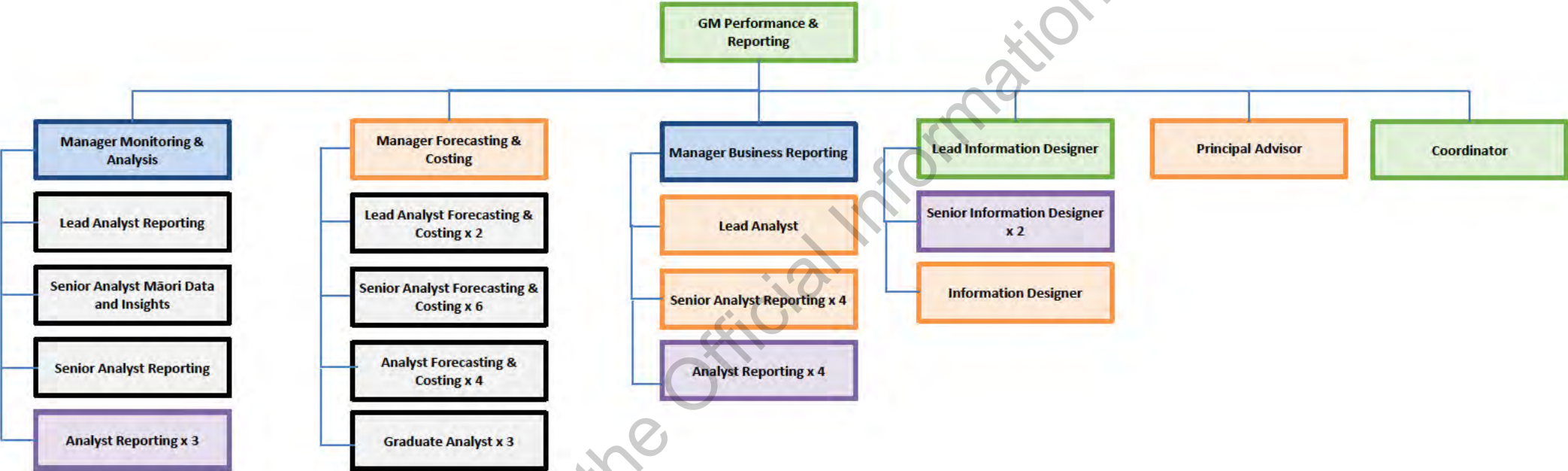
Performance and Reporting	Investment and Effectiveness	Data Strategy, Systems and Products
By bringing together Monitoring & Analysis, Forecasting & Costing, Business Intelligence, and Data Visualisation into one group, it would give us the opportunity to leverage and optimise the complementary strengths from each team. The group would have a broad remit that includes the production and publication of statistics and information requests, helping users contextualise and understand what is happening in the benefit system, and overseeing MSD's forecasting and costing function.	When System Performance was created in 2019, its purpose was to understand what was happening in the system to influence and support better outcomes for New Zealanders. As System Performance has matured, it has demonstrated the value of this connected narrative when communicating with Ministers, MSD Leadership, and engaging with other groups within MSD. However there is the opportunity to push this approach further connecting what is happening for different people, whom to focus on, what interventions or options are available, how to measure impact, and ultimately, what are the most effective approaches for achieving better outcomes.	The General Manager Data Strategy, Systems, and Products would hold a key role in facilitating how Insights engages and influences across wider MSD. The capability would include data science, product development, actuarial science, and geospatial. The Data Strategy, Systems, and Products group would focu on efficiently sharing insights and information to the frontline and other groups across MSD and ensuring evidence-informed prioritisation and investment decisions are reflected in operations.
The group would focus on how we deliver our performance, reporting, monitoring, and accountability information efficiently and consistently, while being able to provide insight into what is happening and what we expect to happen. Through the groups ability to anticipate information requests we could find efficient ways to respond, contextualised with commentary and user-friendly information design. The group plays a critical role working with the wider Insights group on data visualisation and user-friendly design to improve how our products are consumed.	The Investment and Effectiveness Group would consist of multi-disciplinary teams that have extensive experience in research, evaluation, insights, analytics, and subject matter knowledge. By combining this mix of technical capability, we could optimise how we deliver for MSD and help solve complex challenges facing the social sector. The group would work closely with other Insights groups, leveraging the collective expertise to maximise the impact for MSD and our clients	In addition, the group is instrumental in ensuring insights and evidence supports MSD's transformation project, Te Pae Tawhiti, and implementing the Information, Data and Analytics Strategy across the Insights Group. The group would also have a role supporting Service Design with advice on what data we need, and when and how to ensure it is available for design and monitoring.

The Actuary capability would have a role in supporting social investment and the necessary tools and products we need to support the strategic direction of the government. |
| **Centre of excellence in performance, and reporting**
• Focus on monitoring and reporting of performance and benefit statistics including the new targets
• Pulling data, showing trends, providing commentary on what we are seeing and what we expect
• Big picture understanding trends and patterns and telling the story of 'why'
• Model the impact of operational and policy changes to the benefit system
• Lead the delivery of MSDs forecasts as part of Treasury's economic and fiscal updates.
• Centralised data visualisation hub | **Focus what works for whom and why**
• Evaluation and analytics
• Multi-disciplinary teams centered around portfolio areas to maximise value and effort, and provide clear visibility of prioritisation across each portfolio | **Supporting operational decision making and turning insights into action**
• Te Pae Tawhiti enablement and foundation/enterprise data capabilities
• Supporting Service design with advice on what data we need, when and how to ensure it is available for design and monitoring
• Developing decision tools to the front line, getting the right data to the right decision makers at the right time
• Geospatial capabilities
• Leadership on the actuarial and analytical capability to deliver social investment |
| **Types of work include:**
• Regular reporting suite
• Commentary, short analytical reports
• Forecasts and costings
• OIAs/PQs
• Reporting MSD targets and sub-measures
• Data visualization | **Types of work include:**
• Emp oyment and community effectiveness work
• Analytics and evaluation on priority cohorts, interventions and across portfolios
• Support a te Ao Māori perspective to the groups work
  Surveys design and implementation
  Cross-government monitoring and analysing across portfolios areas | **Types of work include:**
• Analysis from the Social Outcome Model and its datasets
• Predictive modelling e.g., how long people stay on a benefit
• Streaming and automation
• Building systems and structures to house data
• Building and maintaining models and dashboards
• Building and maintaining decision-making tools for the front line
• Interactive maps and geospatial products |

Proposed structure - Insights

Detailed information about each of these teams are outlined on the following slides

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                                    ┌──────────────┐
                                    │ GGM Insights │
                                    └──────┬───────┘
     ┌──────────────┬──────────────┬───────┴──────┬──────────────┬──────────────┬──────────────┐
```

GM Performance & Reporting	GM Investment & Effectiveness	GM Data Strategy, Systems & Products	Portfolio Manager	Executive Assistant	Principal Advisor	Principal Advisor
Manager Monitoring & Analysis	Manager Employment Insights	Manager Data Strategy & Design	Portfolio Coordinator x 2			
Manager Forecasting & Costing	Manager Income & Housing Insights	Manager Operations Products & Support				
Manager Business Reporting	Manager Communities, Māori and Youth Insights	Principal Analyst				
Lead Information Designer	Principal Analyst x 3	Principal Advisor				
Principal Advisor	Evaluation Practice Lead	Executive Assistant				
Coordinator	Principal Advisor x 2					
	Executive Assistant					

Key:

No Change	Minor Change
New Position	Reporting Line and/or Title Change
Reduction in positions	

Proposed structure - Performance and Reporting

GM Performance & Reporting

Manager Monitoring & Analysis
- Lead Analyst Reporting
- Senior Analyst Māori Data and Insights
- Senior Analyst Reporting
- Analyst Reporting x 3

Manager Forecasting & Costing
- Lead Analyst Forecasting & Costing x 2
- Senior Analyst Forecasting & Costing x 6
- Analyst Forecasting & Costing x 4
- Graduate Analyst x 3

Manager Business Reporting
- Lead Analyst
- Senior Analyst Reporting x 4
- Analyst Reporting x 4

Lead Information Designer
- Senior Information Designer x 2
- Information Designer

Principal Advisor

Coordinator

Key:	
No Change	Minor Change
New Position	Reporting Line and/or Title Change
Reduction in positions	

Proposed structure - Investments and Effectiveness

Organisational chart:

GM Investments & Effectiveness (New Position)

Reporting to GM Investments & Effectiveness:
- **Manager Employment Insights** (New Position)
- **Manager Income & Housing Insights** (New Position)
- **Manager Community, Māori and Youth Insights** (New Position)
- **Principal Analyst x 3** (Reporting Line and/or Title Change)
- **Evaluation Practice Lead** (Reporting Line and/or Title Change)
- **Principal Advisor x 2** (Reporting Line and/or Title Change)
- **Executive Assistant** (Reporting Line and/or Title Change)

Under **Manager Employment Insights**:
- Senior Research & Evaluation Analyst x 3 (Reduction in positions)
- Senior Analyst (Reduction in positions)
- Research & Evaluation Analyst x 2 (Reporting Line and/or Title Change)
- Analyst x 2 (Reporting Line and/or Title Change)
- Senior Data Scientist (Reporting Line and/or Title Change)
- Data Scientist (Reporting Line and/or Title Change)

Under **Manager Income & Housing Insights**:
- Senior Analyst Research & Evaluation x 2 (Reduction in positions)
- Research & Evaluation Analyst (Reporting Line and/or Title Change)
- Senior Insights Analyst x 2 (Reporting Line and/or Title Change)
- Analyst Insights x 2 (Reporting Line and/or Title Change)
- Senior Data Scientist (Reporting Line and/or Title Change)
- Data Scientist (Reporting Line and/or Title Change)

Under **Manager Community, Māori and Youth Insights**:
- Senior Research & Evaluation Analyst x 2 (Reduction in positions)
- Research & Evaluation Analyst (Reporting Line and/or Title Change)
- Graduate Research and Evaluation Analyst (Reporting Line and/or Title Change)
- Senior Data Scientist (Reporting Line and/or Title Change)
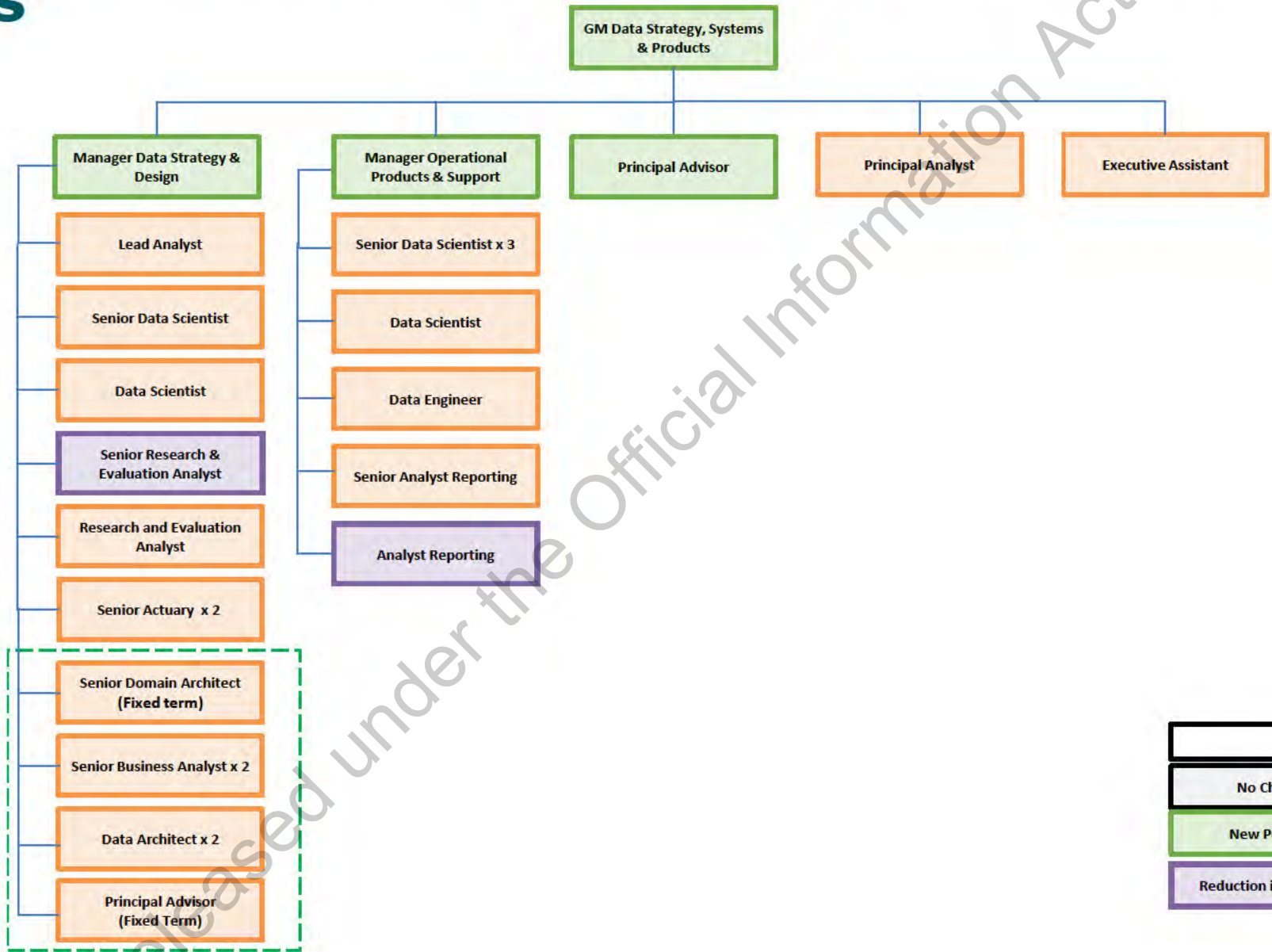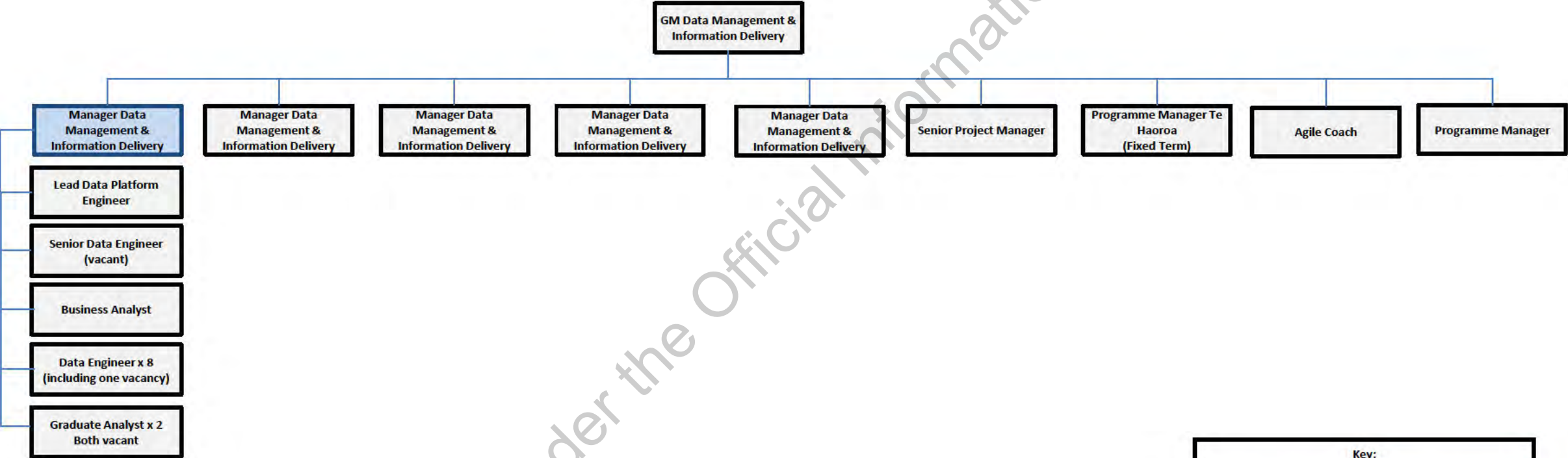- Data Scientist (Reporting Line and/or Title Change)
- Senior Actuary (Reporting Line and/or Title Change)

Key:
- No Change
- Minor Change
- New Position
- Reporting Line and/or Title Change
- Reduction in positions

Proposed structure - Data Strategy, Systems and Products

```
                                    GM Data Strategy, Systems
                                         & Products
```

Manager Data Strategy & Design

- Lead Analyst
- Senior Data Scientist
- Data Scientist
- Senior Research & Evaluation Analyst
- Research and Evaluation Analyst
- Senior Actuary x 2

Te Pae Tawhiti Resources

- Senior Domain Architect (Fixed term)
- Senior Business Analyst x 2
- Data Architect x 2
- Principal Advisor (Fixed Term)

Manager Operational Products & Support

- Senior Data Scientist x 3
- Data Scientist
- Data Engineer
- Senior Analyst Reporting
- Analyst Reporting

Principal Advisor

Principal Analyst

Executive Assistant

Key:

No Change	Minor Change
New Position	Reporting Line and/or Title Change
Reduction in positions	

Proposed structure - Data Management and Information Delivery

GM Data Management & Information Delivery

Manager Data Management & Information Delivery

Manager Data Management & Information Delivery

Manager Data Management & Information Delivery

Manager Data Management & Information Delivery

Manager Data Management & Information Delivery

Senior Project Manager

Programme Manager Te Haoroa (Fixed Term)

Agile Coach

Programme Manager

Lead Data Platform Engineer

Senior Data Engineer (vacant)

Business Analyst

Data Engineer x 8 (including one vacancy)

Graduate Analyst x 2 Both vacant

Key:

No Change	Minor Change
New Position	Reporting Line and/or Title Change
Reduction in positions	

Proposed Impacts - Insights

For the purposes of the following slides, the outcomes of voluntary redundancy have been removed from organisational charts.

Current structure – Insights

GGM Insights

GM Systems Performance
- Manager Monitoring & Analysis
- Manager Forecasting & Costing
- Manager Housing Insights
- Manager Labour Market Intelligence
- Manager Modelling & System Analytics
- Principal Advisor x 3
- Principal Analyst
- Senior Information Designer
- Executive Assistant

GM Research & Evaluation
- Manager Research & Evaluation
- Manager Research & Evaluation
- Manager Research & Evaluation
- Principal Analyst x 3
- Senior Information Designer
- Evaluation Practice Lead
- Project Coordinator (Vacant)

GM Client & Business Intelligence
- Manager Insights
- Manager Data Science & Products
- Manager Business Intelligence
- Principal Analyst
- Product Delivery Lead
- Lead Business Intelligence Analyst X2
- Senior Information Designer

GM Data Strategy Transformation Fixed Term
- Senior Domain Architect (Fixed Term)
- Senior Business Analyst x 2
- Data Architect x 2
- Principal Advisor (fixed term)

Te Pae Tawhiti Resources

Principal Advisor

Principal Advisor (Fixed Term)

Portfolio Manager

Executive Assistant

Key:

No Change	Minor Change
Disestablished	Reporting Line and/or Title Change
Reduction in positions	

Current structure – System Performance

GM System Performance

- **Manager Monitoring & Analysis**
  - Lead Analyst Reporting
  - Senior Analyst Reporting
  - Analyst Reporting x 4
  - Senior Analyst Māori Data and Insights
  - Information Designer

- **Manager Forecasting & Costing**
  - Lead Analyst Forecasting & Costing x 2
  - Senior Analyst Forecasting & Costing x 6
  - Analyst Forecasting & Costing x 4
  - Graduate Analyst x 3 (including one vacancy)

- **Manager Housing Insights**
  - Senior Analyst Reporting x 2
  - Analyst Reporting x 2

- **Manager Labour Market Intelligence**
  - Senior Analyst x 2 (including one vacancy)
  - Analyst x 2

- **Manager Modelling & System Analytics**
  - Data Scientist x 4 (including one vacancy)
  - Senior Actuary x 3 (including one vacancy)

- **Principal Advisor x 3**

- **Principal Analyst**

- **Senior Information Designer**

- **Executive Assistant**

Key:

No Change	Minor Change
Disestablished	Reporting Line and/or Title Change
Reduction in positions	

Current structure – Research & Evaluation

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                                    GM Research &
                                    Evaluation
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Manager Research & Evaluation
- Senior Analyst Research & Evaluation x 4
- Analyst Research & Evaluation
- Graduate Analyst

Employment

Manager Research & Evaluation
- Senior Analyst Research & Evaluation x 3 (including one vacancy)
- Analyst Research & Evaluation x 3

Income

Manager Research & Evaluation
- Senior Analyst Research & Evaluation x 5 (4 FTE)
- Analyst Research & Evaluation

Communities

Principal Analyst x 3

Senior Information Designer

Evaluation Practice Lead

Project Coordinator (Vacant)

Key:	
No Change	Minor Change
Disestablished	Reporting Line and/or Title Change
Reduction in positions	

Current structure – Client & Business Intelligence

GM Client & Business Intelligence

- **Manager Insights**
  - Senior Analyst Reporting
  - Analyst Reporting
  - *DMaID Resources:*
    - Lead Data Platform Engineer
    - Senior Data Engineer (vacant)
    - Business Analyst
    - Data Engineer x 8 (including one vacancy)
    - Graduate Analyst x 2 Both vacant

- **Manager Data Science & Products**
  - Senior Data Scientist x 7
  - Data Engineer
  - Data Scientist (vacant)

- **Manager Business Intelligence**
  - Senior Analyst Reporting x 4
  - Analyst Reporting x 7 (including one vacancy)

- **Principal Analyst**

- **Product Delivery Lead**

- **Lead Business Intelligence Analyst x 2**

- **Senior Information Designer**

Key:

No Change	Minor Change
Disestablished	Reporting Line and/or Title Change
Reduction in positions	

Proposed Position Impacts

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Proposed position impacts

The changes being proposed would have different impacts on different positions. The following pages set out any impacted positions and outline what the potential alignment and/or implications for these positions could be as well as the new proposed positions.

Current Position	Current Group	Proposed Implications
Portfolio Manager	GGM Office	• The Portfolio Manager position is proposed to have a minor change in leadership accountabilities. The core duties of the position would remain substantially the same but would have additional leadership accountabilities for two Portfolio Coordinators. The incumbent would be reconfirmed in this position.
General Manager System Performance	System Performance	• The General Manager System Performance position is proposed to be disestablished, as this position would no longer exist in the proposed operating model. This is due to the proposed disestablishment of the System Performance function and the leadership, and functional responsibilities of the General Manager System Performance being dispersed across the new model. • The incumbent in this position would be eligible to express interest in any of the new or vacant positions with preference.
Principal Advisor x 3	System Performance	• The Principal Advisor positions are proposed to have a change in reporting line. The reporting line would change to one position reporting to the General Manager Performance and Reporting in the Performance and Reporting function and two positions reporting to the General Manager Investment and Effectiveness in the Investment and Effectiveness function. • The Principal Advisors would be reconfirmed into this position and able to express preference for team alignment.
Principal Analyst, System Performance	System Performance	• The Principal Analyst, System Performance position is proposed to be disestablished, as this position would no longer exist in the proposed operating model. This is due to the work being distributed across several teams including the new Strategy Investment and Performance function, and no longer needing to have a dedicated Principal Analyst with this skill set in the proposed operating model. • The incumbent in this position would be eligible to express interest in any of the new or vacant position with preference.
Senior Information Designer	System Performance	• The Senior Information Designer position is proposed to have a reduction in numbers from 3 to 2 FTE across the Insights function. This is due to the creation of a proposed Lead Information Designer position. The two Senior Information Designers would report to the Lead Information Designer position in the Performance and Reporting function. The incumbents in this position would be eligible to participate in a ring-fenced process for their current position and/or express interest in any new or vacant positions with preference.
Executive Assistant	System Performance	• The Executive Assistant is proposed to have a change in reporting line. The position would report to either the new General Manager Investments and Effectiveness or General Manager Data Strategy, Systems and Products position. The incumbent would be able to express a preference for which area they supported. The core duties of the position would remain the same. The incumbent would be reconfirmed in this position.

