

7 June 2024



Ministry for  
**Ethnic  
Communities**  
Te Tari Mātāwaka

██████████  
Labour Leader's Office  
████████████████████

Ref: DOIA-2324-0943

Tēnā koe ██████████

### Your Official Information Act request

Thank you for your email of 8 May 2024 to the Ministry for Ethnic Communities (the Ministry) requesting information under the Official Information Act 1982 (the Act). Specifically:

1. *Copies of all ELT minutes since 1 November 2023 regarding staff cuts or reductions to the Ministry for Ethnic Communities and the impact of these cuts or reductions.*
2. *Copies of all correspondence sent by tier 2 or tier 3 leaders since 1 November 2023 regarding staff cuts or reductions to the Ministry for Ethnic Communities and the impact of these cuts or reductions.*
3. *Copies of all memos, briefings, or any other documents provided to ELT since 1 November 2023 regarding staff cuts or reductions to the Ministry for Ethnic Communities and the impact of these cuts or reductions.*

In response to Part 1 of your request, there are no Executive Leadership Team (ELT) minutes regarding Ministry staff cuts/reductions or their impacts. As such, this part of your request is refused under section 18(e) of the Act, on the grounds that the information requested does not exist.

On 21, 23 and 27 May 2024 we attempted to clarify Part 2 of your request with you via email. As we have not received a response, the Ministry has decided to refuse this part of your request under section 18(f) of the Act, on the grounds that the information requested cannot be made available without substantial collation. However, should you wish to refine this part of your request, you are more than welcome to submit a new request for information under the Act.

In response to Part 3 of your request, the following two documents have been found within scope and are summarised below.

| No. | Date          | Title   | Comments          |
|-----|---------------|---|-------------------|
| 1   | 18 March 2024 | <i>Ministry for Ethnic Communities, Proposal for Consultation, March 2024</i> | Released in full. |
| 2   | 30 April 2024 | <i>Ministry for Ethnic Communities, Decision Document, April 2024</i>         | Released in full. |

Under section 28 of the OIA, you have the right to seek an investigation and review by the Office of the Ombudsman of my response relating to this request. The relevant details can be found on their website at: [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz).

Please note, due to the public interest in our work, the Ministry may publish responses to requests for official information on our website, shortly after the response has been sent. If you have any queries about this, please feel free to contact our Ministerial Services team: [ministerial@ethniccommunities.govt.nz](mailto:ministerial@ethniccommunities.govt.nz).

Ngā mihi



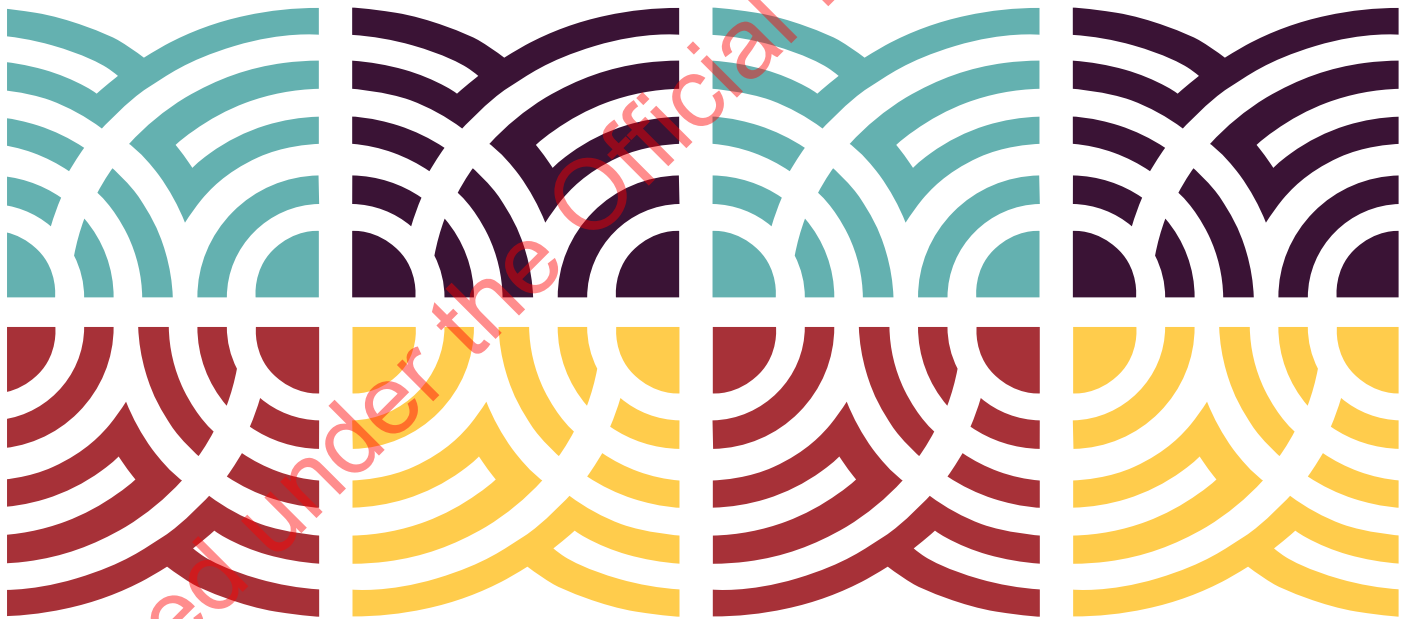
Edward Firth  
Director of Ministerial Services



# Ministry for Ethnic Communities

## Proposal for Consultation

March 2024



Released under the Official Information Act 1982

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## Section. 1 Introduction

### 1.1 Purpose of consultation document

This consultation document outlines proposals for a redesign of the Ministry for Ethnic Communities. The proposal outlines potential changes to how we will organise ourselves and where we will focus the resources of the Ministry. The proposal is based on the lessons we have learned since the establishment of the Ministry in July 2021, and the need to deliver savings in line with Government directives and the ongoing constrained fiscal environment.