Proposed position impacts

The changes being proposed would have different impacts on different positions. The following pages set out any impacted positions and outline what the potential alignment and / or implications for these positions could be as well as the new proposed positions.

Current Position	Current Group	Proposed Implications
Manager Monitoring and Analysis	System Performance	• The Manager Monitoring and Analysis position is proposed to have a minor change in reporting line and leadership accountabilities. The reporting line would change to General Manager Performance and Reporting and would have a reduced team size, including the removal of leadership responsibilities for the Information Designer position. The incumbent would be reconfirmed in this position.
Analyst Reporting x 4 (Monitoring and Analysis)	System Performance	• The Analyst Reporting positions are proposed to have a reduction in numbers from 12 to 8 FTE. This includes 4 FTE in the System Performance function, and 8 FTE in Client & Business Intelligence function. This is due to fiscal restraints and the need to rebalance work priorities. Three Analyst reporting positions would report to the Manager Monitoring and Analysis position and four would report to the Manager Business Reporting, both in the Performance and Reporting function and one would report to the Manager Operational Products and Support in the Data Strategy, Systems and Products function. The incumbents in this position would be eligible to participate in a ring-fenced process for their current position and/or express interest in any new or vacant positions with preference. They would also be able to express preference in team alignment.
Information Designer	System Performance	• The Information Designer is proposed to have a change in reporting line to the new Lead Information Designer in the Performance and Reporting function. The core duties of the position would remain the same. The incumbent would be reconfirmed in this position.
Manager Forecasting & Costing	System Performance	• The Manager Forecasting and Costing position is proposed to have a change in reporting line to the new General Manager Performance and Reporting position, in the Performance and Reporting function. The incumbent would be reconfirmed in this position.
Manager Housing Insights	System Performance	• The Manager Housing Insights position is proposed to be disestablished, as this position would no longer exist in the proposed operating model. This is due to the leadership and functional accountabilities for the position being moved to the new position of Manager Income and Housing Insights. The Manager Income and Housing Insights builds on the existing position of Manager Housing Insights with significant additional leadership accountabilities. The incumbent in this position would be eligible to express interest in any of the new or vacant positions with preference.
Senior Analyst Reporting (Housing) x 2	System Performance	• The Senior Analyst Reporting (Housing) positions are proposed to have a change in job title and reporting line. The title would change to Senior Insights Analyst to better reflect the specialised knowledge and requirements of the position, and to reflect what is happening in practice. The reporting line would change to the Manager Income & Housing Insights in the Investment and Effectiveness function. The core duties of the position remain the same. The incumbents would be reconfirmed in this position.
Reporting Analyst (Housing) x 2	System Performance	• The Analyst Reporting (Housing) x 2 positions are proposed to have a change in job title and reporting line. The title would change to Analyst Insights to better reflect the specialised knowledge and requirements of the position, and to reflect what is happening in practice. The reporting line would change to the Manager Income & Housing Insights in the Investment and Effectiveness function. The core duties of the position remain the same. The incumbents would be reconfirmed in this position.

Proposed position impacts

The changes being proposed would have different impacts on different positions. The following pages set out any impacted positions and outline what the potential alignment and/or implications for these positions could be as well as the new proposed positions.

Current Position	Current Group	Proposed Implications
Manager Labour Market Intelligence	System Performance	• The Manager Labour Market Intelligence position is proposed to be disestablished, as this position would no longer exist in the proposed operating model. This is due leadership and functional accountabilities for the position being moved to the new position of Manager Employment Insights. The Manager Employment Insights builds on the existing position of Manager Labour Market Intelligence with significant additional leadership accountabilities. The incumbent in this position would be eligible to express interest in any of the new or vacant positions with preference.
Senior Analyst (Labour Market Intelligence) x 2 including one vacancy	System Performance	• The Senior Analyst positions are proposed to have a reduction in numbers from 2 to 1 FTE. This is due to fiscal restraints and the need to rebalance work priorities. As there is one vacancy, the incumbent would be reconfirmed into the position and would have a change in reporting line to the Manager Employment Insights in the Effectiveness and Investments function. The core duties of the positions remain the same.
Analyst (Labour Market Intelligence) x 2	System Performance	• The Analyst positions are proposed to have a change in reporting line to the Manager Employment Insights in the Effectiveness and Investments function. The core duties of the position would remain the same. The incumbent would be reconfirmed in this position.
Manager Modelling and System Analytics	System Performance	• The Manager Modelling and System Analytics is proposed to be disestablished, as this position would no longer exist in the proposed operating model. This is due to the proposed disestablishment of the Modelling and System Analytics team and the leadership accountabilities for the positions being dispersed across the new proposed model.
Senior Actuary x 3	System Performance	• The Senior Actuary positions are proposed to have a change in reporting line. Two positions would report to the Manager Data Strategy and Design in the Data Strategy, Systems and Products function, and one position would report to the Manager Community, Māori and Youth Insights in the Investment and Effectiveness function. The core duties of the position would remain the same. The incumbents would be reconfirmed in these positions and would be eligible to express a preference in team alignment.
Data Scientist x 5 4 in System Performance 1 in Client and Business Intelligence (vacant)	System Performance/Client & Business Intelligence	• The Data Scientists are proposed to have a change in reporting line. The reporting line would change to: • 1 position reporting to Manager Employment Insights, within the Investment & Effectiveness function • 1 position reporting to Manager Income & Housing Insights, within the Investment & Effectiveness function • 1 position reporting to Manager Communities, Māori and Youth Insights, within the Investment & Effectiveness function • 1 position reporting to Manager Data Strategy and Design, within the Data Strategy, Systems and Products function • 1 position reporting to Manager Operational Products and Support, within the Data Strategy, Systems and Products function. • The incumbents would be reconfirmed in these positions and would be eligible to express a preference in team alignment.

Proposed position impacts

The changes being proposed would have different impacts on different positions. The following pages set out any impacted positions and outline what the potential alignment and/or implications for these positions could be as well as the new proposed positions.

Current Positions	Current Group	Proposed Implications
General Manager Research & Evaluation	Research & Evaluation	• The General Manager Research & Evaluation position is proposed to be disestablished, as this position would no longer exist in the proposed operating model. This is due to the proposed disestablishment of the Research & Evaluation function and the leadership, and functional responsibilities of the General Manager Research & Evaluation being dispersed across the new model.
Manager Research and Evaluation x 3 (Employment, Income and Communities)	Research & Evaluation	• The Manager Research & Evaluation positions are proposed to be disestablished, as these positions would no longer exist in the proposed operating model. This is due to leadership and functional accountabilities for these positions being moved to the new positions of Manager Employment Insights, Manager Income and Housing Insights and Manager Communities, Māori and Youth Insights in the Investment and Effectiveness function. These three new Manager positions build on the existing position of Manager Research and Evaluation with significant additional leadership accountabilities. • The incumbents in these positions would be eligible to express interest in any of the new or vacant positions with preference.
Senior Information Designer	Research & Evaluation	• The Senior Information Designer position is proposed to have a reduction in numbers from 3 to 2 FTE in the Insights Group. This is due to the creation of a proposed Lead Information Designer position. The two Senior Information Designers would report to the Lead Information Designer position in the Performance and Reporting function. The incumbents in this position would be eligible to participate in a ring-fenced process for their current position and/or express interest in any new or vacant positions with preference.
Principal Analyst, Research & Evaluation x 3	Research & Evaluation	• The Principal Analysts Research and Evaluation positions are proposed to have a change in reporting line to the General Manager Investment and Effectiveness in the Investment and Effectiveness function. The core duties of the position would remain the same. The incumbents would be reconfirmed in these positions.
Evaluation Practice Lead	Research & Evaluation	• The Evaluation Practice Lead is proposed to have a change in reporting line to the General Manager Investment and Effectiveness in the Investment and Effectiveness function. The core duties of the position would remain the same. The incumbent would be reconfirmed in this position.

Proposed position impacts

The changes being proposed would have different impacts on different positions. The following pages set out any impacted positions and outline what the potential alignment and/or implications for these positions could be as well as the new proposed positions.

Current Position	Current Group	Proposed Implications
Senior Analyst Research and Evaluation x 12 (11 FTE) 4 in Employment 3 in Income (including one vacancy) 5 in Communities (4 FTE)	Research & Evaluation	• The Senior Analyst Research and Evaluation positions are proposed to have a reduction in numbers from 11 FTE to 8 FTE. This is due to fiscal restraints and the need to rebalance work priorities. Three positions would report to the Manager Employment Insights, two positions would report to the Manager Income and Housing Insights, two positions would report to Manager Communities, Māori and Youth Insights all within the Investment and Effectiveness function and one position would report to the Manager Data Strategy and Design in the Data Strategy, Systems and Products function. The incumbents in this position would be eligible to participate in a ring-fenced process for their current position and/or express interest in any new or vacant positions with preference. They would also be able to express preference in team alignment.
Analyst Research & Evaluation x 5 1 in Employment 3 in Income 1 in Communities	Research & Evaluation	• The Analyst Research & Evaluation positions are proposed to have a change in reporting line. Two positions would report to Manager Employment Insights, one position would report to Manager Housing and Income Insights and one position would report to Manager Community, Māori and Youth Insights all in the Investment and Effectiveness function, and one position would report to the Manager Data Strategy and Design position in the Data Strategy, Systems and Product function. The core duties of the position would remain the same. The incumbents would be reconfirmed in these positions and would be eligible to express a preference in team alignment.
Graduate Analyst (Employment)	Research & Evaluation	• The Graduate Analyst is proposed to have a change in reporting line to the Manager Community, Māori and Youth Insights in the Investment and Effectiveness function. The core duties of the position would remain the same. The incumbent would be reconfirmed in this position.

Proposed position impacts

The changes being proposed would have different impacts on different positions. The following pages set out any impacted positions and outline what the potential alignment and / or implications for these positions could be as well as the new proposed positions.

Current Position	Current Group	Proposed Implications
General Manager Client & Business Intelligence	Client & Business Intelligence	• The General Manager Client & Business Intelligence position is proposed to be disestablished, as this position would no longer exist in the proposed operating model. This is due to the proposed disestablishment of the Client & Business Intelligence function and the leadership, and functional responsibilities of the General Manager Client & Business Intelligence being dispersed across the new model. • The incumbent in this position would be eligible to express interest in any of the new or vacant positions with preference.
Manager Data Science & Products	Client & Business Intelligence	• The Manager Data Science & Products is proposed to be disestablished, as this position would no longer exist in the proposed operating model. This is due to the proposed disestablishment of the Data Science and Products team and the leadership accountabilities for the position being dispersed across the new proposed model.
Senior Data Scientist x 7	Client & Business Intelligence	• The Senior Data Scientist positions are proposed to have a change in reporting line. Three positions would report to the Manager Operational Products and Support and one position would report to Manager Data Strategy & Design in the Data Strategy, Systems and Products function. Three positions would report to each of the new Manager Insights positions in the Investments and Effectiveness function. The incumbents would be reconfirmed in these positions and would be eligible to express a preference in team alignment. The core duties of the position would remain the same.
Data Engineer	Client & Business Intelligence	• The Data Engineer is proposed to have a change in reporting line to the Manager Operational Products and Support in the Data Strategy, Systems and Products functions. The core duties of the position would remain the same. The incumbent would be reconfirmed in this position.
Principal Analyst, Client and Business Intelligence	Client & Business Intelligence	• The Principal Analyst Client and Business Intelligence is proposed to have a change in reporting line to the General Manager Data Strategy, Systems and Products in the Data Strategy, Systems and Products function. The core duties of the position would remain the same. The incumbent would be reconfirmed in this position.
Product Delivery Lead	Client & Business Intelligence	• The Product Delivery Lead is proposed to be disestablished, as this position would no longer exist in the proposed operating model. This is due to the work being distributed across several teams to ensure project and product support is offered across the Insights Group and the ID&A Portfolio and no longer needing a dedicated Product Lead position in the proposed operating model. • The incumbent in this position would be eligible to express interest in any of the new or vacant position with preference.

Proposed position impacts

The changes being proposed would have different impacts on different positions. The following pages set out any impacted positions and outline what the potential alignment and/or implications for these positions could be as well as the new proposed positions.

Current Position	Current Group	Proposed Implications
Manager Insights	Client & Business Intelligence	• The Manager Insights is proposed to have a minor change in reporting line, job title and leadership accountabilities. The reporting line would change to General Manager Data Management & Information Delivery (DMaID) within the Strategy and Insights group and the job title would change to Manager Data Management and Information Delivery for functional alignment. The DMaID resources – Lead Data Platform Engineer, Senior Data Engineer, Business Analyst and Data Engineers and Graduate Analysts would continue delivering within the DMaID work programme and remain reporting to this position. This position would no longer manage Insight resources. The core duties of the position would remain the same. The incumbent would be reconfirmed in this position.
Manager Business Intelligence	Client & Business Intelligence	• The Manager Business Intelligence is proposed to have a minor change in job title, reporting line and leadership accountabilities. The core duties of the position would remain substantially the same, but the title would change to Manager Business Reporting and would have additional leadership responsibilities for a Lead Analyst and reduction in the number of Reporting Analysts reporting to the position. The position would report to the GM Performance and Reporting in the Performance and Reporting function. The incumbent would be reconfirmed in this position.
Senior Analyst Reporting x 5 4 in Business Intelligence 1 in Insights	Client & Business Intelligence	• The Senior Analyst Reporting positions in Client and Business Intelligence would have a change in reporting line. Four positions would report to the Manager Business Reporting in the Performance and Reporting function and one position would report to the Manager Operational Products and Support in the Data Strategy, Systems and Products function. The incumbents would be reconfirmed in these positions and would be eligible to express a preference in team alignment.
Analyst Reporting x 8 7 in Business Intelligence 1 in Insights	Client & Business Intelligence	• The Analyst Reporting position is proposed to have a reduction in numbers from 12 to 8 FTE. This includes 4 FTE in the System Performance function, and 8 FTE in Client & Business Intelligence function. This is due to fiscal restraints and the need to rebalance work priorities. Three Analyst reporting positions would report to the Manager Monitoring and Analysis position and four would report to the Manager Business Reporting, both in the Performance and Reporting function and one would report to the Manager Operational Products and Support in the Data Strategy, Systems and Products function. The incumbents in this position would be eligible to participate in a ring-fenced process for their current position and/or express interest in any new or vacant positions with preference. They would also be able to express a preference in team alignment.
Senior Information Designer	Client & Business Intelligence	• The Senior Information Designer position is proposed to have a reduction in numbers from 3 to 2 FTE across the Insights function. This is due to the creation of a proposed Lead Information Designer position. The two Senior Information Designers would report to the Lead Information Designer position in the Performance and Reporting function. The incumbents in this position would be eligible to participate in a ring-fenced process for their current position and/or express interest in any new or vacant positions.

Proposed position impacts

The changes being proposed would have different impacts on different positions. The following pages set out any impacted positions and outline what the potential alignment and/or implications for these positions could be as well as the new proposed positions.

Current Position	Current Group	Proposed Implications
Lead Business Intelligence Analyst x 2	Client & Business Intelligence	• The Lead Business Intelligence Analysts positions are proposed to have a change in title and reporting line. The title would change to Lead Analyst and one position would report to the Manager Business Reporting in the Performance and Reporting function and one position would report to the newly created Manager Data Strategy and Design position in the Data Strategy, Systems and Design function. The core duties of the position remain the same. The incumbents would be reconfirmed in these positions and would be eligible to express a preference in team alignment.
General Manager Data Strategy Transformation (Fixed Term)	Data Strategy Transformation	• The General Manager Data Strategy Transformation position is proposed to be disestablished, as this position would no longer exist in the proposed operating model. This is due to the proposed disestablishment of the Data Strategy Transformation function and the proposed new General Manager Data Strategy, Systems and Products position. The General Manager Data Strategy, Systems and Products position builds on the existing position of General Manager Data Strategy Transformation with significant additional leadership responsibilities.
Senior Domain Architect (Fixed Term)	Data Strategy Transformation	• The Senior Domain Architect position is proposed to have a change in reporting line to the Manager Data Strategy and Design in the Data Strategy, Systems and Products function. The core duties of the position would remain the same. The incumbent would be reconfirmed in this position.
Senior Business Analyst x2	Data Strategy Transformation	• The Senior Business Analysts positions are proposed to have a change in reporting line to the Manager Data Strategy and Design in the Data Strategy, Systems and Products function. The core duties of the position would remain the same The incumbents would be reconfirmed in this position.
Data Architect x2	Data Strategy Transformation	• The Data Architect positions are proposed to have a change in reporting line to the Manager Data Strategy and Design in the Data Strategy, Systems and Products function. The core duties of the position would remain the same. The incumbents would be reconfirmed in this position.
Principal Advisor (Fixed Term)	Data Strategy Transformation	• The Principal Advisor position is proposed to have a change in reporting line to the Manager Data Strategy and Design in the Data Strategy, Systems and Products function. The core duties of the position would remain the same. The incumbent would be reconfirmed in this position.

Proposed new and vacant positions

All proposed new positions have a position profile available on the Change Information Hub and are open to feedback.

New Position	Category	Function	EOI Category	Indicative Band	FTE	Locations Available
General Manager Performance and Reporting	New position	Performance and Reporting	EOI	SM3	1	Wellington
General Manager Investment and Effectiveness	New position	Investment and Effectiveness	EOI	SM3	1	Wellington
General Manager Data Strategy, Systems and Products	New position	Data Strategy, Systems and Products	EOI	SM3	1	Wellington
Principal Advisor x 2	New position	GGM Office and Data Strategy, Systems and Products	EOI	MSS06	1	Wellington
Lead Information Designer	New position	Performance and Reporting	EOI	MSS05	1	Wellington
Coordinator	New position	Performance and Reporting	EOI	B03	1	Wellington
Manager Employment Insights	New position	Investment and Effectiveness	EOI	MSS06	1	Wellington
Manager Income and Housing Insights	New position	Investment and Effectiveness	EOI	MSS06	1	Wellington
Manager Communities, Māori and Youth Insights	New position	Investment and Effectiveness	EOI	MSS06	1	Wellington
Manager Data Strategy and Design	New position	Data Strategy, Systems and Products	EOI	MSS05	1	Wellington
Manager Operations Products and Support	New position	Data Strategy, Systems and Products	EOI	MSS05	1	Wellington
Portfolio Coordinator x 2	New position	GGM Office	EOI	B04	2	Wellington
Data Scientist	Vacant Position	Various	EOI	B06IT	1	Wellington

Timeline and next steps

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Proposed consultation period and timeline

Below are the key dates for the consultation period through to the transition to new structures.

Key Dates	Proposed overview of core activity
23 May 2024	• Consultation starts, beginning with individuals who would be impacted being informed of the proposal and what it would mean for their positions
23 May to 11 June 2024	• All MSD employees are welcome to provide feedback to proposed changes • Groups will run specific questions & answer drop-in sessions
11 June 2024	• Consultation ends – **all feedback to be submitted by 5pm**
11 June to 24 June	• Feedback is reviewed • Feedback will be carefully considered before any decisions are made
Week of 24 June	• Announcement of final decisions
From 3 July	• Expression of Interest process opens for individuals
2 September 2024	• Proposed go live of new structure, some transition arrangements may need to be made

Next steps: For individuals and teams who would be impacted by the proposed change

Feedback	• Your feedback is an important part of the decision-making process. You are helping shape the future of the Strategy and Insights Group within MSD, so please take the time to consider what this might mean for you, ask questions, and share your thoughts. • You can provide feedback using the Change process feedback form https://forms.office.com/r/e7QhrV8iXR or send an email to changeprocess@msd.govt.nz. • Feedback responses from this survey are confidential. Feedback will be collated by the Change Process Team. Key themes and a summary of the feedback will be provided, and fully considered by managers and DCEs to inform final decisions on this proposal. • You can send questions to changeprocess@msd.govt.nz
Support	• Our Employee Assistance Programme is provided by Telus Health, which provides a free, confidential, and independent service. Support from a Telus Health professional can include building resilience during times of change and uncertainty, and support with your career direction. Telus Health is available 24 hours a day on 0800 360 364 or email counsellingsupportnz@telushealth.com. You can find further information on EAP on Doogle - https://doogle.ssi.govt.nz/working-here/keeping-healthy-and-safe/wellbeing-at-msd/eap-benestar/index.html • Other support includes webinars, people leader sessions and financial coaching. Look under Support resources in the Change Information Hub for more information. You can also seek support from: • family, whānau, friends and team members • your manager, DCE or a member of the leadership team • union representative/delegate.
Online resources	• Doogle has information to help improve your health, wellbeing and resilience.

Appointment and Selection Process

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Proposed selection and appointment process

For people in positions that would be disestablished under the proposal or if there is a reduction in the number of positions that are the same

This is the proposed process we would follow for selection and appointment into positions. It would follow consultation, feedback and decisions.

Participation in the selection processes applies to **permanent employees** whose positions have been disestablished, or where there is a reduction in numbers of the same position.

The Change process - Change Information Hub - MSD Confluence (ssi.govt.nz)

Where there is a position in the new structure that is the same or nearly the same and there is one 'clear person' that individual will be confirmed in that position. This is referred to as **reconfirmation**.

Positions reducing in numbers

Where there are more people than positions available a selection process would be needed. Only the permanent people currently in this position would be considered for the reduced number of positions – they would be 'ring fenced' for this position.

The following steps would apply:

a) People would be given an opportunity to be considered for voluntary severance (redundancy). Expressions of interest for voluntary redundancy would be considered on a 'without prejudice' basis. MSD, using sole discretion, would accept or decline a request, information about what MSD would consider when assessing a request is detailed in the FAQs in the Change Information Hub.

b) People would be asked to complete an assessment form about their skills and experience.

c) The completed forms would be assessed by a panel, including the manager of the team, to determine who would be reconfirmed in the reduced number of positions. If a decision can't be made due to people scoring the same, an interview may be required.

Where the number of same positions is reducing, individuals would also be able to express an interest in other positions across the group or organisation.

Proposed selection and appointment process

For people in positions that would be disestablished under the proposal, continued…

People who would not be reconfirmed in positions, may be offered reassignment into a different position that requires similar skills. The FAQs explain what is considered similar skills.

Affected employees not reconfirmed into a position would be considered preferential applicants. The objective is to place the maximum number of preferential applicants into positions by matching individual skills with positions that require similar skills. Reassignment may occur through a direct offer where there is only one person suitable for the position but would most likely occur through a selection process.

For reassignment, the following assessment steps would apply:

a) People would be asked to complete an Expression of Interest form indicating the positions they are interested in. The form would have two questions covering their interest in the position, skills and experience. Employees may express an interest in as many positions as they choose.

a) Expression of interest forms would be assessed by a panel, including the manager of the position. Selection criteria would be based on the draft position profiles, which would form the position descriptions, following the consideration of feedback and decisions. Based on the assessment against the criteria, employees would either:
   • be invited to a panel interview, or
   • have their expression of interest for a position declined. Where an individual is not being taken through to interview/declined, we would work with them on any other expressions of interests they have submitted, as well as potential suitable positions they may not have expressed an interest in.

   Where an employee is identified for more than one position/interview, we would try to minimise the number of interviews an employee needs to attend. This may mean including several managers, which would mean a larger panel than usual.

   Where only one person has expressed an interest in a position, a panel interview would still occur to ensure the individual can demonstrate the skills, experience and attributes required for the position.

a) Successful employees would be reassigned to the position in the structure. Unsuccessful employees would be part of a redeployment pool.

c) The expression of interest assessment process would be run in the following order (where practicable) to ensure the line manager is in place to carry out assessments and interviews for people in their teams:

   - Senior Manager positions
   - Manager positions
   - Staff positions

Proposed selection and appointment process

For people in positions that would be disestablished under the proposal, continued …

For people who have not been reconfirmed or reassigned to a position, we would continue to look for redeployment opportunities. This would generally occur at the same time the employee is working out their notice period.

Preferential applicant

If a person hasn't been reconfirmed or reassigned, they would be considered a preferential applicant. This means, all other factors being equal in an appointment process, the affected employee would be offered the vacant position. The merit criteria for appointments still apply, and a preferential applicant would not be offered a position where someone else has greater skills or experience for the position.

Fixed-term employees and employees who are not impacted by the proposed change

Fixed-term employees would be out of scope of the selection and appointment process, even if their position is impacted, and would need to apply for any positions using our standard recruitment process.