We are seeking feedback on:

- the proposed design of the structure;
- the proposed functions and roles;
- the proposed [new position descriptions](#); and
- the change protocol.

### 1.2 Timeline

The broad consultation and decision timeline are as follows:

| Date                        | Event  |
|-----------------------------|--|
| 4 March 24                  | Consultation document released to PSA  |
| 18 March 24                 | Consultation document communicated and released to the organisation.<br>(Including proposed new position descriptions) |
| 18 March – 12 April 24, 5pm | Consultation period – 4 weeks<br>Proposal open for discussion and feedback   |
| 18 March – 28 March 24      | Expressions of interest open for voluntary redundancy  |
| 7 – 12 April 24             | Outcome of voluntary redundancy process communicated with staff who expressed an interest.                             |
| 15 April – 19 April 24      | Feedback collated and analysed.<br>Final decisions made by Mervin Singham, Chief Executive                             |
| 22 April 24                 | Decision document released to PSA  |
| 30 April 24                 | Final decisions communicated to staff (unless further consultation is required)  |
| 30 April – 13 May 24        | EOI phase – expression of interest open for affected staff.  |
| 21 May – 31 May 24          | EOI selection processes undertaken.  |
| 31 May 24                   | Final decisions for all individuals  |

### 1.3 Process for providing feedback.

The closing date for feedback is **5pm on Friday 12 April 2024**. You are encouraged to provide feedback on the proposed functions and roles, including proposed new position descriptions. All feedback should be sent confidentially to the feedback address [feedback@ethniccommunities.govt.nz](mailto:feedback@ethniccommunities.govt.nz). All submissions will be acknowledged on receipt.

If you require any further information or clarification on the process, please raise this through the email address provided. Alternatively, you can speak with the Change Team (Paul Tryon or Christine Hogg).

If you would prefer to provide verbal feedback, please book a time to speak with either your Deputy Chief Executive (DCE), Paul Tryon or Christine Hogg. During the consultation period, regular drop-in sessions will be arranged to allow you to come and ask questions or provide feedback if you wish.

Your questions will be answered as soon as possible, either directly, or by email, as appropriate.

The PSA have been briefed on the proposed changes and PSA members are also able to discuss the proposal with their delegates or the PSA Organiser.

### 1.4 What happens after the consultation period?

Once the consultation period has ended, all feedback will be analysed and considered.

As Chief Executive, I will make the final decisions on the confirmed structure. Once those decisions have been made, a final decisions document will be produced and presented to employees (as per the timeframe above).

Employees who are affected by the final decisions will be advised prior to the decisions being presented to all employees.

### 1.5 Employee support

Throughout the consultation process, employees with concerns should, in the first instance, address these directly to their manager or DCE. Any queries regarding the change process should be directed to your DCE or the Change team (Paul Tryon or Christine Hogg).

Further and ongoing support is also available to employees from Vitae, through the [Employee Assistance Programme](#). This confidential service provides access to a selection of counselling providers.

Vitae can be contacted by phone on 0508 664 981 or through their website at <http://www.vitae.co.nz>. The Vitae website can also be accessed through a link on the [Employee Assistance Programme](#) pages on the intranet.

If you would like to talk with someone, Vitae Employee Support Staff will be standing-by to receive your calls.

### 1.6 Voluntary Redundancy

The Ministry will be seeking expressions of interest in voluntary redundancy during the first 2 weeks of this consultation process and the outcome of this process will be known by 12 April, the end of consultation. This will allow for the impact of any voluntary redundancies to be considered as part of the decision making process.

The following principles will be used to assess expressions of interest for voluntary redundancies.

- The Ministry needs to be a prudent manager of public funds and manage within its appropriation (fiscal envelope).

- The Ministry retains the final discretion in deciding whether an expression of interest for voluntary redundancy is accepted. There will be no review process.
- Individual circumstances will be genuinely considered but not be determinative.
- We will meet our obligations under the Collective Employment Agreement and other agreements and consider Public Service Commission guidance.
- All staff, unionised or not, will be treated consistently.
- The criticality of the role and the importance to the Ministry's role as Chief Advisor to the Government and in supporting ethnic communities is a key consideration.
- The need to retain key public service skills is a priority.
- The Ministry will not force affected individuals to take reassignment or redeployment. Instead, they may opt for voluntary redundancy.
- Non-affected staff may apply for voluntary redundancy, which will be considered through the application of these principles.
- All expressions of interest for voluntary redundancy will be assessed in their entirety before any decisions are made. This will allow the Ministry to assess whether decisions meet all the principles agreed, including fiscal prudence.

Staff who are interested are invited to express their interest by 5pm, Thursday 28 March, using the form appended to this document.



## Section. 2 Overview of the proposal - Rationale for change

### 2.1 Pre Ministry – OEC

The remit of the office focused on grass roots engagement with and development of ethnic communities, through a local, community and regional presence. The office was focused on enabling ethnic communities to develop and maintain a positive sense of belonging in NZ through supporting and funding groups to come together, running events and enabling communities to showcase culture. The office had a role linking communities to Government services at a local level, without necessarily national co-ordination. In addition, the office delivered a small number of services like the telephone interpreting service (since returned to MBIE), nominations, and the young leaders programme which is now obsolete.

The office had limited system influence as a branch within another Government department. It did not have a role, capability or the leadership with the mana and ability to influence and advise other Public Sector Leadership members through regular forums.

At this time, the community was lobbying for a greater voice for their communities within the system. Prior to the events of 15 March 2019, the office was operating with reduced resource in an environment which was increasingly complex and demanding but with limited levers to effect change.

### 2.2 Ministry Establishment Phase

The Ministry was established in a role as the Chief Advisor to the Government on 1 July 2021. This was a direct outcome of the recommendations of the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain on 15 March 2019. The office capability was transferred over into the Ministry as a starting point. There was an initial focus on establishing a leadership team and corporate service function, with subsequent investment following Budget 22, in the Policy, Ministerial Services and Analytics functions being made following successful budget bids.

Over two and a half years, we have built the infrastructure necessary to operate as a Departmental Agency and we have learnt more about how our mahi can make meaningful, sustainable, and systemic improvements for both ethnic communities and NZ and have greater visibility within the system of government.

We developed our initial strategy as part of our establishment. It was critical that our communities informed this process. The strategy was informed by the aspirations of our communities through a comprehensive engagement process and resulted in the development of a plan with 42 actions. As the work of the Ministry has evolved, and we have more visibility over system deficits, issues, and opportunities, we now have a clearer focus on where we can add value to the system as a Ministry. This means that the actions need to be reviewed and aligned.

There has also been a pronounced shift in ethnic community demographics, including increasing numbers of second and third generation Kiwis, aging populations, continued refugee resettlements with flow on effects such as additional language support and welfare needs during emergencies and an increased focus on population intersectionality (e.g. disabilities, LGBTQI+ and religion). This has meant the issues we engage on, the environment we operate in, and the expectations others have of us have become increasingly complex.

Our engagement function has continued to be primarily focused on regional and local issues, maintaining these relationships, and collecting insights to inform the advice we provide. How we best leverage these engagements with communities in a systematic manner that provides insights that are accessible has proven difficult. Our policy function has continued to be stretched across the full gambit of the government's policy agency, including maintaining relationships with counterparts. Coupled with paucity of readily available evidence and insights, tendering robust advice has proven difficult.

This is because there is a delicate balance to be had when triaging multiple and multi-pronged requests which are mostly reactive in nature while maintaining a strategic and proactive focus on how we utilise resource to ensure the Ministry's priorities are achieved. Often there are competing priorities for these resources.

The wellbeing of ethnic communities is critical to New Zealand's future. We need to find better ways to identify systemic issues that affect ethnic communities and have them responded to by government agencies. The expectation of Ministry engagement and the need for strategic outcomes from this engagement has heightened and become more critical as the work of the Ministry progresses and the environment has evolved.

Since the Ministry was established in July 2021, there has been an upsurge in international conflict with resultant issues arising within the NZ domestic context. There has also been growth in domestic issues such as the impact of crime on our communities. Expectations of the Ministry have expanded to include convening and brokering between ethnic communities and with other stakeholders on these sensitive issues. This function has increasing value for the Ministry.

In future, to fulfil the convening and brokering role, we need to elevate engagement from an individual and local level towards engagement with more emphasis on key national leaders and umbrella organisations. This has tended to be the responsibility of the Chief Executive and ELT to date; however this is increasingly unsustainable and there is a need to grow capability within the organisation to do this work.

We know that community insights are valuable, but alone are not enough to provide the robust evidence base that we are expected to provide as Chief Advisor to the Government. Over the last year we have established the foundation of a data and analytics function for the Ministry. We are currently building partnerships with other agencies and establishing some tools to support the team. Ongoing investment in this area will be needed to deliver beyond the existing work programme.

Since the Policy team has been established, work has largely been focussed on providing secondary policy advice. It is uncertain how much impact the investment we are making in this area is having on the delivery of significant system change. The development of a proactive, forward looking policy work programme has been elusive. If we are to better use the "advisory" investment we have, we need to do things differently.

The global economic environment is increasingly unstable, and we have not been immune from the economic issues and cost pressures being felt globally. We are now facing a tightening fiscal environment following the impact of COVID 19 on global economies with a cost of living crisis and a new Government with different priorities than the previous. The Government is asking us to ensure that we have a right sized, focused structure that can deliver on government expectations and our priorities while being fiscally sustainable. Regardless of the need for savings, the Ministry needs to refocus and adapt our model to changing demands which makes change necessary.

## 2.3 Our Future Focus

The tighter fiscal environment necessitates change. We cannot be everything to everybody. With leaner resources moving forward, we need to be clear what we do for ethnic communities and government agencies and what we do not. We should not be involved where other agencies already have the remit and/or lead work, noting we may still have a role to provide advice. The Ministry is not a service delivery agency. It cannot meet the needs of a broad range of complex and diverse communities without working through other agencies whose role is to design policies and provide services to the public. While we have had some success in this space, much more needs to be achieved. This is why moving forward; our outcomes need to be focused on delivering at the macro not micro level.

Furthermore, we need to fully leverage the services we already pay for from our Department Agency Agreement with DIA. For example, our agreement with DIA currently includes things such as Human Resources, Property and Financial Services. This means expectations on the corporate services provided internally will need to reflect this lean approach.

The Ministry's key focus areas will be the following.

### 1. Providing advice to the system;

- driving changes in the system by providing advice to system agencies and system decision makers on issues that impact on ethnic communities.
- working to build intercultural capability within the system that leads to positive change for all New Zealanders.

### 2. Developing the evidence base;

- collecting and analysing data so that we can demonstrate where the system is not working well for ethnic communities. This includes analysing evidence to identify systemic issues.

### 3. Brokering conflict and convening stakeholders to resolve issues;

- Using our connections into ethnic communities who see us as impartial, to bring communities together.

### 4. Fostering a sense of belonging.

- Providing funding and other support to enable communities to grow their skills, celebrate their culture and take part productively in society.