Fixed-term employees and employees who are not impacted by the change would be eligible to participate and apply for future vacant positions following the expression of interest and the selection process for current permanent impacted individuals. However, permanent employees affected by any proposed changes or in the organisation's redeployment pool would have preferential status for any new or vacant positions in the confirmed structure.

Proposed expression of preference process

An expression of preference process is proposed for alignment to teams across the following positions:

- Executive Assistant, OPPG
- Principal Advisors, System Performance
- Executive Assistant, System Performance
- Senior Actuary, System Performance
- Data Scientists, System Performance
- Analysts Research and Evaluation, Research and Evaluation
- Senior Data Scientists, Client and Business Intelligence
- Lead Business Intelligence Analysts, Client and Business Intelligence

The proposed expressions of preference process for the positions detailed above would follow the below process (noting there would be a position for all individuals). This is about providing individuals a choice on which team they would prefer to align to:

1. If the proposal went ahead, following decisions an email with a link to an expression of preference form would be sent to all eligible individuals
2. The expression of preference form would ask individuals to advise their order of team preference with a brief explanation of why
3. Submissions would be reviewed by the relevant General Manager (if appointed) and Group General Manager Insights and relevant managers if required and would confirm alignment to the selected team
4. Individual outcome conversations would be completed as soon as possible following this process
5. There would be positions available for all individuals going through the expression of preference process. However, there may be situations where first preference would be given as we would need to ensure there is a correct balance of support across the teams

The Senior Analysts Research and Evaluation and Analysts Reporting (System Performance and Client and Business Intelligence) would also be able to express a preference in team alignment following their selection process.

Secondments and outcomes

Area	Key information
Secondments	• Under this proposal, all impacts have been assessed based on substantive positions. This means that where there is a proposed impact to a position, an individual on secondment would be assessed against their substantive or 'home' position, not against the seconded position. • It is proposed that employees currently in a seconded position would continue in that secondment and return to their substantive position at the end of the secondment or at the time changes were implemented, whichever occurred first. Notice would be given about a secondment ending following decision outcomes. • If your substantive position is confirmed as impacted, you would be eligible to participate in the expression of interest and selection process. Permanent employees affected by any proposed changes and permanent employees in the organisation's redeployment pool would be considered preferential applicants.
Outcome management	• Following the final decision, selection and appointment process, all employees offered a new position would receive an outcome letter confirming the changes or outlining the terms and conditions of the new offer for acceptance. • Unsuccessful employees would receive Notice of Redundancy at the appropriate time, but at least four weeks before the employment end date (in line with their terms and conditions). Managers would continue to explore redeployment options with affected employees during the notice period. • Outplacement support would be provided for any employee in the redeployment pool and who may be leaving as a result of the organisational change process. • Throughout this period, we would continue to assess the redeployment pool for other suitable opportunities within MSD.

Transitioning to our new structure

- While we still have the feedback and decision-making process to go through, we want you to know we have started planning for how we would transition to our new structure. This would include practical things like updated distribution lists and delegations, updating processes, position and responsibilities, knowledge management and good handovers of information. It would also include identifying key pieces of work that need to be transitioned, particularly in business groups/teams that are being realigned or rebalanced. This would help ensure the right levels of support across key deliverables and clear priorities so you know what your focus should be.

- We would work with you to support the forming of new or merging teams and understanding new ways of working together. We would also help those who need to learn new skills or knowledge to take on new or changed responsibilities.

- Planning our transition is something we would do with you, in a collaborative way, so we can hear your concerns and work together to address them.

Questions: **changeprocess@msd.govt.nz**

MINISTRY OF SOCIAL DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

Decision Document Strategy and Insights

26 June 2024
Embargoed until: 26 June 2024

MINISTRY OF SOCIAL DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

Contents

Message from DCE Strategy and Insights

Kia ora koutou

On 23 May I shared the change proposal for the Strategy and Insights Group and asked you to let me know what you thought of the proposed changes and the process we would follow.

I encouraged you to provide us feedback – there were several areas where there was more than one good option and we were keen to get your feedback, and we knew there would be other things that we had not thought of where your feedback would help us to make our proposals better.

Thank you for all your feedback. We received 98 submissions - 28 email submissions and 69 feedback form responses. This included a mix of individual and team submissions. We also received a PSA submission. Many of these submissions were detailed, providing alternative proposals and supporting information.

Thanks to everyone who asked questions, came along to team meetings, attended drop-in sessions and provided feedback directly to us. You really helped us to understand what your concerns were and where we needed to take another look at what was proposed. I want to acknowledge the feedback, suggestions and challenges you raised.

Fleur and I have taken the time to consider all your feedback on the change proposals and we have made changes as a response to it.

I'm now able to share my final decisions with you, which are detailed in this document and will be shared with anyone who is directly affected. In the decision document, we have summarised your feedback, explained where we have made changes in response to your feedback, and where we have decided to continue with the initial proposal.

Today's decisions will not be the news some people wanted to hear. It means changes that could possibly have affected them are now confirmed. I know this will be hard and people are going to need time to adjust and understand what it means for them.

As I have made clear throughout the process so far, if these decisions affect your position, MSD will explore all reasonable available options to appoint you to a position in the new structure. We will continue to work closely with you and the unions. If you need support, it is there for you. Talk to me, talk to your manager, or find out more about what is available in this document.

From here, we move from consultation into the appointment and selection process and planning our transition to the new model. A key theme of the feedback was about wanting to understand how the new teams and structure will work in practice and new ways of working. We have provided some more information in this document, but this will be a key focus as we plan and work through our transition to the new model. You will have the opportunity to get involved in this planning and I encourage you to raise any concerns and offer solutions and ideas to support our transition.

I am sure you will have questions, and some of you will have concerns. There are new FAQs on the Change Information Hub and we will continue to update them. If you need support, please talk to me, talk to your manager, or go to the Change Information Hub.

Sacha O'Dea
Deputy Chief Executive Strategy and Insights

Confirmed Decisions– Organisational Planning Performance and Governance, Strategic Issues and Investment and Office of the DCE

For the purposes of this decision document, the outcomes of voluntary redundancy have been removed from organisational charts.

MINISTRY OF SOCIAL DEVELOPMENT
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What was proposed and why

A reminder of the key drivers for change:

I proposed changes to the Organisational Planning Performance and Governance (OPPG), Strategic Issues and Investment, and Office of the DCE functions.

I believed the key changes would allow us to work more efficiently and align teams where there are strong connections for delivery.

The key proposed changes were:

- Establishing a new Strategy, Investment and Performance function to bring together similar functions and maximise our capabilities across the group.
- Shift the Governance team to Ministerial and Executive Services within the Organisational Assurance and Communication Group to improve alignment of functions and improve career opportunities for the team.
- Establishing a permanent position for social sector commissioning in the DCE Office to support integration of this work into our core work programmes across MSD.
- Aligning our Budget team to the DCE Office to support this government's focus on fiscal sustainability.
- Streamlining resources in several teams to support a structure that is affordable within MSD's ongoing baseline.
- Shifting responsibility for business continuity and resilience planning to General Manager, Data Management and Information Delivery.

The proposed change will:

- Ensure Strategy and Insights has the right skills and capabilities to deliver on the Government's agenda and MSD's strategy for the next three years.
- Create a structure that is affordable within MSD's ongoing baseline, which takes into account a declining baseline, growing cost pressures, and savings targets.
- Create permanent capability and focus on social sector commissioning to support integration of social sector commissioning work programme into the government's work programme, support powering up communities and reducing compliance for organisations.
- Support right-sizing the management structure including number of layers, spans of control and sizes of groups.
- Align teams and functions with Strategy and Insights core purpose.
- Aligning the Governance function with similar functions within Ministerial and Executive Services, which will create more capacity and career opportunities for the team.
- Continue to provide career pathways and opportunities to develop people for MSD, the public service and the wider sector.

Feedback Summary and Response

Feedback Themes

Some high-level themes stood out in the feedback as important to many of you, and I want to expand on these areas.

Reductions in roles, removal of vacancies, impact on workload and working across teams and the group for surge capacity

The strongest theme of feedback from across the group was concern about managing workloads with fewer people. This feedback was not limited to this proposal, but also included holding and removing vacancies over the last six months and the voluntary redundancy process. Some people were worried about responding to current workload demand and some were worried about having surge capacity to assist during periods of high demand, such as responding to parliamentary questions (PQ's), annual processes to develop Estimates or the Annual Report.

We have responded to feedback that the reductions in positions has gone too far in a few areas. We will retain an additional two reporting analyst roles and one senior advisor governance role. I have also identified the need to increase the level of resource for monitoring crown entities in the longer term.
We have increased resource based on your feedback and areas where we agreed it is needed. We are going to have a smaller workforce going forward, due to rising cost pressures and declining baselines. We need to continue the momentum established over the last six months in ensuring the effective prioritisation of the work programme, particularly in Insights. This will include:

- communicating with ministers and internal stakeholders about resource constraints and negotiating priorities
- prioritisation of higher value activities, re-scoping and stopping doing some things
- improving the way we work through better planning and streamlining processes, which will enable capacity to be released for other work
- leveraging the support of other staff within teams and across Strategy and Insights when surge capacity is needed.

This will include engagement with you as part of the transition on prioritisation and to develop new ways of working. Balancing work demand and our resource remains a priority for the Strategy and Insights Leadership Team.

Lack of information about how this will work in practice – we will engage with you as part of transition on prioritisation and new ways of working

There was a lot of feedback about wanting to understand more about the vision for the new groups and teams, what work will they do, and how the teams will work together. Fleur and I have included some additional slides to provide more information about the new groups - their purpose and focus, work programme and new ways of working. As part of the transition and next steps, we will work with you about how we want groups to work together, prioritisation including agreeing what else we are going to stop doing, and new ways of working.

Feedback Themes

Changing names to clarify scope and reduce confusion about overlaps

We received feedback on perceived overlap between groups due to overlaps in names. There were a range of suggestions for alternative names provided. We have listened to this feedback and made changes to the names and provided additional information to clarify the scope and purpose for the different groups (See slides 19, and 50-52). The names changes include:

• Strategy, Investment and Organisational Performance

• Business Intelligence

• Evidence and Effectiveness

• Community Insights

• Data Strategy and Operational Products.

Career Pathways and Professional Development

We received questions on how the new model would support professional development, especially with the removal of some senior roles. In response I want to reassure you that we remain committed to providing career pathways and opportunities to develop people for MSD, the public service and the wider sector:

• We have the S&I Performance, Development and Progression Framework. This Framework consolidates MSD's existing people capability framework and approaches to improve clarity of expectations of staff and management in performance and development. It also outlines the approaches to developing our people within their roles, pathways to progress to higher level roles, and outlines the process and key timing.
• Our commitment to this framework means we would continue holding the People & Capability Forum twice a year, in March and September, which is an opportunity for S&I LT to come together and discuss performance, development, promotion and progression of staff.
• We will continue to look across S&I for mentoring, development, and training opportunities. We will maintain our focus on upskilling through the delivery of work and having people work with 'experts' or more experienced people on projects that might not sit with their core team – including principal analysts and advisors, leads and our evaluation practice lead.
• We share common capabilities across teams and we will continue to work across S&I to leverage the capability and capacity that we have to deliver the higher value activities.
• In line with our role as a Crown Treaty partner, we're aware of and consider Te Ao Māori, Tikanga Māori and the use of Te Reo in everything we do.
• We find the right balance from grads to principals/leads and make sure we have progression pathways, succession planning, role in growing public service, and leadership in mind. We are also focused on continuing our pipeline for staff through the DCE's Office and into a Private Secretary role.

Feedback themes and response: New function

Feedback area	What you told us	Response
Establishment of the Strategy, Investment and Performance function name and scope.	• Most submissions were supportive of the proposal and thought bringing similar functions together made sense and would support information sharing, leverage capabilities, and bring cohesion between the teams. • There was support for the relocation of Strategy and Performance to this function. Some highlighted the positive benefits in aligning SI&I advisors to this function and creating opportunities for more strategy thought leadership. • There was feedback about discussing the new vision for this function and clarifying the scope of the function. Some highlighted there was a perceived overlap with Insights due to overlaps in names. There were a range of suggestions for alternative names provided. • To avoid potential confusion in areas of apparent overlap it was recommended to clarify areas of responsibility, and how the various groups are intended to work together.	• I will proceed with the establishent of this function. I have considered the alternative names provided and can confirm the name will change to **Strategy, Investment and Organisational Performance**. We will also change some of the names in Insights to provide greater clarity. • I have heard the feedback about discussing the vision and scope for this function. More information can be found on slide 19. • As part of the transition and next steps, we will clarify areas of responsibility and work through how we want groups to work together. This will include sharing the vision for the group and engagement with you to develop new ways of working.
New position – General Manager Strategy, Investment and Performance	• Support was received for the creation of this position. • Some were concerned the position description blends too many areas of responsibility resulting in unreasonable expectations around the individual needing sufficient expertise across all knowledge areas.	• I have reviewed the job description with support from the People group. On balance, I think the breadth of role and expertise is consistent with the expectations of other GM roles across Strategy and Insights and MSD. • I can confirm the name has been updated to **General Manager Strategy, Investment and Organisational Performance**.

Feedback themes and response: Reporting lines

Feedback area	What you told us	Response
Principal Advisor (OPPG) reporting line and alignment to crown entities	• We received feedback that the Principal Advisor (OPPG) should continue to have a broader focus and to report to the General Manager. • Other feedback was supportive of the position continuing to support crown entities and its shift to a strategy-focused function.	• I have considered this feedback and can confirm **the reporting line for this position will change to the General Manager, Strategy, Investment and Organisational Performance**. • As per the consultation proposal, I want to retain the broader focus of this role. For the next six months, this role will continue to focus on the crown entity work programme.

Reporting line and capacity for crown entities	• We received mixed feedback on the reporting line of the crown entities positions. Some people felt the functions were more aligned with the work of the Governance team or Office of the DCE. Others supported the change in reporting line to the Manager Strategy and Performance, due to the linkages with work outputs.
	
	• There was also feedback about the workload for Crown Entities and the level of capability and capacity to deliver on this work programme.
	
	• There was some feedback about retaining and filling the vacancy for a dedicated Principal position for the Crown Entities Team.
		• I have decided to **confirm the change in reporting line for Crown Entities to the Strategy and Performance team** because I think there is a stronger alignment with the work the team does on providing advice on crown entity accountability documents and performance reporting. This means expertise within the team can be used to support the crown entities team. While work on appointments is more closely aligned with the governance function, this is a relatively small part of this team's day-to-day work.
		
		• I have heard and share some of the concerns about workload and capability and capacity of the Crown Entities team to respond. I am working on finding a long-term solution to this but in the short term:
		
		   o the Principal Advisor will continue to focus on the crown entity work programme for at least the next six months
		
		   o The Principal Advisors within the Strategy and Performance team will be able to provide some thought leadership and coaching for the work programme.

Feedback themes and response: Reporting lines

Feedback area	What you told us	Response
Reduction in Principal Advisors, Strategic Issues and Insights	• It was noted, the limited capacity may mean the teams focus shifts to deliver urgent work and reduce the focus on strategic policy work.	• I have considered this feedback and can confirm **the reduction of FTE for Principal Advisors from 5.8 to 4.8 FTE**. • Within the Strategic Issues and Investment work programme, there are a few non-discretionary items including child poverty reporting. There is more flexibility within this work programme to reprioritise or delay work programme items. This will enable us to shift resource to provide surge support for the Strategy and Performance team. • I am committed to maintaining a strategic policy stewardship work programme, but we will need to continually prioritise work to ensure we are delivering high priority work for ministers and MSD.
Reduction in Senior Advisor Strategy and Performance positions	• Recommendations were made to retain the current number of Senior Advisors in the Strategy and Performance team. • Concerns were raised about future workloads, the ability to meet legislative deadlines and staff wellbeing.	• Over the last six months, there have only been three Senior Advisors because one has been on secondment. • I have considered the feedback provided and decided to **confirm the reduction in positions from 4 to 3 FTE.** • On balance, I think we can manage the workload through prioritisation of higher value activities and leveraging the support of the Principal Advisors and/or others from across Strategy and Insights during peak times for annual processes including Estimates and Annual report.

Feedback themes and response: Reduction in positions

Feedback area	What you told us	Response
Reduction in Senior Advisor Governance positions	• There was feedback that reducing the numbers of advisors created risk to delivering MSD's core governance functions for the Chief Executive and Leadership Team. • There was a proposal to create a temporary 12-month fixed term position to support the team's capacity during the transition and to provide cover for a temporary reduction in hours in the team.	• I have heard your concerns and following consultation with the DCE, Organisational Assurance and Communication, **I have decided to retain and fill the vacancy for the fourth Senior Advisor, Governance**. • This will enable OAC to assess the ongoing workload, identify options to manage work across the Ministerial and Executive Services team, and ensure core governance services are delivered for MSD Governance committees during the transition.
Shifting the Governance team to Ministerial and Executive Services (MaES)	• Feedback was supportive for the shift in reporting line of the Governance team to MaES within Organisational Assurance and Communication (OAC). Submissions saw this change as an opportunity for better alignment, skillset match, and potential for development and capacity building.	• It is confirmed that the **Governance team will shift to MaES** within Organisational Assurance and Communication.

Feedback themes and response: Reduction in positions continued

Feedback area	What you told us	Response
Reporting line for the Budget Team	• Feedback was mixed in relation to shifting the Budget Team to the Director, Office of the DCE. Some considered this a positive change and reflective of how the team has already been operating in practice. Others thought the functions better aligned with the Strategy, Investment and Performance group or Strategic Finance within the People and Capability group. • There was also feedback about retaining a manager and/or for the Senior Advisor and Advisor to continue to report to the Principal Advisor, Budget.	• I have considered the feedback and decided to **proceed with changing the reporting line for the Budget team to the Director, Office of the DCE** because of the Government's focus on fiscal sustainability and accompanying changes to Budget processes and expectations for government agencies. This will mean more direct involvement of the DCE and Leadership Team in this work. The Director of the DCE Office provides strategic advice and support to me so I can meet my accountabilities, including leading MSD's Fiscal Sustainability work programme and managing the Ministry's relationship with Treasury. • The Director, Office of the DCE will have 6 direct reports when the new structure is in place. This is a manageable span of control for a manager and enables a flatter structure and enables them to manage the workload flexibly across the team. It also frees up some of the time for the Principal Advisor Budget, now they will no longer have to manage staff.

Feedback themes and response: Reduction in positions continued

Feedback area	What you told us	Response

Reduction in Senior Advisor Budget positions	• Recommendations were made to retain the current number of Senior Advisor Budget positions because of concerns about:
	
	   o future workloads, risk to the delivery of budget work programme and reduced capacity to support across the Ministry
	   o hindering work allocation flexibility and surge support during critical planning and reporting stages.
	
	• Alternative suggestions were provided, including a position that worked across Budget and Strategy and Performance.
		• I have considered the feedback but have **decided to confirm the reduction of Senior Advisor Budget positions from 2 to 1** because of fiscal constraints and the need to rebalance work priorities.
		
		• I hear the concerns about workload and the need for surge capacity but need to balance this with matching the resource we can afford within our available funding to workload across Strategy and Insights. The capabilities required for this team are also very closely aligned with the capabilities needed for the DCE office, which enables us to shift work across the team when surge capacity is needed.
		
		• On balance, I think we can manage the workload through prioritisation of higher value activities and leveraging the support of other staff within the DCE office and across Strategy and Insights when surge capacity is needed.

Feedback themes and response: Other areas

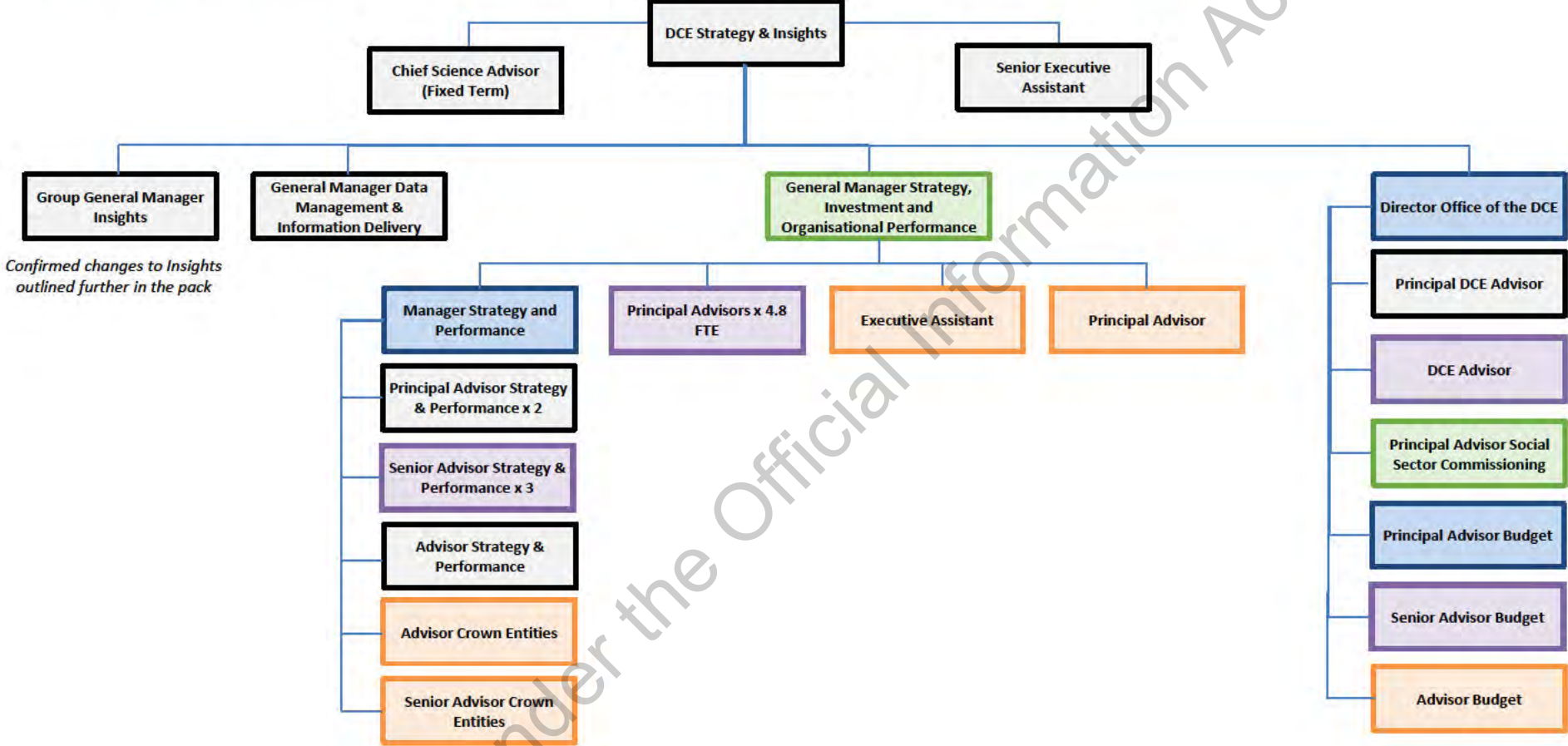| Feedback area	What you told us	Response
New position - Principal Advisor Social Sector Commissioning, Office of the DCE	• Some feedback felt the position would provide inadequate resourcing for an accelerated work programme. It was suggested that it might be better to shift this role to Māori Community and Partnerships (MCP).	• Dedicated funding for supporting this work programme ends in June 2024. While the Government wants to use the learning from this programme to make practical changes to the way we commission services, we are going to have to find new ways to do this. We will work through this as part of the transition and next steps. • I have **decided to confirm this role within Strategy and Insights** to maintain a focus on social sector commissioning that goes beyond the Ministry of Social Development. We may be able to revisit this decision once there is further clarity about the social investment work programme and how social sector commissioning will support this.

Alternative measures to reduce costs	• Feedback provided several alternatives for cost reduction/allocation, including:
	
	  o Consolidating delivery risk analysis across S&I to understand impact on non-discretionary work and exhaust options to reduce discretionary spending first.
	  o Enhancing value from OPPG's structure, potentially reducing overall hours by improving planning, task allocation, and staff development.
	  o Alleviating pressures in the Budget and Strategy & Performance teams through a new joint role (e.g. 0.5 FTE per team) to support the delivery of key work in both teams.