## 2.4 Summary of potential changes on current positions

All current positions that could be affected or impacted in some way if the proposed structures are approved and implemented, are listed in the section relating to each directorate. Definitions of affected and impacted are defined in the Collective Employment Agreement as;

- **Impacted** – “that there may be or will be some changes to the jobs employees do, or the way they do them, but these may be minor in nature or scale such as changes to reporting lines”.
- **Affected** – “that the job that an employee occupies is being disestablished or changed significantly or there is a significant change in location.”

It is important to note the following.

- The tables are indicative only as we cannot identify the actual impact until the final design and position descriptions have been determined.
- If your current position shows as disestablished, this does not automatically mean you would not be placed in the proposed structure.
- The assessments are based on job content – not on people or job titles.

Current positions are identified as disestablished in the proposed structure based on consideration of the following factors.

- Job content – whether there is a position in the proposed new structure that is the same or very nearly the same. A position in the proposed structure is different if it has some significant additional, different, or reduced functions or accountabilities.
- Location – the location of the proposed position compared with current positions.

The title of a proposed position is not a factor in determining impact as titles may be used inconsistently and a change in title is not in itself a change to a position.

Until a final structure is determined, it is not possible to confirm the details of the change process that will be used to give effect to the decisions taken. The proposed process is based on the Ministry's standard approach as set out in section 6.

It is important to note that we will try to maximise the number of affected staff appointed to new roles in the proposed new structure, where they have the skills and capabilities we require.

## Section. 3 Proposed changes to Policy and Analytics

Over the past one and half years, the Ministry has evolved its government facing function from a small team focused on providing both policy advice and Ministerial services, to four functions – Ministerial Services, Security and Resilience; Analytics, Monitoring and Evaluation; and Policy. This was in line with Government expectation, direction, and funding provided to do so from Budget 22 and 23.

By and large the Policy and Analytics Business Unit structure has been able to respond to the expectations of the Ministry as the Chief Advisor to the Government. But the past year has been a learning one. It has highlighted an uneven distribution of resources and gaps in our current capacity to deliver the existing work programme. It has also highlighted the strong need for a clearly articulated work programme to ensure that our limited resources are not stretched across the full ambit of Government business. This requires careful prioritisation of the areas we will focus on. It also requires a more flexible way of working across government, beyond the provision of policy advice, to get results.

I propose changes to address this.

### 3.1 Ministerial Services

This is the oldest function in the business unit. It continues to be responsible for high quality and timely support to the Minister and Ministry in terms of a clear (albeit reactive) work programme driven by official correspondences, Parliamentary Questions, Official Information Act, and other requests. This is already a lean team, and its work programme is related to the Ministry's statutory and/or performance accountabilities requirement. As such, I do not propose any changes to this team.

### 3.2 Security and Resilience Team

This is the newest function in the business unit. It is a time-limited project, with a clear forward looking work programme of engagement activities and resilience building products. The Minister has indicated that it is one of her proposed portfolio priorities. As such, I do not propose any changes to this team.

### 3.3 Analytics, Monitoring and Evaluation Team

This function is a year old. We are already seeing the benefits of a function that works flexibly across government, communities, and other stakeholders. There is a forward looking work programme which reflects a combination of developing Ministry products for the public sector system and the public, influencing other agencies to build data products on ethnic communities and partnering with community and public sector agencies to run a national conference.

Despite the function's success, I continue to be conscious that this function is under resourced for its current work programme. Currently, the team has capability and capacity to only undertake the analytics function. The monitoring and evaluation function of this team has never been activated. It also does not have its own data infrastructure platform and is reliant on the Ministry being able to fund its access on an ongoing basis.

It is clear from all our stakeholders that the analytics function continues to be critical for the Ministry's success. There continues to be appetite (and we see success with) from Ministers and public sector agencies for Ministry's advice that is of an evidentiary nature. Community leaders and peak bodies are especially interested in evidence so they can use it for their own advocacy.

As such, I propose:

- that the Ministry continues to fund the team's access to a Data Infrastructure platform, that is owned by another agency, to ensure that our people have the technical tools to undertake their tasks.
- an additional senior data and analytics analyst resource to this team.
- shifting one additional advisor position from the policy team to this team. In practice, I see that the two advisor positions (one in the policy team discussed below and this team) to work across both functions (with one clear line-manager that they report to). This would enable both advisors to build capability across two functions, enable them to have a clear manager who is responsible for their professional development and allows their line managers some surge flexibility.

The proposals reflects a maturity shift so that evidence (whether it be analytics or community insights) is at the heart of any advice we provide.

I did consider removing the "monitoring and evaluation" component from this team's function, but at this stage, have chosen to leave it in to enable the team some flexibility on how it might shift its resources once their key deliverable is completed at the end of this year.

### 3.4 Policy Team

This function has been in place since the establishment of the Ministry. The size of the team was expanded in 2022. The past year has seen this team's efforts continued to be focused on a reactive work programme, predominately providing reactive second-opinion policy advice on other agencies' Cabinet papers and/or briefings. Despite the expansion of the team, it is not enough to respond to external expectations that the function have a policy perspective on a large proportion of the Government's policy agenda.

This is not effective, efficient, or sustainable. There is limited evidence that this is resulting in significant influence or impact on shaping policy advice or decisions being made by others to ensure systems-change and better outcomes for ethnic communities and New Zealand. The development of a balanced policy team's work programme which identifies policy priorities for the Ministry and strikes a balance between reactive work and proactive advice has proved a challenge.