		• I want to acknowledge the feedback and suggestions about how to reduce the costs. We have done a lot of work to reduce discretionary spending before looking at structural change.
		
		• As part of the transition and next steps, we will build on the work we have done to continue to prioritise the work programme to stop doing some things, and to improve the way we work through streamlining processes. This will include engagement with you to develop new ways of working.

Final Structure – Organisational Planning Performance and Governance, Strategic Issues and Investment and Office of the DCE

For the purposes of this decision document, the outcomes of voluntary redundancy have been removed from organisational charts.

MINISTRY OF SOCIAL DEVELOPMENT
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Final structure - Strategy and Insights

DCE Strategy & Insights

- Chief Science Advisor (Fixed Term)
- Senior Executive Assistant

- Group General Manager Insights

  Confirmed changes to Insights outlined further in the pack

- General Manager Data Management & Information Delivery

- General Manager Strategy, Investment and Organisational Performance
  - Manager Strategy and Performance
    - Principal Advisor Strategy & Performance x 2
    - Senior Advisor Strategy & Performance x 3
    - Advisor Strategy & Performance
    - Advisor Crown Entities
    - Senior Advisor Crown Entities
  - Principal Advisors x 4.8 FTE
  - Executive Assistant
  - Principal Advisor

- Director Office of the DCE
  - Principal DCE Advisor
  - DCE Advisor
  - Principal Advisor Social Sector Commissioning
  - Principal Advisor Budget
  - Senior Advisor Budget
  - Advisor Budget

Key:

No Change	Minor Change
New Position	Reporting Line and/or Title Change
Reduction in positions	

Final structure - Governance – moving to Organisational Assurance and Communication

DCE Organisational Assurance and Communication

General Manager Ministerial & Executive Services

Manager Governance

Principal Advisor Governance

Senior Advisor Governance x 4 (including one vacancy)

Governance Coordinator

Key:

No Change	Minor Change
New Position	Reporting Line and/or Title Change
Reduction in positions	

Strategy, Investment and Organisational Performance

Purpose: To lead the development of MSD strategies (including investment strategies), accountability documents, organisational performance measurement frameworks and reporting. The group also provides strategic advice to ministers, the Leadership Team, and wider MSD on social investment, stewardship policy issues and crown entity strategy, accountability and performance.

Focus for this new function	Work Programme
• Improving the quality, quantity and value of our strategy contribution for ministers, the leadership team and wider MSD • Providing advice to support MSD to deliver on the government's social investment direction, including Government targets • Continuing to deliver and make incremental improvements to our organisational accountability documents and performance reporting • Growing our capability and capacity to monitor crown entities • Deliver our stewardship work programme, alongside urgent deliverables	**Strategy/ strategic advice** • Development of MSD's strategic direction through Statement of Intent and other accountability documents • Provide advice and lead processes to develop organisational strategies, where required • Social Investment, including contributing to advice on how to achieve priority targets • Provide advice on the strategic direction for Crown Entities • Provide advice on strategic issues to support ministers and LT **Investment** • Work with Insights to develop the Employment Investment Strategy • Work with MCP and Policy to provide advice on the effectiveness of community investment **Organisational Performance** • Develop performance measurement frameworks for MSD • Annual and quarterly reporting for MSD • Work with the DCE office to develop Estimates as part of the Budget process • Provide advice on crown entity performance **Stewardship work programme** • Child poverty monitoring • Policy Stewardship work programme • Undertake research (working alongside Insights) **Appointments** • Provide advice and lead appointment processes for a range of crown entity and other appointments
New ways of working and transition planning	

• We are bringing together three teams (Strategy and Performance, Strategic Issues and Investment, and Crown Entities) that provide strategic advice and require similar capabilities and skills to deliver on their work programmes. Work programmes look different - from annual cycles with prescribed timeframes through to long-term stewardship deliverables. Some teams have a lot of urgent work demands, and others more discretion and flexibility over what they do. There are also opportunities to build capability and upskill across teams.
 	
• As part of the transition and next steps, we will work with you on:
  o the group work programme including agreeing priorities and what work we will re-scope or stop doing.
  o developing an effective S&I operating model, with clear roles and responsibilities, streamlined processes and ways of working that deliver value for MSD and the other groups we work with.
  o developing ways of working that deliver value for MSD, while making it easy for the people we work with.
  o development opportunities including coaching and mentoring across the group.	

Decision and Confirmed Impacts – Organisational Planning Performance and Governance, Strategic Issues and Investment and Office of the DCE
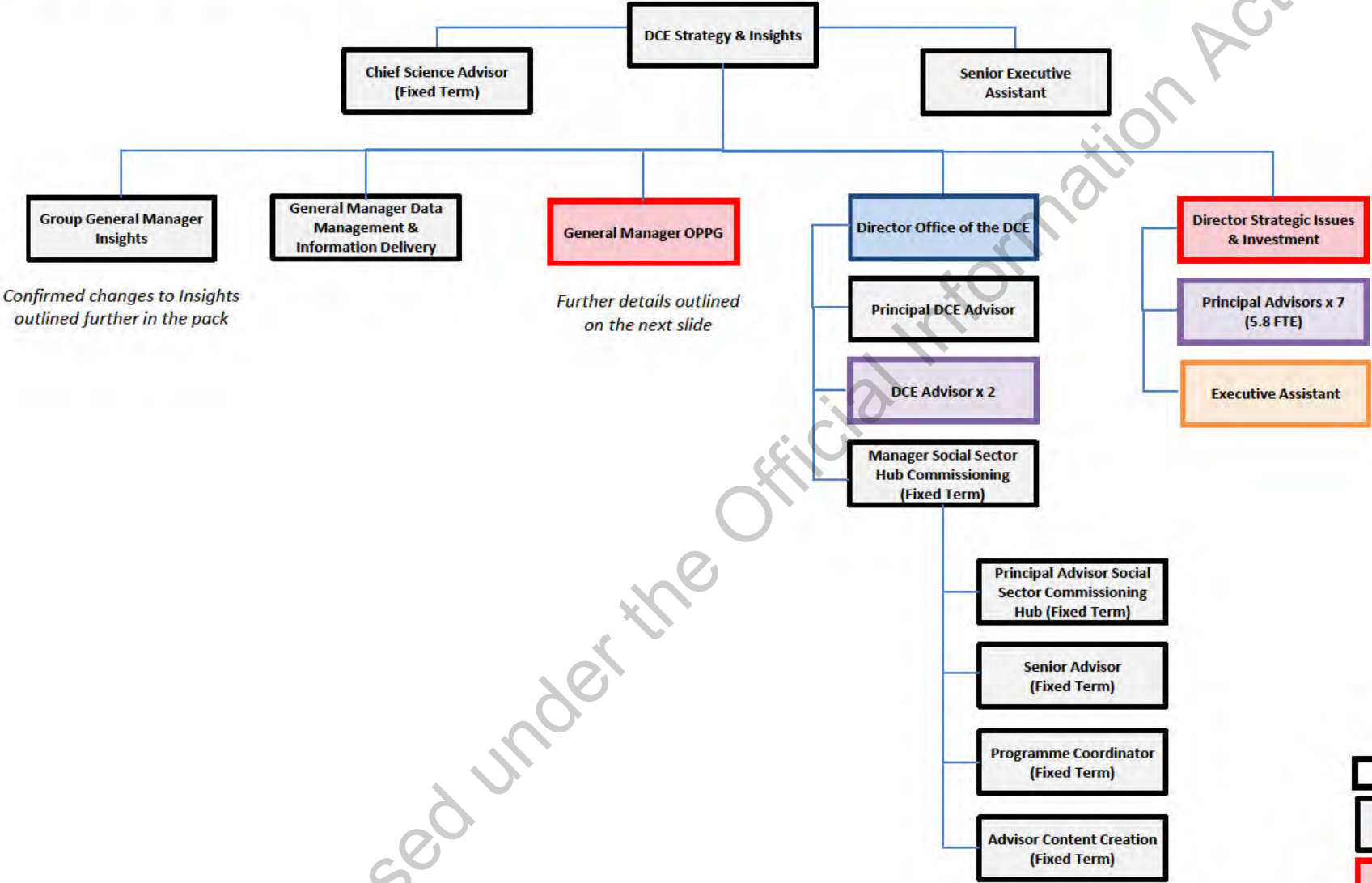
For the purposes of the following slides, the outcomes of voluntary redundancy have been removed from organisational charts.

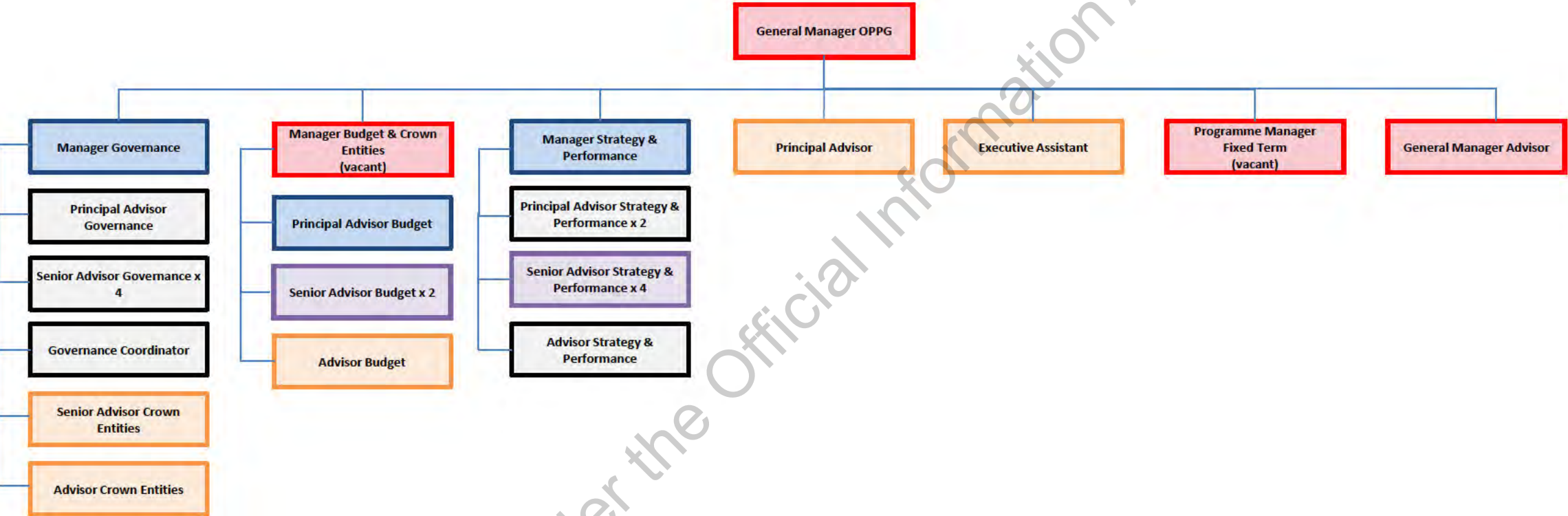**MINISTRY OF SOCIAL DEVELOPMENT**
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Current structure - Strategy and Insights

Current Structure - OPPG

Confirmed position impacts

Current Position	Current Group	Confirmed Implications
General Manager OPPG	OPPG	• The General Manager OPPG position is confirmed to be disestablished, as this position will no longer exist in the operating model. This is due to the disestablishment of the OPPG group and redistribution of functions across other business units both internal and external to Strategy and Insights.
General Manager Advisor	OPPG	• The General Manager Advisor position is confirmed to be disestablished, as this position will no longer exist in the operating model. This is due to the disestablishment of the OPPG function. • The incumbent in this position will be eligible to express interest in any of the new or vacant positions with preference.
Manager Governance	OPPG	• The Manager Governance position will have a minor change in reporting line and leadership accountabilities. The core duties of the position will remain substantially the same but will have a change in reporting line to the General Manager Ministerial & Executive Services, within the Organisational Assurance and Communication business group, and will no longer manage the two Crown Entities positions (which was put in place as a temporary measure in response to a vacancy). The incumbent will be reconfirmed in this position.
Senior Advisor Governance x 4	OPPG	• Following consideration of feedback there will be no change for these positions. This will enable OAC to assess the ongoing workload, identify options to manage work across the Ministerial and Executive Services team, and ensure core governance services are delivered for MSD Governance committees. The Senior Advisor Governance vacancy will be included in the Expression of Interest (EOI) process.
Senior Advisor Crown Entities	OPPG	• The Senior Advisor Crown Entities position is confirmed to have a change in reporting line to the Manager Strategy and Performance position in the Strategy, Investment and Organisational Performance function. The core duties of the position will remain the same. The incumbent will be reconfirmed in this position.
Advisor Crown Entities	OPPG	• The Advisor Crown Entities position is confirmed to have a change in reporting line to the Manager Strategy and Performance position in the Strategy, Investment and Organisational Performance function. The core duties of the position will remain the same. The incumbent will be reconfirmed in this position.

Confirmed position impacts

Current Position	Current Group	Confirmed Implications
Manager Strategy and Performance	OPPG	• The Manager Strategy and Performance position will have a minor change in reporting line and leadership accountabilities. The core duties of the position will remain substantially the same but will include a new function for crown entity monitoring with an additional two direct reports. The position will also have a change in reporting line to the new General Manager Strategy, Investment and Organisational Performance position. The substantive incumbent will be reconfirmed in this position
Senior Advisor Strategy and Performance x 4	OPPG	• The Senior Advisor Strategy and Performance positions are confirmed to have a reduction in numbers from 4 to 3 FTE. This is due to fiscal constraints and the need to rebalance work priorities. The incumbents in this position will be ringfenced for the Senior Advisor Strategy and Performance position.
Principal Advisor	OPPG	• The Principal Advisor position is confirmed to have a change in reporting line to the General Manager Strategy, Investment and Organisational Performance position. The core duties of the position will remain the same and for the next 6 months, the priority for this role will be to continue supporting the Crown Entity work programme. The incumbent will be reconfirmed in this position.
Executive Assistant	OPPG	• The Executive Assistant position is confirmed to have a change in reporting line to the Insights group. The position will report to either the newly created General Manager Evidence and Effectiveness or General Manager Data Strategy and Operational Products position. The incumbent will be able to express a preference in which area they supported. The core duties of the position will remain the same. The incumbent will be reconfirmed in this position.
Principal Advisor Budget	OPPG	• The Principal Advisor Budget position is confirmed to have a minor change in leadership accountabilities and reporting line. The core duties of the position will remain substantially the same but will have a change in reporting line to the Director Office of the DCE and will no longer have people leadership accountabilities (which was put in place as a temporary measure in response to a vacancy). The incumbent will be reconfirmed in this position
Senior Advisor Budget x 2	OPPG	• The Senior Advisor Budget positions are confirmed to have a reduction in numbers from 2 to 1 FTE. This is due to fiscal constraints and the need to rebalance work priorities. The position will also have a change in reporting line to the Director Office of the DCE. The incumbents in this position will be ringfenced for the Senior Advisor Budget position.
Advisor Budget	OPPG	• The Advisor Budget position is confirmed to have a change in reporting line to the Director Office of the DCE. The core duties of the position will remain the same. The incumbent will be reconfirmed in this position.

Confirmed position impacts

Current Position	Current Group	Confirmed Implications
Director, Strategic Issues and Investment	Strategic Issues and Investment	The Director, Strategic Issues and Investment position is confirmed to be disestablished, as this position will no longer exist in the operating model. This is due to the confirmed new General Manager Strategy, Investment and Organisational Performance position. The General Manager Strategy, Investment and Organisational Performance position builds on the existing position of Director Strategic Issues and Investment with significant additional leadership responsibilities. The incumbent in this position will be eligible to express interest in any of the new or vacant positions with preference.
Principal Advisor x 7 (5.8 FTE)	Strategic Issues and Investment	The Principal Advisor positions are confirmed to have a reduction in numbers from 5.8 to 4.8 FTE. This is due to fiscal constraints and the need to rebalance work priorities. The positions will also have a change in reporting line to the newly created General Manager Strategy, Investment and Organisational Performance position. The incumbents in this position will be ringfenced for the Principal Advisor position.
Executive Assistant	Strategic Issues and Investment	The Executive Assistant position is confirmed to have a change in reporting line to the General Manager Strategy, Investment and Organisational Performance position. The core duties of the position will remain the same. The incumbent will be reconfirmed in this position.
Director Office of the DCE	Office of the DCE	The Director Office of the DCE position is confirmed to have a minor change in leadership accountabilities. The core duties of the position will remain substantially the same but will have additional leadership responsibilities for the budget team. The incumbent will be reconfirmed in this position.
DCE Advisor x 2	Office of the DCE	The DCE Advisor positions are confirmed to have a reduction in numbers from 2 to 1 FTE. This is due to fiscal constraints and the need to rebalance work priorities. The incumbents in this position will be ringfenced for the DCE Advisor position.

Confirmed new and vacant positions

All new positions have a position description available on the Change Information Hub.

New position	Category	Group	EOI Category	Band	FTE	Locations available
General Manager Strategy, Investment and Organisational Performance	New position	Strategy, Investment and Performance	EOI	SM3	1	Wellington
Principal Advisor Social Sector Commissioning	New position	Office of the DCE	EOI	MSS06**	1	Wellington
Senior Advisor Governance	Vacancy	Ministerial & Executive Services, OAC	EOI	B07	1	Wellington

NB: **This indicates the remuneration band is indicative pending the outcome of job evaluation. Bands will be confirmed before the EOI process begins.

Confirmed Decisions– Insights

For the purposes of the following slides, the outcomes of voluntary redundancy have been removed from organisational charts.

MINISTRY OF SOCIAL DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

Message from GGM Insights

Kia ora koutou

I would like to add my personal thanks to everyone who provided feedback on our proposed changes. I appreciated the effort and attention you put into your submissions as it helped shape my thinking and provided me with valuable insight into how we can most effectively structure our roles and teams, but also what your concerns were about moving to the new structures and ways of working. Having such detailed feedback has helped me to make improvements to the structure and has also highlighted what is important to you for transition. I am committed to working with you on the planning we need to do to successfully transition and embed the changes.

There was overall support for the creation of the three business groups and you shared that the teams within these functions made sense and would help increase collaboration and ensure we deliver the most important Insights to support our stakeholders.

Naturally, there were questions, concerns and suggestions raised in the feedback. Most of these were around how the teams would operate with reduced capacity, requests for more information on how the teams would operate in practice and future ways of working. I have done my best to provide responses to the majority of the feedback themes that came through.

I have taken the time to consider all your feedback and have appreciated the unique perspectives you all bring. These perspectives have fed into some changes to the model and helped me to shape my thinking in several areas.

These decisions will mean a reduction in our workforce numbers. We will lose people we have come to know and respect. It is going to be hard for individuals and teams, and I will make sure the next steps we take are fair, transparent and follow the values of this organisation. You may also have questions about the work demands for those who remain. This is something we built into our decisions, but I am sure you will understand that our priority right now must be the people whose positions will be disestablished and supporting them through this.

The release of these decisions signals the start of our EOI, appointment and selection process. This is where if you've been impacted, you get the opportunity to seek positions in the confirmed future structure. Final outcomes will be provided to individuals following this process. We will also be ensuring you can have visibility of positions that are available across MSD.

Please take the time to look over this document. If there is anything you are unsure of or you have any questions, come back to me or your manager, or email changeprocess@msg.govt.nz

Ngā mihi nui
Fleur McLaren
Group General Manager Insights

What was proposed and why

A reminder of the key drivers for change:

I proposed changes to the Insights Group.

The key proposed changes would allow us to work more efficiently and ensure Insights has the right skills and capabilities to deliver on the government's agenda and MSD strategy.

The key proposed changes were:

- Establishing three new functions within Insights:

  - Performance and Reporting focusing on how we deliver our performance, reporting, monitoring, and accountability information.

  - Investment and Effectiveness which consists of multi-disciplinary teams, focusing on what is happening for different people, whom to focus on, what interventions or options are available, how to measure impact, and ultimately, what are the most effective approaches for achieving better outcomes.

  - Data Strategy, Systems and Products focusing on efficiently sharing insights and information to the frontline and other groups across MSD and ensuring evidence-informed prioritisation and investment decisions are reflected in operations.

- Aligning teams and capabilities where there are strong connections for delivery.

These changes will:

- Ensure that the Insights Group size is affordable within MSD's ongoing baseline, which takes into account a declining baseline, growing cost pressures, and savings targets.

- Right-size the management structure including span of control and sizes of groups

- Align teams with complementary strengths to more effectively and efficiently deliver on core Insights responsibilities and products .

- Focus the Insights Group to deliver to portfolio areas and key groups to make it easier for our partners to engage with us and get what they need.

- Ensure the Insights teams have the right skills and capabilities to deliver on the Government's agenda and MSD's strategy

- Organise the Insights Group to deliver fit-for-purpose value by reducing siloed thinking or approaching commissioning from one capability or approach.

- maximise the value of end-to-end insights and evidence and have a coordinated view of this to more effectively manage prioritisation of the work programme and effort across Insights.

- Continue to build quality through policies and practice and by growing communities of practice to support our varied capabilities .

- Provide career pathways and opportunities to develop people across Insights and for the broader MSD, public service and the wider sector.

Feedback Summary and Response

MINISTRY OF SOCIAL DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

Feedback Themes

Some high-level themes stood out in the feedback as important to many of you, and I want to expand on these areas.

Managing workloads with a reduced workforce

The strongest theme of feedback from across the group was concern about managing workloads with fewer people. This feedback was not limited to this proposal, but also included holding and removing vacancies over the last six months and the voluntary redundancy process. Some people were worried about responding to current workload demand and some were worried about having surge capacity to assist during periods of high demand, such as responding to parliamentary questions (PQ's), annual processes to develop Estimates or the Annual Report.

We have responded to feedback that the reductions in positions has gone too far in a few areas. We will retain an additional two reporting analyst roles and one senior advisor governance role. I have also identified the need to increase the level of resource for monitoring crown entities in the longer term.
We have increased resource based on your feedback and areas where we agreed it is needed. We are going to have a smaller workforce going forward, due to rising cost pressures and declining baselines. We need to continue the momentum established over the last six months in ensuring the effective prioritisation of the Insights work programme. This will include:

- communicating with ministers and internal stakeholders about resource constraints and negotiating priorities

- prioritisation of higher value activities and stop doing some things

- improving the way we work through better planning and streamlining processes, which will enable capacity to be released for other work

- leveraging the support of other staff within teams and across Strategy and Insights when surge capacity is needed.

This will include engagement with you as part of the transition on prioritisation and to develop new ways of working. Balancing work demand and our resource remains a priority for the Leadership Team.

Clarity of scope and names of functions

We received feedback on perceived overlap between groups due to overlaps in names. There were a range of suggestions for alternative names provided. We have listened to this feedback and made changes to the names and provided additional information to clarify the scope and purpose for the different groups (See slides 19, and 50-52). The names changes include:

- Strategy, Investment and Organisational Performance
- Business Intelligence
- Evidence and Effectiveness
- Community Insights
- Data Strategy and Operational Products.

Feedback Themes

Career pathways and professional development

We received questions on how the new model would support professional development, especially with the move to multidisciplinary teams. There was feedback on what you felt could best support this including establishing communities of practice and continuing to use some of our existing development pathways and frameworks.

In response I want to reassure you that we remain committed to providing career pathways and opportunities to develop people for MSD, the public service and the wider sector:

- We have the [S&I Performance, Development and Progression Framework](). This Framework consolidates MSD's existing people capability framework and approaches to improve clarity of expectations of staff and management in performance and development. It also outlines the approaches to developing our people within their roles, pathways to progress to higher level roles, and outlines the process and key timing.
- Our commitment to this frameworks means we would continue holding the People & Capability Forum twice a year, in March and September, which is an opportunity for S&I LT to come together and discuss performance, development, promotion and progression of staff.
- We will continue to look across the S&I for mentoring, development, and training opportunities. We will maintain our focus on upskilling through the delivery of work and having people work with 'experts' or more experienced people on projects that might not sit with their core team – including principal analysts and advisors, leads and our evaluation practice lead.
- We share common capabilities across teams and we will continue to work across S&I to leverage the capability and capacity that we have to deliver the higher value activities.
- In line with our role as a Crown Treaty partner, we're aware of and consider Te Ao Māori, Tikanga Māori and the use of Te Reo in everything we do.
- We find the right balance from grads to principals/leads and make sure we have progression pathways, succession planning, role in growing public service, and leadership in mind. We are also focused on continuing our pipeline for staff through the DCE's Office and into a Private Secretary role.

I agree with your feedback that there is a need to have an explicit focus on professional development and the need to maintain connections, standards and knowledge through Communities of Practice. We will do this through the positions we have (principal analysts and advisors, leads, evaluation practice lead), and identifying mechanisms and ways of working to further encourage this.

Feedback Themes

Te Ao Māori capability and focus

There was feedback suggesting we need more dedicated Māori and Pasifika expertise in the model to support our commitments to Te Pae Tata and Pacific Prosperity.

In the public service we work collectively to make a meaningful difference for New Zealanders now and in the future. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi. Insights continue to be committed to supporting this kaupapa including a focus on bringing to life Te Pae Tata and Pacific Prosperity – both in how we bring ourselves to work and, in the framing and delivery of the Insights that we deliver.

Over the last few years, we have worked to grow the cultural capability across Insights and have focused on creating a number of Māori roles, particularly in the Research and Evaluation team and the Monitoring and Analysis team. Over the past few months, we have lost much of this capability with the decisions of staff to move to other opportunities outside of Insights and MSD. We will continue to look at opportunities through future recruitment to build and embed Te Ao Māori expertise into the team, as well as focus on how we partner with our colleagues in MCP, continuing our relationships with key external experts, iwi and communities, and to grow our capability through the training and development of existing team. We will continue to commission kaupapa Māori evaluation where appropriate and will work with the Senior Analyst Māori to support the Insights team to deliver better data and insights to support and empower iwi and communities to deliver solutions that drive better outcomes for their communities.

Transition and next steps

There were questions asking for further information on how the new teams and structure will work in practice and new ways of working.

We have provided further information on the scope and vision on the new functions in this decision document. New ways of working will be a key focus as we plan and work through our transition to the new model. I will be asking all managers to dedicated the time to work with you on transition planning. This will cover things such as communication and engagement, work programme prioritisation, logistics and team building and culture. You will have the opportunity to get involved in this planning and I encourage you to raise any concerns and offer solutions and ideas to support our transition.

Feedback and response: Performance and Reporting function

Feedback area	What you told us	Response

Establishment of the Performance and Reporting function, name and scope	• There was support for the establishment of the Performance and Reporting structure.
	
	• Some submissions highlighted the benefits in bringing teams together with complementary data functions. Some felt it would drive collaboration. There was also support for bringing together the Business Intelligence and Monitoring and Analysis team under the same General Manager.
	
	• There were questions and clarification sought on the scope of the function. These included:
	
	  o Some feedback highlighted the potential overlap between the Performance and Reporting function and the monitoring function described in the purpose of the Investments and Effectiveness function.
	  o Some suggested certain teams would better align with Service Delivery.
	  o Some submissions raised concerns about the potential confusion between scope and responsibilities of the Performance and Reporting function and the Strategy, Investment and Performance function.
	
	• While there was general support for the purpose of the function, questions were raised on whether there was adequate FTE to support the function.
	
	• Some feedback felt the name could be confused with other areas of the model, including the Strategy, Investment and Performance function and provided alternative suggestions.
		• I will proceed with the establishment of this function. I agree that it supports collaboration and becomes a centre of excellence in system performance and reporting.
		
		• I have reviewed the feedback on the name and **have decided to confirm the name of Performance and Reporting**, as the focus of this team in Insights centres on understanding the performance of the system and reporting for legislative, ministerial, financial and public facing reporting, and influencing policy and service delivery design and monitoring.
		
		• We have changed the name of the Strategy, Investment and Performance function to Strategy, Investment and Organisational Performance to provide greater clarity.
		
		• Slide 50 provides further information on the scope and vision for the Performance and Reporting function.

Feedback and response: Performance and Reporting function

Feedback area	What you told us	Response
Reduction in Analyst Reporting positions across Business Intelligence	• Concern was raised about the reduction in Analyst Reporting positions and what this may mean for future workloads and the ability to deliver quality and timely outputs. • Questions were asked about how future work would be prioritised and what this may mean for upcoming work commitments for example, the transition from the IAP into the new Te Haoroa platform. • Some submissions questioned how this would impact turnaround times and how a reduced workforce would cope with the volume of work, especially considering the need for robust quality assurance processes and the ability to handle data requests with legislative requirements. • There was concern that people would only have capacity to focus on BAU reports and reactive responses to queries with less time being available for development opportunities.	• I have considered the feedback and **have decided to increase the number of Reporting Analyst positions to 10 FTE,** which will result in a smaller reduction from 12-10 FTE (instead of 12-8 FTE in the proposal). • This means that there will be: 　o 3 FTE Reporting Analysts in the Monitoring and Analysis function (as proposed in the consultation document), 　o 6 FTE Reporting Analysts in Business Intelligence function (an increase from 4 in the consultation document) 　o a Senior Reporting Analyst and a Reporting Analyst reporting to the Manager Operational Products and Support in the Data Strategy and Operational Products function. Slide 52 provides more detail on the decision to maintain the reporting lines for these roles • On balance, I think we can manage the workload through prioritisation of higher value activities, leveraging the support of a new Operations Analyst position and shift work across the team when surge capacity is needed. • Work to prioritise our work programme is already under way and will continue as we transition to the new model – it is acknowledged we are going to have to stop doing some things to support workloads and I am committed to doing this. • As part of the transition and next steps, we will clarify areas of responsibility and work through how we want groups to work together. This will include engagement with you to develop new ways of working.

Feedback and response: Performance and Reporting function

Feedback area	What you told us	Response
Business Intelligence team	• We received feedback that the proposal had incorrect organisational charts and FTE information. • As stated in the previous section, there was feedback that the reduction in positions would have a detrimental effect on workloads and there would not be enough resource to address high priority requests and manage quality assurance processes. Several alternative suggestions were provided to generate efficiencies. • It was requested to keep the name of Business Intelligence rather than change to Business Reporting.	• I have checked and validated the organisational charts and current state FTE information and can confirm this is accurate. It shows the FTE as of May 2024 following the voluntary redundancy process and after the team has absorbed vacancies. • As per my previous response, **I have decided to increase the number of Reporting Analyst positions to 10 FTE,** which will result in a smaller reduction from 12-10 FTE (instead of 12-8 FTE in the proposal). • In 2023 a review of Business Intelligence was carried out to identify ways to increase the value from this function. Some progress has been made on the business improvement plan; however, I think there are more opportunities and progress to be made. I see this as the mechanism to drive continuous improvements that will ensure Business Intelligence have the systems and processes in place to be more efficient and effective. • I have considered the feedback and the team's name will remain **Business Intelligence**.
Grouping of Analyst Reporting positions	• Some feedback suggested that the Analysts in Business Intelligence and Monitoring Analysis teams have different and distinct skill sets and should be treated separately. • Other feedback suggested the Monitoring and Analysis team and the Business Intelligence team could be merged into one larger team to promote collaboration, skill exchange and optimise the number of analysts.	• While there are a range of skills across the Analysts within Monitoring and Analysis and Business Intelligence, I think the skillsets are complementary and Analysts have more skills in common, than not. There are areas where it would be useful for teams to collaborate and support each other including commissioning, communicating findings consistently, providing Quality Assurance, and providing subject matter expertise. • I agree that there could be benefits from merging the teams but on balance, I decided to retain two teams given the size of the teams and associated manager, staff ratios and workloads.

Feedback and response: Performance and Reporting function

Feedback area	What you told us	Response
Reporting lines for Analyst Reporting and Senior Analyst Reporting positions	• Suggestions were made to keep all the Reporting Analysts and Senior Analysts within the Performance and Reporting function and not move some positions to the Data Strategy, Systems and Products function	• I have considered this feedback but have decided to **confirm a Senior Reporting Analyst and Reporting Analyst reporting to the Manager Operational Products and Support in the Data Strategy and Operational Products function**. • Slide 52 provides more information on the decision to maintain the reporting lines for these positions across multi-disciplinary teams in each group.
Reporting lines for the Auckland Insights team	• Recommendations were made to keep the Business Intelligence positions (where the individuals are based in Auckland) reporting to the Manager Insights to support business continuity and resilience.	• I have heard the feedback about how much people value being part of the Auckland Insights team and having pastoral care and support from someone based in Auckland. • I have decided to confirm the change in reporting line for the Senior Reporting Analyst and Reporting Analyst to align with the future work function, because I want them to feel they are part of the future team/s. I want them to understand the context for the team and be part of developing the new culture and ways of working. • I still want them to retain a strong connection to the Auckland Insights team and will ask the managers to work together to ensure there is pastoral care and development in place.

Feedback and response: Performance and Reporting function

Feedback area	What you told us	Response
New position – Lead Information Designer	• There was general support for the introduction of a new Lead Information Designer position. Feedback was supportive of the career path opportunity and the position reporting directly to the GM position. • There was also support for consolidating the Information Designers into a single team. • There was a suggestion to have stronger positioning of this team as a capability/centre of excellence, rather than just a shared service.	• I agree with this feedback on the intent of this change to provide a centre of excellence, not just a shared service. I also agree it will create a development pathway which we are committed to. • **I confirm the establishment of the new Lead Information Designer position.** • **I confirm the reduction in numbers from 3 to 2 FTE for the Information Designer roles.** This is due to the creation of a Lead Information Designer position.

New Coordinator position	• There was mixed feedback on the new Coordinator position. Some were supportive of the position but highlighted it could be a busy role.
	
	• Other feedback had alternative suggestions on how the position could be best utilised.
	
	• Alternative recommendations included:
	   o Converting the position into a Scrum Master
	   o Changing the skills for the position to be more analytical and/or reporting focused to provide additional support for the teams during busy periods.
		I want to acknowledge the feedback about how to maximise the value and contribution of the proposed coordinator role as an integrator.
		
		I have considered the feedback and **I have decided to change this position to an Operations Analyst.**
		
		This position aligns with similar positions in Service Delivery. Key features of this role include:
		• workflow management
		• business improvement
		• analytical capability to provide surge capacity for performance and reporting during busy periods.

Feedback and response: Investment and Effectiveness function

Feedback area	What you told us	Response

Establishment of the Investment and Effectiveness function, scope and name	• There was support for the establishment of the Investment and Effectiveness function, with some noting that bringing together teams with complementary functions will reduce duplication, enhance evidence-building efforts and will allow for closer working relationships between teams.
	
	• There was significant support for multidisciplinary teams. Feedback included that it would break down silos and create efficiencies. There was also support for forming teams that are closely integrated on a portfolio basis to enhance our understanding of these areas and have clear contact points for our customers.
	
	• Some submissions felt that there was not enough focus on research and evaluation.
	
	• There were also questions raised on the scope of the function and what this may mean for future capability development and ways of working.
	
	• Questions included:
	  o What is the work programme and how will teams work together?
	  o How will multidisciplinary teams work in practice and how will specific skills and expertise will be developed and maintained?
	  o How will we ensure the quality of evidence will not be compromised as we merge teams together that currently work to different timelines?
	
	• Alternative suggestions were made about the name of this function to avoid confusion with other areas and better reflect the scope and purpose.
		• I will proceed with the establishment of this function. I have reviewed the alternative names provided and **can confirm I will change the name to Evidence and Effectiveness.**
		
		• This name captures the extensive and complementary expertise in research, evaluation, data science, and analytics that will be used to generate evidence and measure effectiveness for the organisation.
		
		• I acknowledge that people want more information about how this will work. Slide 51 provides more detail on the teams, ways of working (including multidisciplinary teams) and the work programme.
		
		• As part of the transition and next steps, we will work with you about how we are going to prioritise work, including agreeing what we are going to stop doing.
		
		• Quality of evidence is important to us and it is still central to the end-to-end process for our work – from commissioning to delivery. The S&I Quality Framework provides guidance and things to think about as you move through a piece a work to ensure that we are providing appropriate quality.
		
		• The framework has been applied to a range of products and outputs that Insights delivered – whether that's within or across teams - and this will continue.

Feedback and response: Investment and Effectiveness function

Feedback area	What you told us	Response

Reduction of Senior Analyst, Research and Evaluation positions	• Concern was expressed about the impact of reducing senior analyst positions in Research and Evaluation (R&E). Recommendations were made to increase the FTE of Senior Analysts.
	
	• Some felt there had already been a significant reduction in the function due to Voluntary Redundancy and other vacancies and they felt disproportionately impacted by the proposal for further reductions.
	
	• Questions were asked on:
	  o what work would be deprioritised from the work programme to accommodate the reduced workforce?
	  o what would happen to the strategic research programme?
	  o How a shift to multidisciplinary teams may impact the development of technical skills and professional development?
	
	• Some felt the loss of Senior R&E Analysts could result in a reduction in capability and institutiona knowledge within the Insights group.
	
	• Some submissions raised the risk that the reduction in FTE could lead to more external contractors being required which would be counterproductive in a cost savings environment.
		• I have reviewed and considered this feedback and have **decided to confirm the proposal to reduce the Senior Analyst, Research and Evaluation positions.**
		
		• On balance, I think we can manage the workload through prioritisation of higher value activities and leveraging the support of the Principal Analysts, and other capability built into the multi-disciplinary teams and/or others from across Strategy and Insights during peak times.
		
		• Over the few years, there has been an increase in additional roles in R&E to deliver time-limited work. As part of this proposal, we had to consider the appropriate balance of R&E expertise alongside other capabilities and expertise.
		
		• The R&E team are already grouped into "topic focused" teams which will continue. Technical skills and development opportunities for upskilling will be fostered through communities of practice and through the delivery of work - having people work with 'experts' or more experienced people on projects that might not sit with their core team – including principal analysts and advisors, leads and our evaluation practice lead.
		
		• Slide 51 provides more detail on the teams and work programme and multi-disciplinary teams – including the range of capabilities and technical and subject matter expertise being built into the teams to support delivery of highest value work

Name of the Communities Māori and Youth Insights team	• Feedback raised that having a more general name for this team would ensure certain groups would not feel excluded and it would capture the breadth of the team's scope. It was also raised that w thout dedicated Kaupapa Māori SMEs in the team the name feels misleading. • Alternative names were provided.	• I will proceed with the establishment of this team but **will change the name to Community Insights**, as suggested through the feedback. • Find more detail on slide 33 which provides more detail on te ao Māori capability and focus.

Feedback and response: Investment and Effectiveness function

Feedback area	What you told us	Response

The role of managers in the new multidisciplinary teams	• Questions were asked about the role of managers in the new multi-disciplinary teams, and whether they would be technical managers.
	
	• It was recommended that the new managers would need to have the technical capability to effectively manage the teams and prioritise the progression and development of their team members.
	
	• It was raised that managers need to hold appropriate delegations to remove any potential bottlenecks in sign off processes.
		• I agree with the feedback about the need of the managers to have the optimal skillsets to be able deliver in this model.
		
		• We will need strong leadership from the managers of these teams to ensure teams are supported, in and across, to deliver the highest value work. They will do this by:
		  o utilising the skill and capability across the team
		  o growing and developing staff
		  o actively engaging across the group in work around quality, people and capability, resilience,
		  o building and leveraging relationships across MSD and outside the organisation to understand needs and find opportunities for Insights to influence and add value
		  o focusing on growing high performing teams.
		
		• The new position description for the Insights managers covers the expectations of the leadership and technical skills required to excel in this environment.

Scope of positions in the new Investment and Effectiveness teams	• Questions were asked about the scope of certain positions in the new teams. For example, the Income and Housing team. Would the Housing team need to have experience in Income. If so, then it was recommended the work programme would need to change to support capacity of team members.	• There will be opportunities across the group to upskill and get more exposure to both a portfolio/subject-matter perspective and technical skillset. For example, the new structure creates more opportunities for data scientists, insight analysts and research analysts to work more closely on priority work and learn their respective skillsets. Over time, this will put us in a stronger position to optimise how we deliver on the priorities for the portfolio. • The new structure will also mean there will be an opportunity to for some team members to upskill to learn their new portfolio. This is something that will happen over time and managers will develop plans to support this. However, as we do currently, we will continue to leverage the broad expertise across the group. For example, for many income requests we would continue to draw on expertise of the forecasting and costing team or research analysts who have supported the Income portfolio. • Find more detail on slide 51 which provides more detail on the teams and work programme and multi-disciplinary teams

Feedback and response: Investment and Effectiveness function

Feedback area	What you told us	Response
Professional Development and Communities of Practice	• There were a range of questions about how the shift to multidisciplinary teams would support professional development. • We received feedback and recommendations that the move to multidisciplinary teams would be further supported by the creation of skills-based Communities of Practice (COPs) to maintain connection, support professional development and maintain standards and knowledge. • Suggestions included a Data Scientist COP, Research and Evaluation COP, IDI COP and Actuaries forum.	• I agree that there would be many benefits from establishing Communities of Practice, including an explicit focus on professional development, maintaining connections, and disseminating standards and knowledge. We will do this through the roles we have (principal analysts and advisors, leads, evaluation practice lead), and identifying mechanisms and ways of working to further encourage this • We have also maintained titles in Insights to ensure visibility and recognition of technical/ skill-based areas including R&E analysts, Data Scientists and Actuaries. • As part of the transition and next steps, we will work through how we want to set up Communities of Practices across different areas and who will lead them. I look forward to your further input and ideas in this space.

Feedback and response: Data Strategy, Systems and Products

Feedback area	What you told us	Response

Establishment of the Data Strategy, Systems and Products function, scope and name	• Most submissions supported establishing a Data Strategy, Systems and Product function and many said it was beneficial to bring together key related components of Insights.
	
	• Some asked why there were Research and Evaluation positions within this function and what would these positions do.
	
	• There was feedback that the Data Strategy and Design team is large, with a suggestion to have the Te Pae Tawhiti resources reporting directly to the GM.
	
	• Feedback highlighted the Labour Market Intelligence team currently produce several products. It was recommended, the Senior Advisor currently in the Employment Insights team move into the Operational Products and support team.
	
	• Some feedback felt the name could be confused with other areas of the model and provided alternative suggestions.
		• I will proceed with the establishment of this function. I have considered the alternative names provided and can confirm **the name will change to Data Strategy and Operational Products.**
		
		• See slide 52 for more information on this function.
		
		• I have considered the feedback on reporting lines and agree with the suggestion to balance team size and consolidate operational products into one area. **The following change in reporting lines are confirmed:**
		  o The Senior Data Architect and Principal Advisor (Fixed term) will report to the General Manager Operational Products
		  o The Senior Analyst (LMI) will report to the Manager Operational Products
		  o The Lead Analyst will report to the Manager Operational Products
		  o A Senior Data Scientist will shift to report to Manager Data Strategy and Design
		  o A Data Scientist will report to Manager Operational Products and Support

Sizing of Manager positions in the Data Strategy, Systems and Products	• There was feedback about the salary range for the new manager positions in this area and felt were undersized compared to the other new managers. The feedback highlighted they had similar scope, expectations and complexities required. • It was recommended the positions were re-sized to be consistent with other new manager positions.	• I have reviewed the position descriptions and share the concerns about the level of expectations and remuneration. I can confirm the Manager Data Strategy & Design and Manager Operational Products and Support are in the process of being re-sized and this outcome will be confirmed prior to the EOI process commencing.

Feedback and response: Data Strategy, Systems and Products

Feedback area	What you told us	Response
Geospatial Analysis	• There were questions raised about where geospatial analysis would sit in the new structure, with recommendations made that it was more aligned to the Investments and Effectiveness function. • There was also a suggestion to consider a GIS practice lead – likely a senior data scientist in the Operational Products & Support team.	• I agree there are different ways we could utilise the GIS skillset across Insights. I see geospatial analysis primarily sitting in Operational Products and Support team and in the Community Insight team as we shift to new ways of working. • We will ensure there is the right mix of capabilities within teams through the expression of preference process and will continue to utilise this capability across Insights as the need arises to deliver value to the organisation. • As part of the transition and next steps, we will work through how we want to set up Communities of Practices across different areas (including GIS) and who will lead them. I look forward to your further input and ideas in this space.

Feedback and response: Other areas

Feedback area	What you told us	Response
New Principal Advisor positions	• Feedback suggested that there were too many Principal Advisors in the new structure with suggestions to re-focus some of the roles or invest the FTE elsewhere in the model.	• I have considered this feedback and have decided **not to proceed with the Principal Advisor role in Data Strategy and Operational Products**.
		• I have **decided to retain the new Principal Advisor in the GGM office** with an Insights-wide focus and a focus 'in the business'. This will support us to make sure the work across Insights is as effective and impactful as possible. This includes ensuring the commissioning, communicating and delivery of work across Insights is consistent, fit for purpose, connections are being made across the group and supports the successful delivery of work to Ministers, MSD groups and the public.
		• This role complements the current Principal Advisor's focus 'on the business' - the way we do business. This includes an Insights view on quality (the Quality Framework), people and capability (strategy and forums), culture and how the group operates and facilitates improvements across Insights.
		• Both Principal Advisors in the GGM office will work closely with the DCE's Office and integrate, align and support delivery across S&I and MSD.
New Portfolio Coordinator positions	• There was mixed feedback on the creation of the Portfolio Coordinator positions. • Some feedback was supportive of centralising portfolio coordination and project planning expertise. • Some felt that two Portfolio Coordinator positions was excessive, and it would be better to allocate the FTE to other areas of the model.	• I have decided to **retain two Portfolio Coordinator roles**. The purpose of centralising these roles under the Portfolio Manager is so we can continue to actively prioritise and keep the work programme up to date, support the delivery of key projects or products, manage contracts, and provide secretariat support for decision making groups. • These roles will allow the Portfolio Manager time to lead and manage the Data and Analytics Portfolio work programme across the Ministry and promote portfolio work programmes in the context of organisational priorities. • These positions will support decision-making about prioritisation and resourcing to deliver a work programme that provides value to MSD and to support and participate in PI planning for the Data and Analytics Portfolio.

Feedback and response: Other areas

Feedback area	What you told us	Response
Absence of dedicated Māori expertise	• There was feedback suggesting we need more dedicated Māori expertise in the model to support our commitments to Te Pae Tata.	• Over the last few years, Insights has been committed to recruiting or contracting kaupapa Māori expertise and to lifting the capability of all Insights staff in Te Ao Māori. We remain committed to this. • Following the departure of several staff with kaupapa Māori expertise, this will be a focus area for future recruitment when we have vacancies. We will also work closely with Māori, Communities and Partnerships, and if necessary, contract expertise to upskill and support staff to deliver work where this expertise is required.
Absence of dedicated Pasifika expertise	• There was feedback suggesting we need more dedicated and Pasifika expertise in the model to support our commitments to Pacific Prosperity.	• We expect all staff to understand and support our work on Pacifika Prosperity. We will also work closely with Māori, Communities and Partnerships to support us to deliver work in this area.
Executive Assistants	• There were suggestions to expand the expression of preference process to all three EAs within the Insights Group, including the EA to the GGM Insights. This would create an opportunity to balance skills, capability and fit more effectively, and support career development. • There was also a proposal to rotate EAs across positions.	• I have considered this feedback, but on balance, I do not think the potential benefits are sufficient to create more uncertainty and change for the third EA. I will proceed with the proposal as outlined in the consultation proposal. • The relationship fit between EAs and the person they support, is critical to the role being high performing. This outweighs the potential benefits from rotating EAs for business continuity. • We are committed to providing opportunities for professional development for EAs as part of the new operating model. We will work through this as part of the transition and next steps.
Alternative approaches to support the transition and cost savings	Several suggestions were provided to support with reduced capacity in the new model. These included: • consider additional Fixed Term resources to support transition • remove any vacant positions from the structure • further focus on reducing office space, optimising colocation of teams, and promote more flexible working.	• I want to acknowledge the feedback with suggestions about how to reduce the costs. We have explored and exhausted most of these options including removing any vacant positions and exploring reducing property costs through optimising co-location and flexible work. • As part of the transition and next steps, we will build on the work we have done to continue to prioritise the work programme to stop doing some things, and to improve the way we work through streamlining processes. This will include engagement with you to develop new ways of working.