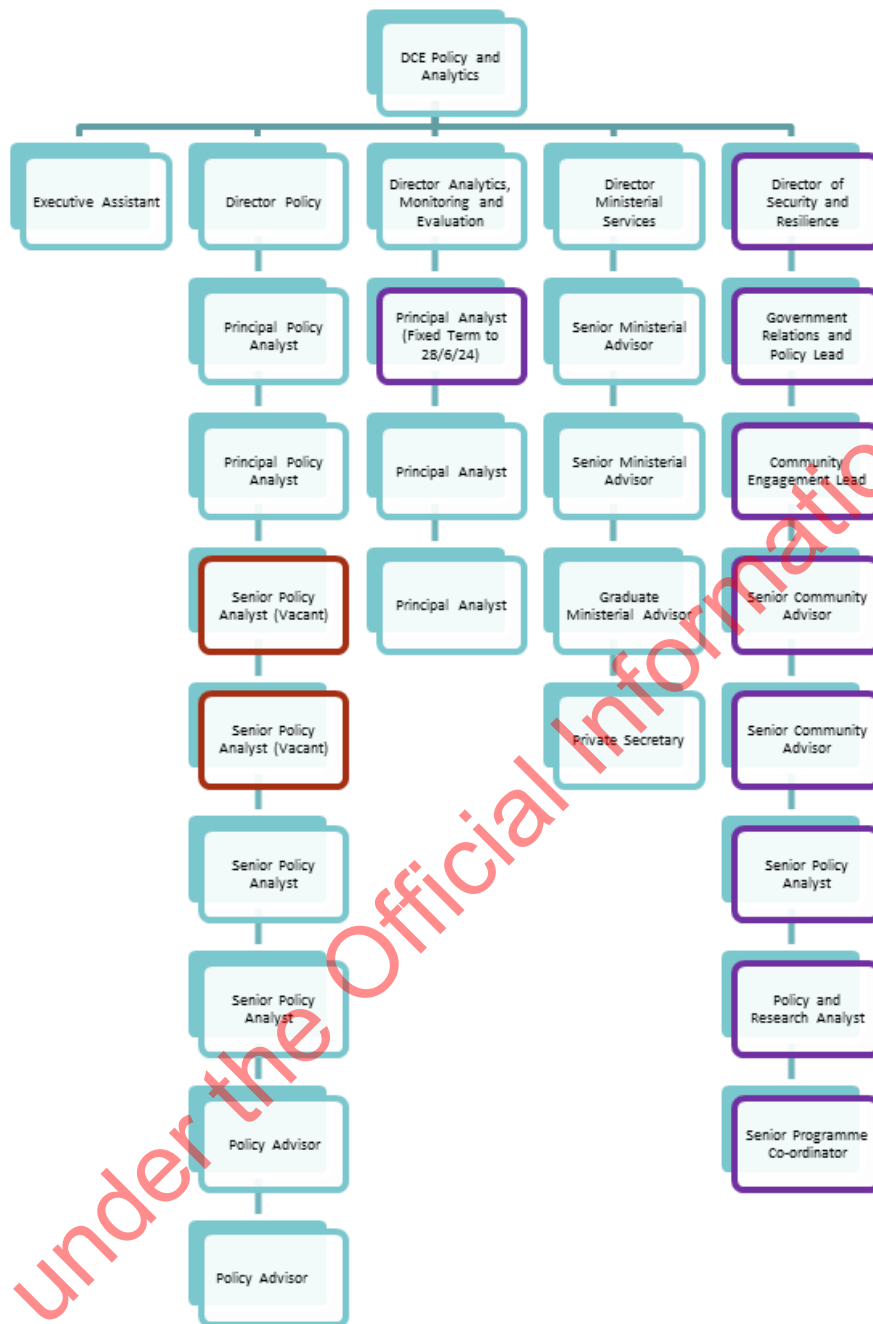
The experience this far is that the current way of operating has limited or diminishing effectiveness. We need a more agile, cross-cutting way than a traditional policy function. As such, I propose:

- **Changing the function from a specialist policy function to a generalist Government advisory function.** This reflects the need to move away from a team largely focused on second opinion policy advice to a team that focuses on handful of impactful policy priorities (both first opinion and second opinion), invest efforts into alternatives to traditional policy and regulatory approaches to solve issues we are seeing (e.g. building tools for the systems, stronger focus on influencing through government relationships, actively drawing on the expertise and resources of others (whether that is external or internal) to provide coherent advice. The name of the team will change from Policy Team to Government Advisory.
- **Permanently disestablishing the two vacant senior policy advisor positions.** This reflects the position that a predominant focus on providing second opinion policy advice is comparatively low value for investment. [ I think this is an appropriate savings given the key known items on the team’s work programme relate to providing seconding opinion advice on a handful of work led by other agencies - National Action Plan Against Racism, six-monthly updates on actions in the Former Refugees, Recent Migrants and Ethnic Communities Employment Action Plan, leading the Health Portfolio and the development of a policy toolkit.]
- **Moving the Principal Advisor Intercultural Capability and Language into this team.** Given this will be a generalist team, I see a direct alignment with intercultural capability advice which is designed to support the system and therefore the role of Intercultural Capability Lead sits more naturally with this function.
- **Disestablishing the senior policy advisor position in Auckland.** The changed focus of the team, particularly the change in focus from providing secondary policy advice, reduces the need for Senior Policy resource. It is important that the retained policy resource is in Wellington for the establishment and maintenance of relationships and to enable direct collaboration with other government agencies.
- **Shifting one advisor position from the policy team to the Analytics, Monitoring and Evaluation team:** as set out above in page 11.
- **Disestablishing the role of Director, Policy and establishing Director Government Advisory.** This moves the role from a specialist policy leader to a strategic leader who can lead a maturity shift in this function. The focus on this role will be to:
  - build strong inter-agency relations with the proposed Directors National Operations and Director Strategic Programmes and Director Analytics, Monitoring and Evaluation, to align the work of the advisory, analytics, and engagement functions in a purposeful manner.
  - lead the team to build strong external agency relations, on a prioritised set of issues, with a view to influencing and brokering the system.
  - develop and lead a prioritised work programme that is appropriate for its capacity with a focus on ensuring the team’s advisory efforts harnesses the diverse perspectives and the skills of our different functions within the Ministry.