Feedback and response: Other areas

Feedback area	What you told us	Response
Consolidating functions across MSD	• Consider consolidation of functions or what efficiencies could be gained across other parts of the Ministry, this included looking at the Planning and Analysis team within Service Delivery	• As part of the transition and next steps, we will work with the leaders in the Planning and Analysis team to clarify roles, who does what and to look for opportunities to manage the work more efficiently between the teams

Feedback and response: Transition

Feedback area	What you told us	Response
Social outcome model and Off-Benefits reporting	• We need to consider how the work to deliver the Social Outcome Model and Off-Benefits reporting is successfully transitioned. • This includes concerns raised on procurement of Social Outcome Model given the timeframes for this work and the move to new structure coinciding (and including potential changes to procurement).	• This will be addressed as part of the transition and next steps but don't see a risk in the delivery of the model or procurement though this process as we have retained the actuarial capability and have plans for the delivery of these.

Transition and critical factors for success for these changes	• A number of submissions highlighted what would be important to focus on during transition and what would set us up to successfully embed the new model. These included:
	
	  o the importance of strong communication channels with staff to ensure they understand the rationale of changes and what is expected of them
	
	  o ensure we have robust quality frameworks and performance measures across the new teams
	
	  o clearly communicating impact of reduced capacity to stakeholders
	
	  o targeted efforts, supported by leadership, to grow team culture, sense of purpose and collective identity
	
	  o time dedicated for teams to collectively develop their work plan or strategy that aligns with government priorities, including an agreed mission statement.
		• Preparing for and supporting the transition to, and implementation of the new structure will be critical. As part of the transition and next steps, I want to share my vision about what I want to achieve with the new structure and to work together to develop new ways of working. This will build on the work we have been doing in Insights over the last couple of years. This work will include:
		
		  o leaders working with teams to build culture and clarify purpose
		
		  o translating the vision into expectations and ways of working
		
		  o continuing to prioritise the work programme and clarify accountabilities to line up with the new structure
		
		  o communicating to stakeholders about how we are prioritising work and what we will not do going forward
		
		  o continuing to implement S&I's quality framework and understanding any implications or adjustments within teams
		
		  o Continuing to embed development opportunities into the new structure, utilising the S&I Performance, Development and Progression Framework.

Confirmed new functions under the GGM Insights

Three new General Manager areas are confirmed within Insights under the Group General Manager, grouping together functions in a way to deliver.

These changes will further enhance the value of insights in what it delivers to MSD and New Zealanders. Each of these distinct areas will all contribute to a social investment approach and lead work that cuts across Insights. They will have core responsibilities including a range of components that feed into decision-making to ensure we are aligned to MSD's strategy and direction.

Performance and Reporting	Evidence and Effectiveness	Data Strategy and Operational Products
Bringing together Monitoring & Analysis, Forecasting & Costing, Business Intelligence and Data Visualisation into one group will give us the opportunity to leverage and optimise the complementary strengths from each team. The group will have a broad remit that includes the production and publication of statistics and information requests, helping users contextualise and understand what is happening in the benefit system, and overseeing MSD's forecasting and costing function. The group will focus on how we deliver our reporting and monitoring efficiently and consistently, while being able to provide insight into what is happening and what we expect to happen. Through the group's ability to anticipate information requests we can find efficient ways to respond, contextualised with commentary and with user-friendly information design. The group plays a critical role working with the wider Insights group on data visualisation and design to improve how our products are used. **Centre of excellence in performance and reporting** • Focus on monitoring and reporting of performance and benefit statistics including the new targets • Pull data, show trends, provide commentary on what we are seeing and what we expect • Big picture - understanding trends and patterns and telling the story of 'why' and the 'so what' • Model the impact of policy and operational changes to the benefit system • Lead the delivery of MSDs forecasts as part of Treasury's economic and fiscal updates • Centralised data visualisation hub **Types of work include:** • Regular reporting suite • Commentary, short analytical reports • Forecasts and costings • OIAs/PQs • Reporting MSD targets and sub-measures • Data visualisation	When System Performance was created in 2019, its purpose was to understand what was happening in the system to influence and support better outcomes for New Zealanders. As System Performance has matured, it has demonstrated the value of this connected narrative when communicating with Ministers, MSD Leadership, and engaging with other groups within MSD. However there is the opportunity to push this approach further connecting what is happening for different people, whom to focus on, what interventions or options are available, how to measure impact, and ultimately, what are the most effective approaches for achieving better outcomes. The Evidence and Effectiveness Group will consist of multi-disciplinary teams that have extensive experience in research, evaluation, analytics, and subject matter knowledge. By combining this mix of technical capability, we can optimise how we deliver for MSD and help solve complex challenges facing the social sector. The group will work closely with other Insights groups, leveraging the collective expertise to maximise the impact for MSD and our clients. **Focus what works for whom and why** • Research, evaluation, monitoring and analytics • Multi-disciplinary teams centered around portfolio areas to maximise value and effort, and provide clear visibility of prioritisation across each portfolio **Types of work include:** • Emp oyment and community effectiveness work • Research, analytics and evaluation on priority cohorts, interventions and across portfolios Support a te Ao Māori perspective to the group's work Surveys design and implementation Cross-government monitoring and analysis across portfolios areas	The General Manager Data Strategy and Operational Products will hold a key role in facilitating how Insights engages and influences across wider MSD. The capability will include data science, product development, actuarial science, R&E reportingand geospatial capabilities. The group will focus on efficiently sharing insights and information to the frontline and other groups across MSD and ensuring evidence-informed prioritisation and investment decisions are reflected in operations. In addition, the group is instrumental in ensuring insights and evidence supports MSD's transformation project, Te Pae Tawhiti, and implementing the Information, Data and Analytics Strategy across the Insights Group. The group will also have a role supporting Service Design with advice on what data we need, and when and how to ensure it is available for design and monitoring. The Actuarial capability will have a role in supporting social investment and the necessary tools and products we need to support the strategic direction of the government. **Supporting operational decision making and turning insights into action** • Te Pae Tawhiti enablement and foundation/enterprise data capabilities • Supporting Service design with advice on what data we need, when and how to ensure it is available for design and monitoring • Developing decision tools to the front line, getting the right data to the right decision makers at the right time • Geospatial capabilities • Leadership on the actuarial and analytical capability to deliver social investment **Types of work include:** • Analysis from the Social Outcome Model and its datasets • Predictive modelling e.g., how long people stay on a benefit • Streaming and automation • Building systems and structures to house data • Building and maintaining models and dashboards • Building and maintaining decision-making tools for the front line • Interactive maps and geospatial products

Performance and Reporting

Purpose: Responsible for the delivery of MSD's performance, reporting, monitoring, and accountability information. The group has a broad remit that includes the production and publication of statistics and information requests, helping users contextualise and understand what is happening in the benefit system, and overseeing MSD's forecasting and costing function. The group plays a critical role working with the wider Insights group on data visualisation and user-friendly design.

Focus of the Group and Ways of working

Performance and Reporting primary focus is understanding the performance of the system and reporting for legislative, ministerial, financial and public facing reporting, and influencing policy and service delivery design and monitoring. We agree with feedback through the consultation that this function will support collaboration and becomes the centre of excellence in system performance and reporting.

While there are a range of skills across both Monitoring and Analysis and Business Intelligence, these skills are complementary and support can be provided across teams including commissioning, communicating findings consistently, providing QA, and bringing subject matter expertise to the work both in the teams and across S&I more broadly.

- **Key relationships**: Developing and growing key relationships across MSD is critical to the success of this group. This includes how we work with Service Delivery and Planning and Analysis. We want to continue to understand and clarify roles and responsibilities and build more effective ways of working together.

- **Coordination and prioritisation of work**: Much of the work of this Group will continue to be demand driven, and as a result we need effective ways of managing the coordination and prioritisation of our workload. We can manage the workload through clear prioritisation of all work to focus on higher value activities, and by having efficient workload and workflow management, including the ability to shift work across the team when surge capacity is needed. Feedback highlighted the importance of the proposed Coordinator role as an integrator and key position in enabling this and in response to feedback we have changed the role to an Operations Analyst. The Operations Analyst will support the efficiency of the Performance and Reporting team by optimising workload management and coordinating reporting, planning, and scheduling across teams. They will also provide analytical support across teams during peak periods and will champion continuous improvement across the Group.

Continuous Improvement

- **Continuous Improvement**: We will continue to improve our capability, methodology, processes, models, reporting and outputs We have already been making continuous improvements to respond to reviews in F&C, to meet changing demands in M&A, as well as developing a business improvement plan in BI. This will continue - We will need to keep making improvements to be efficient, effective and responsive moving forward.

Recent examples include:
- Forecasting and Costing went through three formal reviews in 2021 and 2022 to assess the capability, methodology, processes, and models maintained by the team. As a result of these reviews, the team has been making continuous improvements to address findings from the reviews including modernising the models, reducing key person risk, improving documentation, and better processes. Updates on progress have been provided to the Organisational Health Committee on a regular basis.
- During the COVID-19 pandemic Monitoring and Analysis experienced a significant increase in reporting demands which meant the team had to fundamentally change its ways of working. With these new demands (including weekly and monthly reporting and users wanting to understand system drivers) the team went through an internal process where a continuous improvement programme was developed. This resulted in upskilling the technical and writing skills of team members, a work programme to progressively automate regular reporting, and a greater focus on helping our stakeholders understand what is driving changes in benefit numbers through weekly and monthly commentary products and other insight products.
- In 2023 a review of Business Intelligence identified ways to increase the value from this function. Some progress has been made on the business improvement plan. There are more opportunities and further work required to ensure Business Intelligence has the systems and processes in place to be more efficient and effective.

Transition Planning

There will be opportunities to share ideas, workshop and get involved with transition planning.

As part of the transition and next steps we will work together to develop and clarify areas of collaboration and efficiencies across the function, as well as roles and responsibilities and a way of working. This will include how we work with other areas across MSD including the role of Planning and Analysis.

Evidence and Effectiveness

Purpose: Three multi-disciplinary teams with complementary skills and experience in research, evaluation, data science (quantitative, IDI capability), and analytics will deliver core insight capability for MSD, focused on optimising how we deliver services and contributing to solving complex challenges facing the social sector. Each team has specific topic/portfolio focus associated with key priorities for MSD that will allow them to form strong relationships with stakeholders across MSD and ensure our insights are utilised to a make a difference.

Focus of the portfolio teams in this new function	New ways of working
Employment Insights: Generating understanding of labour market dynamics, what is happening in different industries and how that differs across New Zealand and combining that insight with effectiveness of different employment programs or initiatives and what works for whom and understanding the research around best practice and trends and cohorts to focus on. This team will create an impactful combination of insight to support MSD achieving our jobseeker reduction target and better outcomes for New Zealanders. **Income and Housing Insights:** Providing intelligence, and robust insights into different parts of the income and housing systems. Ensuring MSD can measure, evaluate, monitor, and model the income support system and the impact of changes to support policy advice and system stewardship. Providing insights on the social housing system - who needs it most, and how people move into, through, and out of the social housing system to improve the system and broader support services. **Community Insights**: Measuring and monitoring the effectiveness of community initiatives to provide insights that help achieve better social outcomes for New Zealanders at a community level. Utilising quantitative analysis and data science, alongside qualitative and kaupapa Māori methods to support Māori and community groups, working closely with Māori, Community and Partnerships, Policy, Strategy and Iwi.	• A **portfolio focus** will give better visibility of priorities for the organisation and enable Insights to prioritise our work programme, reducing duplication, and enhance our evidence-building efforts by being more focused on where we can have the biggest impact. It will also better leverage the multidisciplinary skills in each team and across Insights - there will be real power in combining skills and experience together to give holistic understanding and insights. **We have been working towards this 'portfolio' / 'topic focused' way of working across Insights over the past year** – utilising the multiple disciplines and skills across Insights continues to enable us to deliver the collective work programme that has been prioritised through engagement across the organisation. • We will be working in a **multi-disciplinary way**, and maintaining a focus on technical and professional development and the need to maintain connections, standards and knowledge through **communities of practice**. Insights have already begun moving towards working in a multi-disciplinary way, and we have developed virtual multi-disciplinary teams where there is a significant focus or priority for us to deliver across Insights. For example the Employment work programme have analysts from a range of specialisms who come together at regular stand ups to align and brainstorm options to deliver insights that will meet business needs. We can leverage the learnings and successes from this as we move to a multi-disciplinary way of working. • Working in **close collaboration and drawing on the broader range of capabilities** and skillsets from across the wider Insights group. Some examples include utilising specific modelling capability in the Forecasting and Costing team, data visualisation, product development for sharing insights with regional teams, or leveraging strategic tools such as the Social Outcomes Model • **Leadership -** we will need **strong leadership** from the managers of these teams to ensure teams are supported, in and across, to deliver the highest value work. The new position descriptions for the Insights Managers cover the expectations of the technical and leadership skills required to excel in this environment • **Quality of evidence** is vital from commissioning to delivery. The S&I Quality Framework provides guidance and things to think about as you move through a piece a work to ensure that we are providing appropriate quality. The framework is structured to cover a simplified delivery cycle, as well as some foundational components that should always be present in any piece of work. The Quality Framework is also linked to Ngā Tikanga Paihere, a Statistics NZ framework guiding ethical and culturally appropriate use of information, data, and research. The framework has been applied to a range of products and outputs that Insights delivers – whether that's within or across teams - and this will continue. This includes appropriate peer review and QA, ethics, and user testing etc.
Work Programme and transition planning	
We have a work programme that includes a range of deliverables that are fit-for-purpose to provide the value that the business and Ministers require to inform their decision making. This includes a range of short-, medium- and long-term deliverables, research, evaluations, analytical products, IDI analysis, monitoring, surveys, evidence briefs, logic models and more. The Insights Leadership Team has been prioritising this work programme over the past year. We have engaged managers, principals/advisors, leads, others in the teams in that process. We have identified work that is classified as "must do", "could" or "should do" or "won't do". As part of the transition and next steps, we will work with you and the business on further prioritisation including agreeing what else we are going to prioritise and what we will look to re-scope or stop doing. It is not intended that workload will simply be spread among remaining colleagues. There is a commitment to reprioritise and balance out workload according to the new team size/s.	

Data Strategy and Operational Products

Purpose: This group has a key role in facilitating how Insights engages with and influences across wider MSD. With a strong focus on product and geospatial capability, alongside close collaboration with other insights teams, the group effectively share insights to the frontline and other groups across MSD, in a way that makes data approachable, intuitive, and supports decision making. Additionally, the group is critical in ensuring insights and evidence supports MSD's transformation project, Te Pae Tawhiti, and implementing the Information, Data and Analytics Strategy across the Insights Group. The group also has a role supporting Service Design with advice on what data we need, when and how to ensure it is available for design and monitoring.

Data Strategy and Design	Operational Products and Support
Purpose: Takesa leadership role in connecting Insights with broader organisational strategies and frameworks (for example: Te Pae Tawhiti, Te Pae Tata, Pacific Prosperity). The group are responsible for considering how these strategies influence the broader Insights work programme and priorities, and equally how we can contribute to making them a success. The team takes a leadership role across Insights to consider our future data and information requirements so we can most effectively deliver our work programme and have the biggest impact for MSD. Underpinning our information and data requirements, the group also want to ensure the data strategy, assets, systems, and methods are in place to support organisational decision-making and make our teams as effective as possible. To achieve this, the group will be working closely across all the Insights teams, but also have strong relationships with DMaID, technology, and Information Group. The team is also responsible for strategic assets – both in terms of implementation and supporting their adoption across Insights. Examples include: • Social Outcomes Model • Enterprise Data Model • Enterprise Data Catalogue • Other IDI assets, including the wellbeing framework • Data community of practice **Ways of working:** A broad range of skillsets to support strategy and framework design, as well as the systems that will enable delivery. This includes: • **Researchers** - who can develop the conceptual frameworks in which we work, and ensure we are developing a work programme that effectively leverages Insights capability e.g., work on the Employment Investment Strategy and Community Investment Strategy • **Data scientists** - who can drive use, and maintain, the strategic data assets the team is responsible for • **Data architects** - who can design how the system as a whole works across Service Delivery collection and use, DMaID, Insights, MCP, and others, and ensure our data is treated and built as an asset for all.	**Purpose:** Focused on proactvely identifying opportunities for data and information products that support MSD's priorities, with a particular focus on MSD's regional users. The team will work closely with other Insights teams for opportunities to productise evidence and intelligence where we want to reach a larger group of users or regularly share updated information. The team will also work closely with the Data Strategy and Design team, to implement the product strategy for the Insights group. **Responsibilities:** Delivering the product strategy, setting out how and why we are developing products with a focus on ensuring they are built sustainably with common technology platforms, assets, and code bases - considering both the initial development as well as the ongoing maintenance and enhancements of the products, based on user feedback. Identifying how we are generating value across different horizons (e.g. short, medium, and long term), and how our products enable stronger connectivity between Insights and the delivery groups in MSD. **Ways of working:** A multi-disciplinary product team that includes: • **Data scientists** – who will work closely with other Insight teams on how we can turn bespoke analysis into scalable products, considering the modelling and other analytical requirements • **Data engineers** – who will work through the underlying data and information requirements and develop optimal ways to develop the data models to service the suite of products available to users • **Reporting analysts** – who are responsible for designing the way the end user interacts with the product, keeping it simple and intuitive, and there is a roadmap for ongoing enhancements.

Final Structure – Insights

For the purposes of this decision document, the outcomes of voluntary redundancy have been removed from organisational charts.

MINISTRY OF SOCIAL DEVELOPMENT
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Final structure - Insights

Detailed information about each of these teams are outlined on the following slides

GGM Insights

GM Performance & Reporting
- Manager Monitoring & Analysis
- Manager Forecasting & Costing
- Manager Business Intelligence
- Lead Information Designer
- Principal Advisor
- Operations Analyst

GM Evidence & Effectiveness
- Manager Employment Insights
- Manager Income & Housing Insights
- Manager Community Insights
- Principal Analyst x 3
- Evaluation Practice Lead
- Principal Advisor x 2
- Executive Assistant

GM Data Strategy & Operational Products
- Manager Data Strategy and Design
- Manager Operational Products & Support
- Principal Analyst
- Executive Assistant
- Senior Domain Architect (fixed term)
- Principal Advisor (fixed term)

Portfolio Manager
- Portfolio Coordinator x 2

Executive Assistant

Principal Advisor

Principal Advisor

Key:

No Change	Minor Change
New Position	Reporting Line and/or Title Change
Reduction in positions	Te Pae Tawhiti resource

Final structure – Performance and Reporting

GM Performance & Reporting

Manager Monitoring & Analysis
- Lead Analyst Reporting
- Senior Analyst Māori Data and Insights
- Senior Analyst Reporting
- Analyst Reporting x 3

Manager Forecasting & Costing
- Lead Analyst Forecasting & Costing x 2
- Senior Analyst Forecasting & Costing x 6
- Analyst Forecasting & Costing x 4
- Graduate Analyst x 3

Manager Business Intelligence
- Lead Analyst
- Senior Analyst Reporting x 4
- Analyst Reporting x 6

Lead Information Designer
- Senior Information Designer x 2
- Information Designer

Principal Advisor

Operations Analyst

Key:
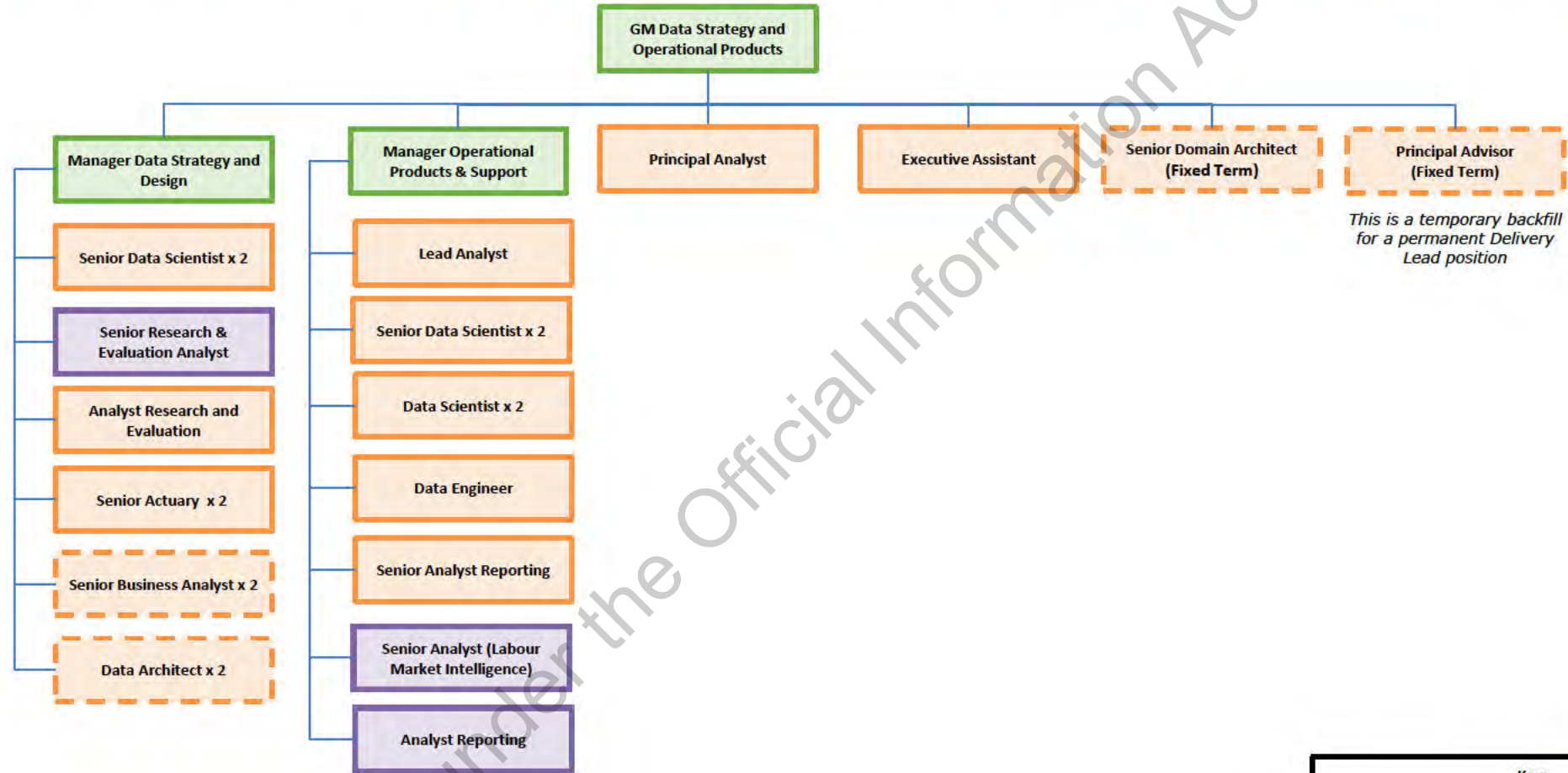| No Change	Minor Change
New Position	Reporting Line and/or Title Change
Reduction in positions	

Final structure - Evidence and Effectiveness

Final structure – Data Strategy and Operational Products

GM Data Strategy and Operational Products

- **Manager Data Strategy and Design**
  - Senior Data Scientist x 2
  - Senior Research & Evaluation Analyst
  - Analyst Research and Evaluation
  - Senior Actuary x 2
  - Senior Business Analyst x 2
  - Data Architect x 2

- **Manager Operational Products & Support**
  - Lead Analyst
  - Senior Data Scientist x 2
  - Data Scientist x 2
  - Data Engineer
  - Senior Analyst Reporting
  - Senior Analyst (Labour Market Intelligence)
  - Analyst Reporting

- **Principal Analyst**

- **Executive Assistant**

- **Senior Domain Architect (Fixed Term)**

- **Principal Advisor (Fixed Term)**

  This is a temporary backfill for a permanent Delivery Lead position

Key:

No Change	Minor Change
New Position	Reporting Line and/or Title Change
Reduction in positions	Te Pae Tawhiti resource

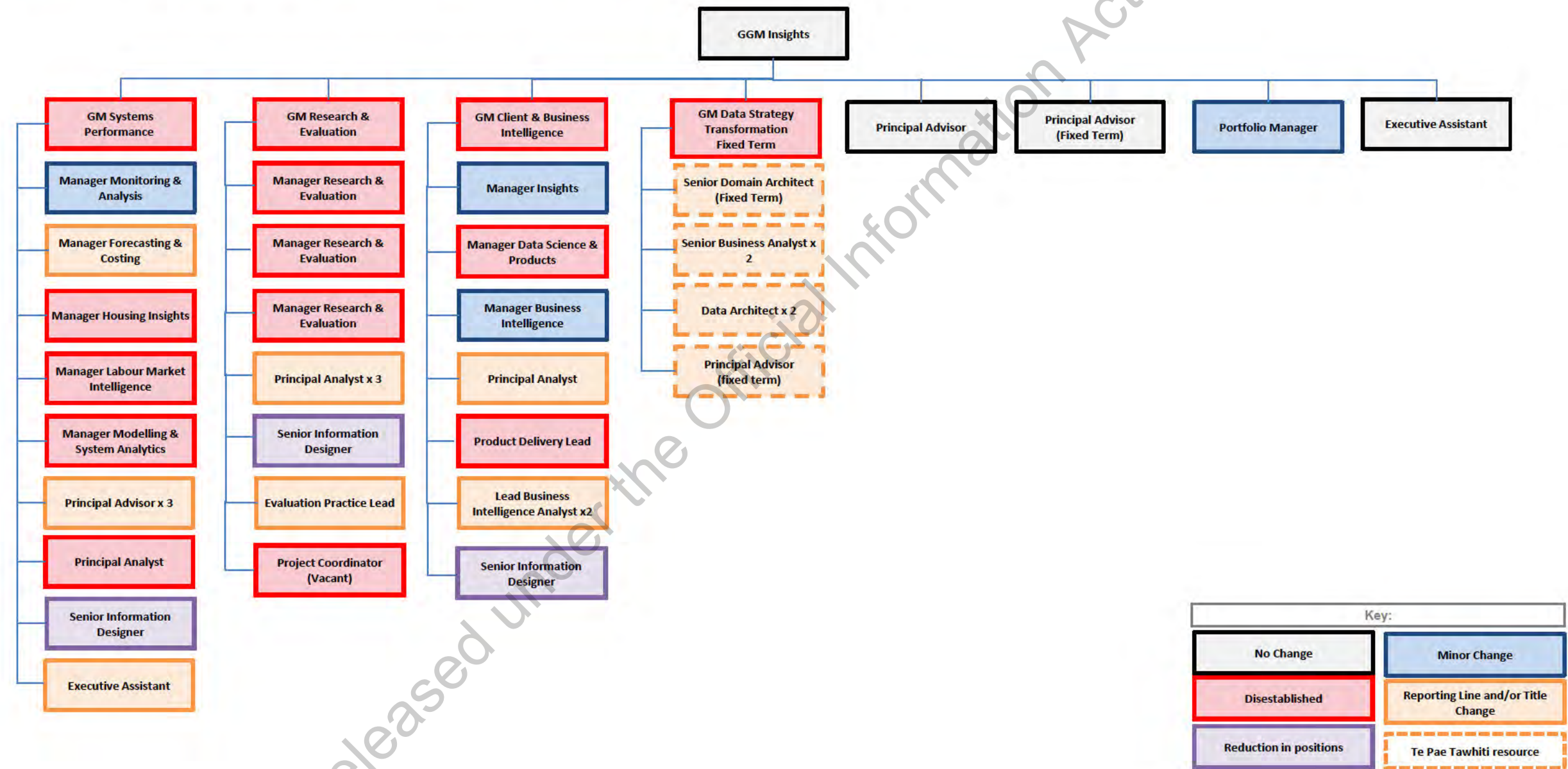# Final structure - Data Management and Information Delivery
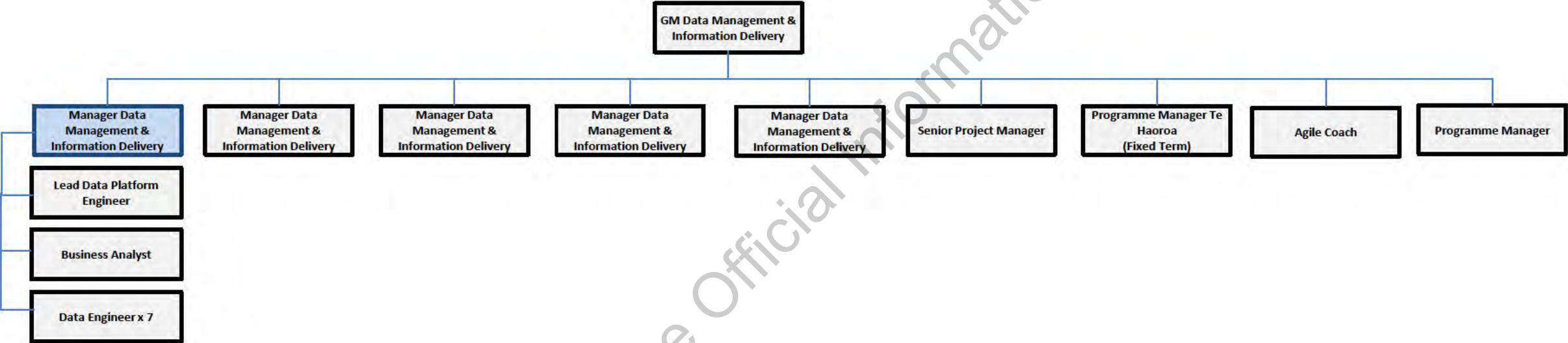
Decision and Confirmed Impacts - Insights

For the purposes of the following slides, the outcomes of voluntary redundancy have been removed from organisational charts.