Overall, while to date it has been a difficult task, I see a strong need for a clearly articulated systemic approach between the proposed Advisory, Analytics and Ministerial Services Business Unit and proposed Strategic Engagement and Insights Business Unit to determine when and how the Ministry should engage on issues and when we play a leadership role. I see this role being actively led by the responsible Directors of the business units, supported by the Executive Leadership Team. I also see that the resources we have in the different functions, can come together in “project” when tackling portfolio issues. Without this, the emerging best practice we are seeing two years in will be more difficult to embed across the organisation and is less likely to provide the basis for organisation-wide learning and evolution.



### 3.5 Current Structure: Policy and Analytics



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### 3.6 Proposed structure: Advisory, Analytics and Ministerial



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### 3.7 Policy and Analytics Proposed Impact Assessment

| Position                           | Impact   | Proposed   |
|------------------------------------|----------|--|
| Director of Policy                 | Affected | Role disestablished  |
| Senior Policy Advisor (Auckland)   | Affected | Role Disestablished  |
| Senior Policy Advisor (2)          | Affected | Disestablished (vacant roles)  |
| Policy Advisors (2)                | Impacted | Change of job title (to Analyst) and one moves into the Analytics team |
| Senior Policy Advisor (Wellington) | Impacted | Change of reporting line to Director Government Advisory               |
| Principal Policy Analyst (2)       | Impacted | Change of reporting line to Director Government Advisory               |

### 3.8 Advisory, Analytics and Ministerial Proposed New Roles

The following are proposed new roles in the Policy, Ministerial and Analytics Directorate:

| Proposed New Roles                | Comments   |
|-----------------------------------|--|
| Director Government Advisory      | Focus of new role is the relationship with Government agencies and direct engagement with communities. |
| Senior Data and Analytics Analyst | Additional resource to bolster team  |

## Section. 4 Proposed changes to Strategic Engagement and Partnerships

### 4.1 Introduction

Over the last two years the increasingly complex environment has highlighted the changing style of engagement required. This is further complicated by the long history as an Office, with many of our communities having firm views of what the Ministry should do for them. Our communities often see us as a conduit to government, rather than as specialists in addressing and resolving specific issues (such as Israel/Palestine, Hindutva etc.). Additionally, the growth in the size and diversity of ethnic communities and their expectations makes the current engagement model unsustainable as the number of stakeholder relationships advisors must manage continues to grow, creating more reactive work and therefore diluting effectiveness.

Our engagement focus needs to be more on the system and national level relationships and systemic issues across the board rather than only on regional and local groups. While having a small regional presence delivers some benefit, we do not believe this is an effective use of resources given the breadth of issues and scale of communities we serve. These communities have continued to grow and are increasingly concentrated in the three main centres (Auckland, Wellington, and Christchurch). We are not able to have a meaningful, systemic impact with the current regional approach, especially more so now with the fiscal constraints. Many of the activities we are regionally involved in these days are better dealt with by other agencies who have increased their community development and engagement functions in the regions. We will however continue to engage regionally with targeted engagements on a regular schedule to ensure systemic issues shared by ethnic communities across the board can be addressed collectively.

In line with this, we are proposing that we concentrate our staff in Auckland, Wellington, and Christchurch where the majority of our ethnic communities and their leaders are based.

A range of dynamics are also arising within ethnic communities that are complex and highly sensitive. Many relate to conflict, tensions between belief systems and cultural identity. The changing environment has highlighted some gaps in our current engagement capability to respond to these issues alongside influential stakeholders across government and communities. There has also been an upsurge in international conflict with resultant issues arising within the NZ domestic context and a growth in domestic issues such as the impact of crime on our communities. Furthermore, there is untapped potential in ethnic businesses and people who are eager to contribute positively to New Zealand's GDP but have found barriers when dealing with government agencies.

To date, this type of engagement has been largely delivered by the CE and ELT. However, this is not a sustainable approach to the Ministry's engagement strategy. Instead, we need to build the capability at a specialist level with the whole engagement approach is informed by conflict resolution and mediation skills.

Currently Advisors hold a wide range of cultural expertise including their lived experience. The Ministry's priorities were initially similar to the priorities of the Office of Ethnic Communities. The focus of the team has been:

- Building and maintaining relationships of trust
- Connecting ethnic communities with each other, Māori and with central and local Government,
- Building community capability to support community led development,
- Growing a sense of belonging by supporting the expression of cultural identity; and
- Gathering information to inform policy and service delivery design.

In doing this work, the Team targets its focus on groups that need additional support for a range of reasons that relate to that group.

The team's existing approach to engagement is no longer specialised enough to be effective in this changing environment. The role of the team is moving more towards convening and brokering connections, insights development and facilitating discussions between ethnic communities and policymakers about complex situations and issues. This function has increasing value for the Ministry; hence the proposed name change of the business unit from Strategic Engagement and Partnerships to **Strategic Engagement and Insights**.

Furthermore, the expectation of the Ministry's engagement and the need for strategic outcomes from this engagement team has heightened and become more critical. There is also a need for a better balance to be struck between reactive work demand and proactive well-thought out programmes where the work programme of this business unit demonstrates its unique value so as not to duplicate efforts of community development and engagement units of other agencies.

Programme and project management competence is required to enable the business unit to better utilise conferences, workshops, and forums as vehicles to glean strategic insights from ethnic communities that can assist with influencing systemic changes that will support the betterment of all ethnic communities.

Below are detailed **examples** of the comparison of our current work and where we propose the effort be refocused. Reactive work represented with an **(R)** and Proactive work represented with **(P)**.

## 4.2 Table of summary of activities

| Type of engagement work   | Current activities  | Increasingly expected activities  |
|---|---|---|
| <p>Building and maintaining relationships of trust</p>  | <ul style="list-style-type: none"> <li>Meet regularly with community groups and leaders who are not familiar with our work by attending events, holding hui, delivering workshops. <b>(R)</b></li> <li>Attending community-led events such as cultural celebrations, speak at Race Relations Day events which our communities express their appreciation for. Often these gatherings enable the Advisors to reinforce their connections, create new relationships, provide information, and promote the work of the Ministry. <b>(R)</b></li> <li>Attend local government meetings, Regional Public Service Leadership meetings, and other central government meetings as and when invited. <b>(R)</b></li> </ul> | <ul style="list-style-type: none"> <li>Target engagement with stakeholders that are required for particular area of work to assist with achieving a particular outcome. E.g. Increase the participation of Ethnic women leaders and businesses at ethnic business forums and conferences as ethnic women tend to be left behind. <b>(P)</b></li> <li>Speak at community-led events of rural, isolated, or smaller ethnic community groups such as MELAA, Myanmar, Vietnamese, Nepalese, Afghani etc as they tend to be left behind. <b>(R)</b></li> <li>Identify key influencers that can bring networks of ethnic people together and develop strategic 6 monthly meetings to connect on a particular focus or issue to assist the Ministry’s achievement of its outcomes. <b>(P)</b></li> </ul> |
| <p>Connecting ethnic communities with each other, Māori and with central and local government</p> | <p>Delivered conferences and events such as Cultural Korero and, Ethnic Advantage Conferences in various locations. <b>(P)</b></p>  | <p>Deliver conferences and events that sees an uplift in the programme design, stakeholders’ attendance, and sponsorship support. e.g. participation of large national organisations with the ability to provide sponsorship where relevant. <b>(P)</b></p>   |
| <p>Building community capability to support community led development</p>                         | <ul style="list-style-type: none"> <li>Organised funding workshops, in collaboration with the DIA Community Operations team to promote ECDF. <b>(P)</b></li> <li>For example, a funding workshop organised for the Muslim community has seen approximately 40% increase in the applications for the ECDF.</li> </ul>  | <ul style="list-style-type: none"> <li><b>Stop</b> promoting ECDF as the Ministry now has an ECDF team to do this.</li> <li>Develop leadership programmes for ethnic women leaders and ethnic young leaders to encourage active civic participation. This may include engagement with prominent government, community, and business leaders. <b>(P)</b></li> </ul>  |

| Type of engagement work   | Current activities   | Increasingly expected activities  |
|---|--|---|
| <p>Growing sense of belonging by supporting the expression of cultural identity</p> | <ul style="list-style-type: none"> <li>• Promote ECDF to ethnic communities to grow their skills, celebrate their culture and take part in society. <b>(R)</b></li> <li>• Given the vast increase in applications to the ECDF, the Advisors now also encourage our communities to explore alternative funding options with our support. <b>(R)</b></li> <li>• Advisors facilitated a connection between relevant communities and the Ministry of Culture and Heritage, Oral History funding to enable the archiving and preservation of their history. <b>(R)</b></li> </ul>   | <ul style="list-style-type: none"> <li>• Develop long term strategic partnerships with Ministry of Culture and Heritage, Philanthropy New Zealand, and other relevant funders to expand funding options for ethnic communities. <b>(P)</b></li> </ul>   |
| <p>Gathering information to inform policy and service delivery design</p>           | <ul style="list-style-type: none"> <li>• Held zoom hui for ethnic communities to engage with Government’s Covid-19 response work. <b>(R)</b></li> <li>• Supported the Department of Prime Minister and Cabinet (DPMC) with the pre and post Royal Commission of Inquiry (RCOI) engagement. Over 33 hui with ethnic communities across the motu between December 2020 and February 2021 following the release of the report. <b>(R)</b></li> <li>• Supported Manatū Hauora - Ministry of Health with ethnic communities’ engagement On NZ Health Strategy. <b>(R)</b></li> <li>• Supported ERO with ethnic communities’ engagement On bullying and racism in school survey. <b>(R)</b></li> </ul> | <ul style="list-style-type: none"> <li>• Develop 6 monthly meetings with key community leaders and influencers to ensure ethnic communities’ engagement in complex issues that may raise opportunities or risks for NZ society are discussed. <b>(P)</b></li> <li>• The information gathered at these meetings needs to be analysed and synthesised appropriately for the consumption of policymakers, Ministers, and relevant decision makers. <b>(P)</b></li> </ul> |

| Type of engagement work  | Current activities   | Increasingly expected activities  |
|--|--|---|
| <p><b>Dealing with complex issues that involves ethnic communities</b></p> | <p>A taskforce was set up to support the Ministry’s understanding of the impact the Israel-Palestine situation may have on local ethnic communities by monitoring developments on the ground and reporting back on the needs of the communities <b>(R)</b></p> | <ul style="list-style-type: none"> <li>Facilitate and chair appropriate meetings with relevant stakeholders to attend to more complex issues that are emerging, such as Hindutva, 5K’s, Israel-Palestine crisis etc. <b>(P)</b></li> <li>Maintain momentum on actions that were agreed to so that collective agreed outcomes are achieved. Relevant reporting back to policymakers, Ministers and decision makers are developed in a timely manner. <b>(P)</b></li> </ul> |
| <p><b>Private sector and ethnic businesses engagement</b></p>              |  | <ul style="list-style-type: none"> <li>Develop an ethnic business stakeholder database for the Ministry by identifying key influencers in the sector to work with. <b>(P)</b></li> <li>Develop strategic engagement with key ethnic business groups from small to large to deliver on the Ministry’s business and economic development work programme. <b>(P)</b></li> </ul>  |

As a result of this shift in focus, all the engagement roles are proposed to be disestablished and replaced by fewer roles with a new focus.