Current structure – Insights

GGM Insights

- **GM Systems Performance**
  - Manager Monitoring & Analysis
  - Manager Forecasting & Costing
  - Manager Housing Insights
  - Manager Labour Market Intelligence
  - Manager Modelling & System Analytics
  - Principal Advisor x 3
  - Principal Analyst
  - Senior Information Designer
  - Executive Assistant

- **GM Research & Evaluation**
  - Manager Research & Evaluation
  - Manager Research & Evaluation
  - Manager Research & Evaluation
  - Principal Analyst x 3
  - Senior Information Designer
  - Evaluation Practice Lead
  - Project Coordinator (Vacant)

- **GM Client & Business Intelligence**
  - Manager Insights
  - Manager Data Science & Products
  - Manager Business Intelligence
  - Principal Analyst
  - Product Delivery Lead
  - Lead Business Intelligence Analyst x2
  - Senior Information Designer

- **GM Data Strategy Transformation Fixed Term**
  - Senior Domain Architect (Fixed Term)
  - Senior Business Analyst x 2
  - Data Architect x 2
  - Principal Advisor (fixed term)

- **Principal Advisor**

- **Principal Advisor (Fixed Term)**

- **Portfolio Manager**

- **Executive Assistant**

Key:

No Change	Minor Change
Disestablished	Reporting Line and/or Title Change
Reduction in positions	Te Pae Tawhiti resource

Current structure – System Performance

GM System Performance

- **Manager Monitoring & Analysis**
  - Lead Analyst Reporting
  - Senior Analyst Reporting
  - Analyst Reporting x 4
  - Senior Analyst Māori Data and Insights
  - Information Designer

- **Manager Forecasting & Costing**
  - Lead Analyst Forecasting & Costing x 2
  - Senior Analyst Forecasting & Costing x 6
  - Analyst Forecasting & Costing x 4
  - Graduate Analyst x 3 (including one vacancy)

- **Manager Housing Insights**
  - Senior Analyst Reporting x 2
  - Analyst Reporting x 2

- **Manager Labour Market Intelligence**
  - Senior Analyst x 2 (including one vacancy)
  - Analyst x 2

- **Manager Modelling & System Analytics**
  - Data Scientist x 4 (including one vacancy)
  - Senior Actuary x 3 (including one vacancy)

- **Principal Advisor x 3**

- **Principal Analyst**

- **Senior Information Designer**

- **Executive Assistant**

Key:

No Change	Minor Change
Disestablished	Reporting Line and/or Title Change
Reduction in positions	

Current structure – Research & Evaluation

Current structure – Client & Business Intelligence

Confirmed position impacts

Current Position	Current Group	Confirmed Implications
Portfolio Manager	GGM Office	• The Portfolio Manager position is confirmed to have a minor change in leadership accountabilities. The core duties of the position will remain substantially the same but will have additional leadership accountabilities for two Portfolio Coordinators. The incumbent will be reconfirmed in this position.
General Manager System Performance	System Performance	• The General Manager System Performance position is confirmed to be disestablished, as this position will no longer exist in the operating model. This is due to the disestablishment of the System Performance function and the leadership, and functional responsibilities of the General Manager System Performance being dispersed across the new model. • The incumbent in this position will be eligible to express interest in any of the new or vacant positions with preference.
Principal Advisor x 3	System Performance	• The Principal Advisor positions are confirmed to have a change in reporting line. The reporting line will change to one position reporting to the General Manager Performance and Reporting in the Performance and Reporting function and two positions reporting to the General Manager Evidence and Effectiveness in the Evidence and Effectiveness function. • The Principal Advisors will be reconfirmed into this position and able to express preference for team alignment.
Principal Analyst, System Performance	System Performance	• The Principal Analyst, System Performance position is confirmed to be disestablished, as this position will no longer exist in the operating model. This is due to the work being distributed across several teams including the new Strategy Investment and Organisational Performance function, and no longer needing to have a dedicated Principal Analyst with this skill set in the operating model. • The incumbent in this position will be eligible to express interest in any of the new or vacant position with preference.
Senior Information Designer	System Performance	• The Senior Information Designer position is confirmed to have a reduction in numbers from 3 to 2 FTE across the Insights function. This is due to the creation of the Lead Information Designer position. The two Senior Information Designers will report to the Lead Information Designer position in the Performance and Reporting function. The incumbents in this position will be ringfenced for the Senior Information Designer position.
Executive Assistant	System Performance	• The Executive Assistant is confirmed to have a change in reporting line. The position will report to either the new General Manager Evidence and Effectiveness or General Manager Data Strategy and Operational Products position. The incumbent will be able to express a preference for which area they supported. The core duties of the position will remain the same. The incumbent will be reconfirmed in this position.

Confirmed position impacts

Current Position	Current Group	Confirmed Implications
Manager Monitoring and Analysis	System Performance	• The Manager Monitoring and Analysis position is confirmed to have a minor change in reporting line and leadership accountabilities. The reporting line will change to General Manager Performance and Reporting and will have a reduced team size, including the removal of leadership responsibilities for the Information Designer position. The incumbent will be reconfirmed in this position.
Analyst Reporting x 4 (Monitoring and Analysis)	System Performance	• The Analyst Reporting positions are confirmed to have a reduction in numbers from 12 to 10 FTE. This includes 4 FTE in the System Performance function, and 8 FTE in Client & Business Intelligence function. This is due to fiscal restraints and the need to rebalance work priorities. Three Analyst reporting positions will report to the Manager Monitoring and Analysis position and six Analysts will report to the Manager Business Intelligence, both in the Performance and Reporting function, and one will report to the Manager Operational Products and Support in the Data Strategy and Operational Products function. The incumbents in this position will be ringfenced for the Analyst Reporting position and will be able to express preference in team alignment.
Information Designer	System Performance	• The Information Designer is confirmed to have a change in reporting line to the new Lead Information Designer in the Performance and Reporting function. The core duties of the position will remain the same. The incumbent will be reconfirmed in this position.
Manager Forecasting & Costing	System Performance	• The Manager Forecasting and Costing position is confirmed to have a change in reporting line to the new General Manager Performance and Reporting position, in the Performance and Reporting function. The incumbent will be reconfirmed in this position.
Manager Housing Insights	System Performance	• The Manager Housing Insights position is confirmed to be disestablished, as this position will no longer exist in the operating model. This is due to the leadership and functional accountabilities for the position being moved to the new position of Manager Income and Housing Insights. The Manager Income and Housing Insights builds on the existing position of Manager Housing Insights with significant additional leadership accountabilities. The incumbent in this position will be eligible to express interest in any of the new or vacant positions with preference.
Senior Analyst Reporting (Housing) x 2	System Performance	• The Senior Analyst Reporting (Housing) positions are confirmed to have a change in job title and reporting line. The title will change to Senior Insights Analyst to better reflect the specialised knowledge and requirements of the position, and to reflect what is happening in practice. The reporting line will change to the Manager Income & Housing Insights in the Evidence and Effectiveness function. The core duties of the position remain the same. The incumbents will be reconfirmed in this position.
Reporting Analyst (Housing) x 2	System Performance	• The Analyst Reporting (Housing) x 2 positions are confirmed to have a change in job title and reporting line. The title will change to Analyst Insights to better reflect the specialised knowledge and requirements of the position, and to reflect what is happening in practice. The reporting line will change to the Manager Income & Housing Insights in the Evidence and Effectiveness function. The core duties of the position remain the same. The incumbents will be reconfirmed in this position.

Confirmed position impacts

Current Position	Current Group	Confirmed Implications
Manager Labour Market Intelligence	System Performance	• The Manager Labour Market Intelligence position is confirmed to be disestablished, as this position will no longer exist in the operating model. This is due leadership and functional accountabilities for the position being moved to the new position of Manager Employment Insights. The Manager Employment Insights builds on the existing position of Manager Labour Market Intelligence with significant additional leadership accountabilities. The incumbent in this position will be eligible to express interest in any of the new or vacant positions with preference.
Senior Analyst (Labour Market Intelligence) x 2 including one vacancy	System Performance	• The Senior Analyst positions are confirmed to have a reduction in numbers from 2 to 1 FTE. This is due to fiscal restraints and the need to rebalance work priorities. As there is one vacancy, the incumbent will be reconfirmed into the position and will have a change in reporting line to the Manager Operational Products and Support in the Data Strategy and Operational Products function. The core duties of the positions remain the same.
Analyst (Labour Market Intelligence) x 2	System Performance	• The Analyst positions are confirmed to have a change in reporting line to the Manager Employment Insights in the Evidence and Effectiveness function. The core duties of the position will remain the same. The incumbent will be reconfirmed in this position.
Manager Modelling and System Analytics	System Performance	• The Manager Modelling and System Analytics is confirmed to be disestablished, as this position will no longer exist in the operating model. This is due to the confirmed disestablishment of the Modelling and System Analytics team and the leadership accountabilities for the positions being dispersed across the new model.
Senior Actuary x 3	System Performance	• The Senior Actuary positions are confirmed to have a change in reporting line. Two positions will report to the Manager Data Strategy and Design in the Data Strategy and Operational Products function, and one position will report to the Manager Community Insights in the Evidence and Effectiveness function. The core duties of the position will remain the same. The incumbents will be reconfirmed in these positions and will be eligible to express a preference in team alignment.
Data Scientist x 5 4 in System Performance 1 in Client and Business Intelligence (vacant)	System Performance/Client & Business Intelligence	• The Data Scientists are confirmed to have a change in reporting line. The reporting line will change to: • 1 position reporting to Manager Employment Insights, within the Evidence & Effectiveness function • 1 position reporting to Manager Income & Housing Insights, within the Evidence & Effectiveness function • 1 position reporting to Manager Community Insights, within the Evidence & Effectiveness function • 2 positions reporting to Manager Operational Products and Support, within the Data Strategy and Operational Products function. The incumbents will be reconfirmed in these positions and will be eligible to express a preference in team alignment.

Confirmed position impacts

Current Positions	Current Group	Confirmed Implications
General Manager Research & Evaluation	Research & Evaluation	• The General Manager Research & Evaluation position is confirmed to be disestablished, as this position will no longer exist in the operating model. This is due to the confirmed disestablishment of the Research & Evaluation function and the leadership, and functional responsibilities of the General Manager Research & Evaluation being dispersed across the new model.
Manager Research and Evaluation x 3 (Employment, Income and Communities)	Research & Evaluation	• The Manager Research & Evaluation positions are confirmed to be disestablished, as these positions will no longer exist in the operating model. This is due to leadership and functional accountabilities for these positions being moved to the new positions of Manager Employment Insights, Manager Income and Housing Insights and Manager Community Insights in the Evidence and Effectiveness function. These three new Manager positions build on the existing position of Manager Research and Evaluation with significant additional leadership accountabilities. • The incumbents in these positions will be eligible to express interest in any of the new or vacant positions with preference.
Senior Information Designer	Research & Evaluation	• The Senior Information Designer position is confirmed to have a reduction in numbers from 3 to 2 FTE in the Insights Group. This is due to the creation of a Lead Information Designer position. The two Senior Information Designers will report to the Lead Information Designer position in the Performance and Reporting function. The incumbents in this position will be ringfenced for the Senior Information Designer position.
Principal Analyst, Research & Evaluation x 3	Research & Evaluation	• The Principal Analysts Research and Evaluation positions are confirmed to have a change in reporting line to the General Manager Evidence and Effectiveness in the Evidence and Effectiveness function. The core duties of the position will remain the same. The incumbents will be reconfirmed in these positions.
Evaluation Practice Lead	Research & Evaluation	• The Evaluation Practice Lead is confirmed to have a change in reporting line to the General Manager Evidence and Effectiveness in the Evidence and Effectiveness function. The core duties of the position will remain the same. The incumbent will be reconfirmed in this position.

Confirmed position impacts

Current Position	Current Group	Confirmed Implications
Senior Analyst Research and Evaluation x 12 (11 FTE) 4 in Employment 3 in Income (including one vacancy) 5 in Communities (4 FTE)	Research & Evaluation	• The Senior Analyst Research and Evaluation positions are confirmed to have a reduction in numbers from 11 FTE to 8 FTE. This is due to fiscal restraints and the need to rebalance work priorities. Three positions will report to the Manager Employment Insights, two positions will report to the Manager Income and Housing Insights, two positions will report to Manager Community Insights all within the Evidence and Effectiveness function and one position will report to the Manager Data Strategy and Design in the Data Strategy and Operational Products function. The incumbents in this position will be ringfenced for the Senior Analyst Research and Evaluation position and will be able to express preference in team alignment.
Analyst Research & Evaluation x 5 1 in Employment 3 in Income 1 in Communities	Research & Evaluation	• The Analyst Research & Evaluation positions are confirmed to have a change in reporting line. Two positions will report to Manager Employment Insights, one position will report to Manager Housing and Income Insights and one position will report to Manager Community Insights all in the Evidence and Effectiveness function, and one position will report to the Manager Data Strategy and Design position in the Data Strategy Operational Products function. The core duties of the position will remain the same. The incumbents will be reconfirmed in these positions and will be eligible to express a preference in team alignment.
Graduate Analyst (Employment)	Research & Evaluation	• The Graduate Analyst is confirmed to have a change in reporting line to the Manager Community Insights in the Evidence and Effectiveness function. The core duties of the position will remain the same. The incumbent will be reconfirmed in this position.

Confirmed position impacts

Current Position	Current Group	Confirmed Implications
General Manager Client & Business Intelligence	Client & Business Intelligence	• The General Manager Client & Business Intelligence position is confirmed to be disestablished, as this position will no longer exist in the operating model. This is due to the confirmed disestablishment of the Client & Business Intelligence function and the leadership, and functional responsibilities of the General Manager Client & Business Intelligence being dispersed across the new model. • The incumbent in this position will be eligible to express interest in any of the new or vacant positions with preference.
Manager Data Science & Products	Client & Business Intelligence	• The Manager Data Science & Products is confirmed to be disestablished, as this position will no longer exist in the operating model. This is due to the confirmed disestablishment of the Data Science and Products team and the leadership accountabilities for the position being dispersed across the new model.
Senior Data Scientist x 7	Client & Business Intelligence	• The Senior Data Scientist positions are confirmed to have a change in reporting line. Two positions will report to the Manager Operational Products and Support and two positions will report to Manager Data Strategy and Design in the Data Strategy and Operational Products function. Three positions will report to each of the new Manager Insights positions in the Evidence and Effectiveness function. The incumbents will be reconfirmed in these positions and will be eligible to express a preference in team alignment. The core duties of the position will remain the same.
Data Engineer	Client & Business Intelligence	• The Data Engineer is confirmed to have a change in reporting line to the Manager Operational Products and Support in the Data Strategy and Operational Products function. The core duties of the position will remain the same. The incumbent will be reconfirmed in this position.
Principal Analyst, Client and Business Intelligence	Client & Business Intelligence	• The Principal Analyst Client and Business Intelligence is confirmed to have a change in reporting line to the General Manager Data Strategy and Operational Products in the Data Strategy and Operational Products function. The core duties of the position will remain the same. The incumbent will be reconfirmed in this position.
Product Delivery Lead	Client & Business Intelligence	• The Product Delivery Lead is confirmed to be disestablished, as this position will no longer exist in the operating model. This is due to the work being distributed across several teams to ensure project and product support is offered across the Insights Group and the ID&A Portfolio and no longer needing a dedicated Product Lead position in the operating model. • The incumbent in this position will be eligible to express interest in any of the new or vacant position with preference.

Confirmed position impacts

Current Position	Current Group	Comfirmed Implications
Manager Insights	Client & Business Intelligence	• The Manager Insights is confirmed to have a minor change in reporting line, job title and leadership accountabilities. The reporting line will change to General Manager Data Management & Information Delivery (DMaID) within the Strategy and Insights group and the job title will change to Manager Data Management and Information Delivery for functional alignment. The DMaID resources – Lead Data Platform Engineer, Business Analyst and Data Engineers will continue delivering within the DMaID work programme and remain reporting to this position. This position will no longer manage Insight resources. The core duties of the position will remain the same. The incumbent will be reconfirmed in this position.
Manager Business Intelligence	Client & Business Intelligence	• The Manager Business Intelligence is confirmed to have a minor change in reporting line and leadership accountabilities. The core duties of the position will remain substantially the same but will have additional leadership responsibilities for a Lead Analyst and reduction in the number of Reporting Analysts reporting to the position. The position will report to the General Manager Performance and Reporting in the Performance and Reporting function. The incumbent will be reconfirmed in this position.
Senior Analyst Reporting x 5 4 in Business Intelligence 1 in Insights	Client & Business Intelligence	• The Senior Analyst Reporting positions in Client and Business Intelligence will have a change in reporting line. Four positions will report to the Manager Business Intelligence in the Performance and Reporting function and one position will report to the Manager Operational Products and Support in the Data Strategy and Operational Products function. The incumbents will be reconfirmed in these positions and will be eligible to express a preference in team alignment.
Analyst Reporting x 8 7 in Business Intelligence 1 in Insights	Client & Business Intelligence	• The Analyst Reporting position is confirmed to have a reduction in numbers from 12 to 10 FTE. This includes 4 FTE in the System Performance function, and 8 FTE in Client & Business Intelligence function. This is due to fiscal restraints and the need to rebalance work priorities. Three Analyst reporting positions will report to the Manager Monitoring and Analysis position and six will report to the Manager Business Intelligence, both in the Performance and Reporting function and one will report to the Manager Operational Products and Support in the Data Strategy and Operational Products function. The incumbents in this position will be ringfenced for the Analyst Reporting position and will be able to express preference in team alignment.
Senior Information Designer	Client & Business Intelligence	• The Senior Information Designer position is confirmed to have a reduction in numbers from 3 to 2 FTE across the Insights function. This is due to the creation of a Lead Information Designer position. The two Senior Information Designers will report to the Lead Information Designer position in the Performance and Reporting function. The incumbents in this position will be ringfenced for the Senior Information Designer position.

Confirmed position impacts

Current Position	Current Group	Confirmed Implications
Lead Business Intelligence Analyst x 2	Client & Business Intelligence	• The Lead Business Intelligence Analysts positions are confirmed to have a change in title and reporting line. The title will change to Lead Analyst and one position will report to the Manager Business Intelligence in the Performance and Reporting function and one position will report to the Manager Operational Products and Support position in the Data Strategy and Operational Products function. The core duties of the position remain the same. The incumbents will be reconfirmed in these positions and will be eligible to express a preference in team alignment.
General Manager Data Strategy Transformation (Fixed Term)	Data Strategy Transformation	• The General Manager Data Strategy Transformation position is confirmed to be disestablished, as this position will no longer exist in the operating model. This is due to the disestablishment of the Data Strategy Transformation function and the creation of the General Manager Data Strategy and Operational Products position. The General Manager Data Strategy and Operational Products position builds on the existing position of General Manager Data Strategy Transformation with significant additional leadership responsibilities.
Senior Domain Architect (Fixed Term)	Data Strategy Transformation	• The Senior Domain Architect position is confirmed to have a change in reporting line to the General Manager Data Strategy and Operational Products in the Data Strategy and Operational Products function. The core duties of the position will remain the same. The incumbent will be reconfirmed in this position.
Senior Business Analyst x2	Data Strategy Transformation	• The Senior Business Analysts positions are confirmed to have a change in reporting line to the Manager Data Strategy and Design in the Data Strategy and Operational Products function. The core duties of the position will remain the same. The incumbents will be reconfirmed in this position.
Data Architect x2	Data Strategy Transformation	• The Data Architect positions are confirmed to have a change in reporting line to the Manager Data Strategy and Design in the Data Strategy and Operational Products function. The core duties of the position will remain the same. The incumbents will be reconfirmed in this position.
Principal Advisor (Fixed Term)	Data Strategy Transformation	• The Principal Advisor position is confirmed to have a change in reporting line to the General Manager Data Strategy and Operational Products in the Data Strategy and Operational Products function. The core duties of the position will remain the same. The incumbent will be reconfirmed in this position.
Delivery Lead	Data Strategy Transformation	• The Delivery Lead (incumbent currently on secondment) position is confirmed to have a change in reporting line to the General Manager Data Strategy and Operational Products. The core duties of the position will remain the same. The incumbent will be reconfirmed in this position. Note: this position is currently backfilled on a temporary basis by the Principal Advisor.

Confirmed new and vacant positions

All new positions have a position description available on the Change Information Hub.

New Position	Category	Function	EOI Category	Band Confirmed/ Indicative	FTE	Locations Available
General Manager Performance and Reporting	New position	Performance and Reporting	EOI	SM3	1	Wellington
General Manager Evidence and Effectiveness	New position	Evidence and Effectiveness	EOI	SM3	1	Wellington
General Manager Data Strategy and Operational Products	New position	Data Strategy and Operational Products	EOI	SM3	1	Wellington
Principal Advisor	New position	GGM Office	EOI	MSS06**	1	Wellington
Lead Information Designer	New position	Performance and Reporting	EOI	MSS05**	1	Wellington
Operations Analyst	New position	Performance and Reporting	EOI	B05**	1	Wellington
Manager Employment Insights	New position	Evidence and Effectiveness	EOI	MSS06	1	Wellington
Manager Income and Housing Insights	New position	Evidence and Effectiveness	EOI	MSS06	1	Wellington
Manager Community Insights	New position	Evidence and Effectiveness	EOI	MSS06	1	Wellington
Manager Data Strategy and Design	New position	Data Strategy and Operational Products	EOI	MSS06**	1	Wellington
Manager Operational Products and Support	New position	Data Strategy and Operational Products	EOI	MSS06**	1	Wellington
Portfolio Coordinator x 2	New position	GGM Office	EOI	B04**	2	Wellington
Senior Data Scientist	Vacant position	Various	EOI	B07IT		Wellington
Data Scientist x2	Vacant position	Various	EOI	B06IT	1	Wellington

NB: ** This indicates the remuneration band is indicative pending the outcome of job evaluation. Bands will be confirmed before the EOI process begins.

Appointment and Selection Process

MINISTRY OF SOCIAL DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

Feedback and Response to the appointment and selection process

In total we received 104 feedback submissions regarding the appointment and selection process proposal, including a mix of individual and team submissions. A number of the submissions were supportive of what was proposed.

The table below summarises the feedback received.

Feedback area	What you told us
Fast and fair process	• Multiple requests were made for appointment updates and decisions to be provided as soon as possible to reduce anxiety. • Some feedback requested that the process be as simple and empathetic as possible, as delivery pressure remains – CVs and cover letters should not be required. Any interviews required should be informal as the leadership team should know their people well by now. • To allow people to plan and prepare, employees asked for more clarity on the Expression of Interest and selection timeline and criteria before it begins, interview questions provided ahead of time, information on how it will be assessed and information on the interview panel, if an interview is required. • That the Expression of Interest process should be run with fairness and transparency and without bias. • It was pointed out that usually people in new positions for less than three months would not be considered for the October pay and progression increase but, in this case, the cut off timeframe should not apply as people were being put in the position of having to apply for positions in the three months before the pay progression. • There was mixed feedback on whether ringfencing positions was a fair process. There was positive support on it being logical and fair, by focusing on those individuals already performing the position. It retains knowledge, skillsets and relationships with minimal business disruption. Other submissions thought it should be broader, to include those on secondment/long-term or multiple fixed-terms into the position (depending on time in position) to provide an opportunity to other qualified people within the group. It was seen as important that we should be able to provide comfort that MSD will do its best to look after its people and try and retain good people in other areas/positions where possible. • Shortlisting should be based on a scoring matrix. The top-scoring employees should be offered positions first. For any remaining positions, the hiring manager can conduct brief second interviews with lower-scoring candidates to assist in the final decision-making process. • It was felt that managers should be involved in decision-making on who will be joining or staying in their teams. • To help with retention and ensure affected employees have a choice of positions, feedback suggested that newly created positions should not be opened up to general recruitment beyond those impacted by disestablished or a reduction in positions, so that they have first choice of those positions.
Employee success and wellbeing	• Multiple submissions raised the point that people need time to plan and prepare for the Expression of Interest process and that upskilling may be needed as part of the preparation for the appointment and selection process. This could be through conversations with their manager or a coach to talk about career progression. • There was feedback provided that some staff may need access to CV and interview skills training to assist with processes. • There was acknowledgement by several people that it is a difficult time and several requests to minimise uncertainty for people. • There was a request that feedback be provided on why people were or were not selected for a position.

Feedback and Response to the appointment and selection process

Feedback area	What you told us
Proposed positions	• There was feedback on the need for more clarity on the future position descriptions for those employees where the number of positions has reduced as a variety of positions and responsibilities fall under the same job title. There was a suggestion that an Operating Model can provide clarity for roles and responsibilities within a proposed new structure. • Some feedback received on flexible work requests being considered, such as reduced hours/days or job sharing, which could contribute towards a reduction.
Sequencing and process	• There were multiple submissions asking for voluntary redundancy to be offered first. • A few suggested that it may be helpful to appoint leadership positions first so they can select people into their team, as long as that process could be done quickly. It was noted multiple times that it is important to many people who their manager will be. • Several suggested that performance evaluation from supervisors, stakeholders, team members, productivity metrics and employee's own feedback/perspective should be included in the process. This included obtaining feedback from current team members in the selection process for manager positions. • There was mixed feedback on the recommended interview process and composition. There was a request to include the manager and one other for impartiality and for the interview to cover understanding of position and achievements through to other requests for written submissions and interviews, and second interviews where required. Another suggestion was for an independent interview panel with a competency-based interview. • There was the feedback that the ringfenced processes need to occur before the Expression of Interest process for the remaining new and vacant positions so people can be reconfirmed into their permanent substantive positions as soon as possible in the process. • There was a request for a formal appeals process where an independent review of the decision can be made. • It was suggested that someone may need to accept a new position with a lower salary due to financial pressure and they could retain preferential applicant status for future recruitment into similar positions that were disestablished/reduced in numbers during this change. • Given the economic situation, there was a request for the redundancy payment to be paid out fortnightly instead of as a lump sum payment. • Where there is a reduction in numbers, the selection panel should include the team manager and one external panel member to ensure impartiality. • Multiple feedback received suggested the process needs to find the best people for the positions and the right fit for the team. That it should be a robust process with decisions based on quality, commitment, dedication and work ethic rather than just on how long someone has worked at MSD. • Assessment between a team where there is common experience and skill would need weighted criteria on motivation and being fit for position, which are regarded as far more important.
Optimising team performance	• Feedback received on reappointing where possible, as it takes a lot of effort to get new joiners up to be speed.

Response to the appointment and selection process

The table below is a high-level overview of the changes to the appointment and selection process taking into consideration the themes and feedback received:

Response
Fast and fair process   In consideration of feedback, we have sequenced the assessment processes to provide outcome decisions for those in ringfenced positions prior to considering the expressions of interest. Please refer to the Guidelines for People in Reduced or Disestablished Positions for detailed information on timeframes, process steps and supports for planning and preparation.   **Assessment criteria** – To ensure we retain the right people in our teams, in both the ringfenced and EOI applications the assessment process will include questions on skills and experience against the position description. To ensure wider attributes such as team fit, work ethic and motivation are included. For the reassignment EOI process there will be a general question on motivation and being a good fit for the position. The interview process will be people-focused and to assist with planning and preparation the interview questions will be shared in advance.   **Interview panel composition** – The manager will be involved in the assessment and decisions based on the assessment criteria for both ringfenced and reassignment EOI processes, where possible. The panels will be made up of people who represent different positions and responsibilities and the selection process guidance for managers will include ensuring that for the ringfenced process there will be an impartial or external person as part of the panel. Most panels will be made up of three panel members, however there may be some instances where larger panels are needed (to minimise the number of interviews people need to attend when applying for more than one position). For consistency the same panel should be responsible for assessing all EOIs for a position.   **Pay and progression** – The usual standard progression rules would apply for when pay and progression can be applied in the 'new positions'. It should be noted that where there is a reassignment to a position on the same salary within the same range as your current position, this will not be treated as a 'new position' for this purpose.   **Secondments acting in a position and fixed-term positions** – Our priority is appointing permanent employees into positions within the new structure, so the appointment and selection processes apply to permanent affected employees only. Secondees in affected positions and fixed-term employees are not eligible to participate in the Expression of Interest process. They may apply for positions that are still vacant once the appointment and selection process for affected employees has been completed.

Response to the appointment and selection process

Response

Employee success and wellbeing

Speak to your manager if you have any questions on the appointment and selection process, they are here to support you. Alternatively, email changeprocess@msd.govt.nz for guidance.

We are offering interview technique and preparation webinars for affected employees. These will run twice-weekly for four weeks, with the possibility for further webinars to be set up based on demand. These sessions will provide employees with guidance on interview techniques and preparation strategies. The objective is to build confidence, enabling people to present themselves effectively in interviews. These sessions will be facilitated by the Recruitment team and will be available through the myLearning tab in myHR.

Affected employees will also receive the Guideline for People in Reduced or Disestablished Positions, which includes information on how to participate in and complete these processes.

Position descriptions – Position descriptions for all available new and vacant positions will be on the Change Information Hub so you are able to identify suitable positions and plan and prepare applications.

Flexible working options – If there is an interest in flexible working options, such as job share and part-time this is something that can be discussed further with the relevant manager.

Sequencing and process

Voluntary redundancy – Voluntary redundancy requests will be received first and final decisions on these will be released before ringfenced processes start. This may mean that some ringfenced processes no longer need to take place, minimising the need for people to go through the selection process where possible.

Reduction in numbers – Based on feedback, the ringfence process will occur before the reassignment EOI process so those people can be reconfirmed into their permanent substantive position as soon as possible. They will not need to go through the reassignment EOI process but could apply for positions that are still vacant once the appointment and selection process for affected employees has been completed. EOI information will be made available earlier to support people to plan and prepare but won't be considered until after the ringfence processes have concluded.

Review of decision – There will be five working days after provisional outcomes are released for any reviews to take place.

Confirmed appointment and selection approach

Appointment and selection process

Below are the indicative dates for the appointment and selection process sequencing through to the transition to the new structures. <u>Please note</u>: The timings provided are indicative as they depend on the outcomes of the voluntary severance (redundancy) and ringfenced processes in turn before the Expression of Interest (EOI) assessments can take place. Where possible, processes will be started early in the timeframes shown so people will have certainty as soon as possible.

Indicative Dates	Overview of core activity
26 June 2024	• Announcement of final decisions. • **Voluntary severance (redundancy) applications open** for affected people in myHR.
4 July 2024	• **Applications for voluntary redundancy close at 2pm**. The manager is responsible for reviewing and making a recommendation on voluntary redundancy applications relevant to their team. The DCE will make the final decision in line with HR delegations.
From 5 July 2024	• Voluntary redundancy decisions are confirmed. • **Reduction in numbers – Reconfirmation ringfence process opens.** Manager sends employees information about the ringfence process, the selection questions to complete and the position description. This information may be shared earlier to give people time to plan and prepare responses. • If a ringfence process is no longer required due to voluntary redundancy, individuals will be reconfirmed in the position. • **Reassignment/redeployment expression of interest applications open** in myHR for people in disestablished positions. Those in a ringfenced process are excluded at this point but will be able to apply if they are not reconfirmed into their nominal position.
15 July 2024	• **Reconfirmation ringfenced applications close.**
16/19 July 2024	• Provisional outcomes of ringfence process released. • Review period opens (five days).
19 July 2024	• **Reassignment/redeployment EOI applications open in myHR for people who were unsuccessful in a ringfenced process.**
23 July 2024	• **Reassignment/redeployment EOI applications for General Manager positions close at 12pm.**
From 29 July 2024	• **Reassignment/redeployment EOI applications close.** • **Reassignment/redeployment EOI selection processes begin.**
30 September 2024	• Go-live of the structure, some transition arrangements may still need to be made. Dates vary between business groups.

Appointment and selection process continued

This is the process we will follow for appointment and selection into positions.

Participation in the selection processes applies to **permanent employees** whose positions have been disestablished, or where there is a reduction in numbers of the same position.

More detailed information about the appointment and selection process is provided in the Guideline for People in Reduced or Disestablished Positions in the Change Process section and the Selection Process Managers Guide in the Support for Managers section of the Change Information Hub.

There are also FAQs on appointment and selection and Change Protocols on the Hub.

- [The Change Process – Change Information Hub](#)

Where there is a position in the new structure that is the same or nearly the same and there is one 'clear person', that individual will be confirmed in that position. This is referred to as **reconfirmation.**

Reconfirmation Ringfenced process (for positions reducing in numbers)

Where there are more people than positions available a selection process will be needed. Only the permanent people currently in this position will be considered for the reduced number of positions – they will be 'ringfenced' for this position. The ringfence process will be led by the manager of the team with the support of the Change Process team.

The following steps will apply:

- People will be given the opportunity to be considered for voluntary severance (redundancy). Expressions of Interest for voluntary redundancy will be considered on a 'without prejudice' basis. MSD has discretion to accept or decline applications based on the impact on the business. Information about what MSD will consider when assessing a request is detailed in the FAQs in the Change Information Hub.

- The outcomes of the voluntary redundancy may mean that the ringfenced selection process will not be required, as the remaining number of ringfenced people may match the confirmed number of positions. Where this is the case, people will be reconfirmed into the positions.

- People will be asked to complete an assessment form with three questions about how their skills and experience are relevant to the details in the position description. This form will be sent to them by their manager.

- The completed forms will be reviewed and assessed against a set scoring matrix by a panel of at least two members, including the manager of the team, to determine who will be reconfirmed in the reduced number of positions. If a decision can't be made or additional information is needed an interview may be required.

- Those people who are reconfirmed into the positions will not participate in the EOI process but can apply for positions that are still vacant once the appointment and selection process for affected employees has been completed. If reconfirmed an employee will no longer have preferred status.

- People who are not reconfirmed in positions will participate in the Expression of Interest process for any new or vacant positions in the new structure as preferential applicants.

Reassignment/Redeployment Expression of Interest process (new and vacant positions)

Expressions of Interest will be assessed after all final decisions on voluntary redundancy applications and ringfenced processes have been made.

Reassignment may occur through a direct offer where there is only one person suitable for the position but would most likely occur through a selection process.

For reassignment, the following assessment steps would apply:

1) People will be able to indicate which new or vacant position they would like to express an interest through the 'Change Process Preferences' tile in myHR. The form will also have questions covering their interest in the position and skills and experience. Employees may express an interest in as many positions as they choose and will be asked to rank the positions based on preference.

2) Hiring Managers will review all applications and shortlist individuals to proceed to a competency-based interview. Based on the assessment against the set scoring matrix, employees will either:

- be invited to a panel interview and be provided with the questions the panel will ask before the interview, or

- have their Expression of Interest for a position declined. Where an individual is not being taken through to interview/declined, we will work with them on any other Expressions of Interest they have submitted, as well as potential suitable positions they may not have expressed an interest in.

3) Where someone is shortlisted for more than one position/interview, we would try to minimise the number of interviews they need to attend. This may mean including the managers of those positions, which would mean a larger panel than usual.

4) Interviews will take place. Where only one person has expressed an interest in a position, a panel interview will still occur to ensure the individual can demonstrate the skills, experience and attributes required for the position.

5) Hiring managers will conduct a reference check with the current manager.

6) Successful employees will be reassigned to the position in the structure. Unsuccessful employees will be part of a redeployment pool.

For people who have not been reconfirmed or reassigned to a position, we will continue to look for redeployment opportunities. This will generally occur at the same time the employee is working out their notice period.

For more guidance and information on interview preparation, resources and support provided for the appointment and selection processes, employees can refer to the Guideline for People in Reduced or Disestablished Positions in the Change Process section of the Change Information Hub.

Preferential applicant

If a person hasn't been reconfirmed or reassigned, they will be considered a preferential applicant. This means, all other factors being equal in an appointment process, the affected employee will be offered the vacant position. The merit criteria for appointments still apply, and a preferential applicant will not be offered a position where someone else has greater skills or experience for the position.

Fixed-term employees and employees who are not impacted by the change

Fixed-term employees are out of scope of the appointment and selection process, even if their position is impacted, and will need to apply for any positions using our standard recruitment process.

Fixed-term employees and employees who are not impacted by the change will be eligible to participate and apply for future vacant positions following the Expression of Interest and selection process for current permanent affected employees. However, permanent employees affected by any changes or in the organisation's redeployment pool will have preferential status for any new or vacant positions in the confirmed structure.

Outcome management

Following the final decision and appointment and selection process, all employees offered a new position will receive an outcome letter confirming the changes or outlining the terms and conditions of the new offer for acceptance.

Unsuccessful employees will receive Notice of Redundancy at the appropriate time, but at least four weeks before the employment end date (in line with their terms and conditions). Managers will continue to explore redeployment options with affected employees during the notice period.

Outplacement support will be provided for any employee who receives notice of redundancy.

Throughout this period, we will continue to assess the redeployment pool for other suitable opportunities within MSD.

Secondments

Impacted secondment position

Employees currently in an impacted seconded position will return to their nominal position at the end of their secondment, or at the commencement of the new structure (whichever is earlier). If the nominal position is also confirmed to be impacted, they will participate in the Expression of Interest process and/or ringfenced process.

Impacted nominal position

Where an employee's nominal position is disestablished or is subject to a reduction in numbers and they are:

a)   unsuccessful in securing a permanent position – if they wish to continue in the secondment, this will shift to a transitional arrangement and they will retain the right to redundancy at the end of the arrangement.

b)   successful in securing a permanent position - the substantive/new manager and secondment manager will discuss whether the employee needs to return to their new nominal position. The discussions should take into consideration the duration of the secondment and the impact on deliverables, for both the direct team and the secondment team.

Secondment in a permanent position

If the secondment position is a permanent position that is currently vacant (for example, it isn't being held for someone on maternity leave), this position will be made available through the Expression of Interest (EOI) process. If an affected person is appointed to this position through the EOI process the seconded employee will return to their nominal position in line with the commencement of the new structure.

If an affected person is not appointed to this position through the EOI process, the employee will continue in their secondment until the current end date. At the conclusion of the secondment (or earlier) the position will either be disestablished or advertised in line with MSD's normal recruitment processes, at which point the employee could apply for the position on a permanent basis.

If the seconded position is a temporary position that is confirmed to be continuing, the employee will continue in this secondment until the end of their current secondment arrangement.

Confirmed expression of preference process

An expression of preference process is confirmed for alignment to teams across the following positions:

- Executive Assistant, OPPG
- Principal Advisors, System Performance
- Executive Assistant, System Performance
- Senior Actuary, System Performance
- Data Scientists, System Performance
- Senior Analyst Reporting, Client and Business Intelligence and Auckland Insights
- Analysts Research and Evaluation, Research and Evaluation
- Senior Data Scientists, Client and Business Intelligence
- Lead Business Intelligence Analysts, Client and Business Intelligence

The expressions of preference process for the positions detailed above will follow the below process (noting there will be a position for all individuals). This is about providing individuals a choice on which team they would prefer to align to:

1. Following decisions and completion of the ringfence selection process an email with the expression of preference form will be sent to all eligible individuals.
2. The expression of preference form will ask individuals to advise their order of team preference with a brief explanation of why
3. Submissions will be reviewed by the relevant General Manager (if appointed) and Group General Manager Insights and relevant managers if required and will confirm alignment to the selected team
4. Individual outcome conversations will be completed as soon as possible following this process and change in reporting line letters will be provided
5. There will be positions available for all individuals going through the expression of preference process. However, there may be situations where first preference will not be given as we need to ensure there is the correct balance of support across the teams

The Senior Analysts Research and Evaluation and Analysts Reporting (System Performance and Client and Business Intelligence) will also be able to express a preference in team alignment following their selection process.

Transition

MINISTRY OF SOCIAL
DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

Transition

Transition comes after final decisions, selection and outcome conversations. This is how we support our people to transition from our current set up into a new way of operating and working. Transition will run over a period of months.

Below is a high-level overview of our future transition information and activity.

Key activity	Approach and actions
Caring for our people	• It's important to acknowledge that change is difficult, and people respond in different ways. Treating our people fairly and with respect throughout the transition, regardless of their individual outcome, needs to be at the forefront of what we do. • Some teams may be without a line manager for a period of time. There will be interim arrangements in place over the transition period and pastoral care provided throughout.
Transition timing	• Changes will be managed on a group and functional basis. We will work with leaders and teams to formulate a plan for implementing changes to the structure and ways of working. The period of transition will take place over a number of months.
Transition preparation and support	• Transition support will be led by the Change Support team with support from roles across the organisation. • Preparation activities will include people transitioning, including induction and/or training for those redeployed into new roles, any location/seating implications, and people system updates. • Transition support will be available leading up to the formation of new teams, to provide the best possible opportunity for people to adopt to new ways of working, as the new organisation structure is being implemented. This will include the need to reset and rebuild our culture and ensure clarity of leadership accountabilities and responsibilities. • Teams will be supported with resolving any issues (business and technical) experienced during the early stages of structure change implementation. Transition support will include help with managing any key stakeholder impacts as well as relaying key communications needed during this period.

Details to be worked through as part of transition

Key activity	Approach and actions
Logistics, delegation and system updates	• Details to work through as part of transitioning to a new way of working include: – Location / Seating arrangements – Reporting lines – Cost centres / new team set ups – IT / distribution groups, etc. – New and updated position titles and position descriptions – Delegations
Work programme	• Identification of key pieces of work that need to be transitioned, particularly in business groups/teams being realigned across the model. This will allow for continuity across key deliverables to ensure momentum and ongoing support. • We agree work needs to be undertaken to determine how work will flow and be managed in the future. We recognise our ways of working will need to adjust to reduced roles and will prioritise this mahi through transition. • These details will be worked through together as part of transition, with clear communication around changes and timings.
Communication/Engagement	• Communication with key teams moving business groups – to start discussing how best to communicate and integrate teams and purposes together. This will focus on creating understanding and awareness, while building connections and common visions.
Leadership alignment and team building	• How we support leadership teams in developing visions and aligned purposes, while working them through the appropriate forming, norming and storming to build a high performing team.

Timing of transition

While some transition activity will begin when decisions are communicated, key activities will continue to support our transition to the new model beyond go live to aid successful implementation and embed new ways of working and alignment to business plans and organisational strategy.

Support available through transition

I will be asking our leaders to support the transition to the new structure and to plan for this in a way that minimises the disruption to your day-to-day work. Where the changes are more significant, such as establishing a new function or business unit, I will ask them to include you in discussions to plan the transition and talk about your new ways of working.

I acknowledge this may be an unsettling time for some of you as you work through the impacts of these decisions. I encourage you to use the support options set out below. If you have specific questions about your individual situation, talk to your manager or email changeprocess@msd.govt.nz for further advice.

Support	- Our Employee Assistance Programme is provided by Telus Health who provides a free, confidential and independent service for our employees. Support from a Telus Health professional can be about, but not limited to, building resilience during times of change and uncertainty, frustrations and confusion over your career direction. Telus Health is available 24 hours a day on 0800 360 364 or email counsellingsupportnz@telushealth.com. You can find further information on EAP on Doogle. I also encourage you to seek support within your personal network. You may want to discuss the decisions with: - Family / whānau, friends and team members. - Your manager or a member of the leadership team. - Directly with myself in a one-on-one conversation. - A union representative/delegate. - Doogle has information to help improve your health, wellbeing and resilience. There is also information in the Change Information Hub under 'Support resources for all staff'.