The Talent and Governance role which manages the Nominations function, is proposed to be included in this business unit to enable a more joined up approach in managing stakeholder engagement and increasing outreach and uptake. This provides a wider team approach to engage with our stakeholders on nominations aligned with other groups such as ethnic businesses and senior leaders in the community. Its work programme will also form part of the programme for the business unit as a whole, giving it more support and bandwidth than it currently has.

### 4.3 Current structure: Strategic Engagement and Partnerships

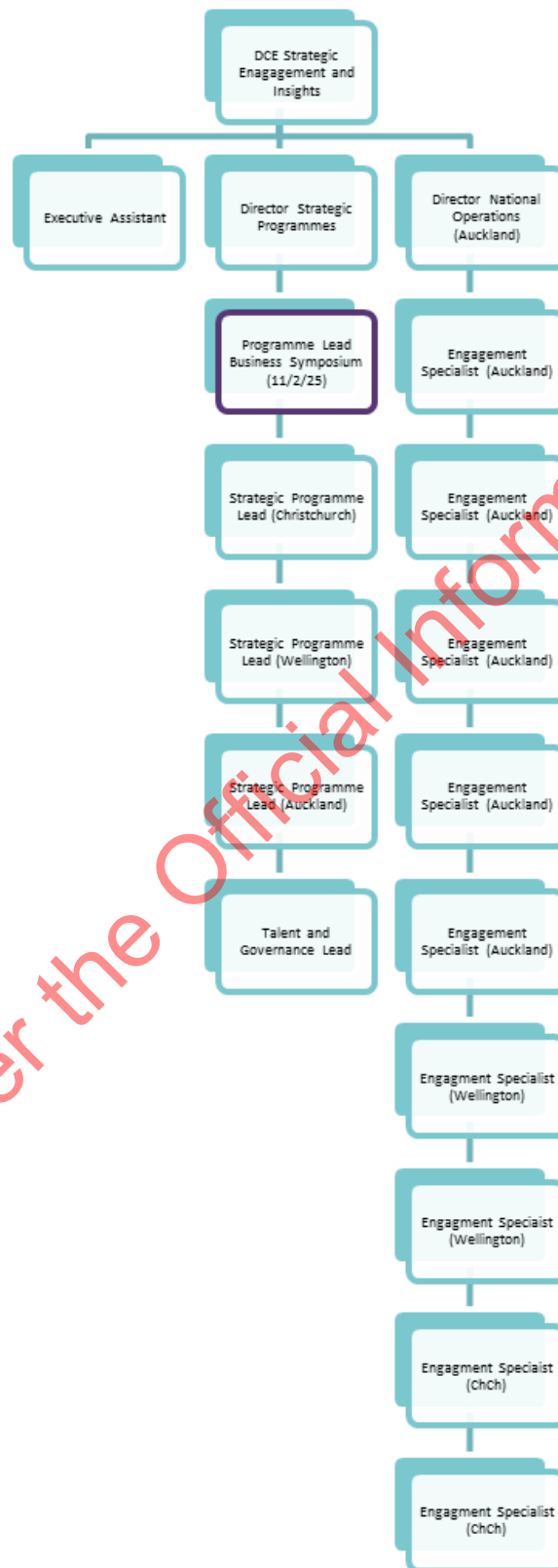


**Vacant**

**FT or seconded.**

Released under the Official Information Act 1982

## 4.4 Proposed structure: Strategic Engagement and Insights



## 4.5 Impact Assessment Strategic Engagement and Partnerships

| Position   | Impact   | Proposed  |
|--|----------|---|
| Deputy Chief Executive – Strategic Engagement and Partnerships | Impacted | Changes to role responsibilities (currently vacant)   |
| Principal Strategic Engagement and Partnership Advisor         | Affected | Disestablished  |
| Director of Engagement and Partnerships Southern               | Affected | Disestablished (vacant)   |
| Director of Engagement and Partnerships Northern               | Affected | Disestablished  |
| Senior Engagement and Partnership Advisors (9)                 | Affected | Disestablished (2 vacant)   |
| Engagement and Partnership Advisors (8)                        | Affected | Disestablished (3 vacant)   |
| Office Co-ordinators (2)                                       | Impacted | Roles move to Corporate and will include event co-ordination responsibilities (Note one role vacant). |

## 4.6 Proposed New Roles Strategic Engagement and Insights

| Proposed New Roles            | Comments  |
|-------------------------------|---|
| Director Strategic Programmes | Reports to Deputy Chief Executive Strategic Engagement and Insights |
| Director National Operations  | Auckland based  |
| Engagement Specialist (9)     | Auckland (5), Wellington (2) and Christchurch (2)                   |
| Strategic Programme Lead (3)  | One each in Auckland, Wellington, and Christchurch.                 |

## Section 5 Proposed changes to Systems, Capability and Programmes

### 5.1 Introduction

The fiscal environment following the COVID 19 pandemic has been characterised by high inflation and significant cost of living pressures. The economic impact of this has been far reaching and has resulted in pressure on all sectors of the economy, including the Public Service. The Government's focus on fiscal sustainability and efficiency requires us to consider where we can make savings. We need to focus tightly on where we invest our limited funding for most impact for ethnic communities.

As a Departmental Agency, we have most of our corporate services provided directly by DIA through our Departmental Host Agency Agreement. Our focus when establishing our corporate service function was based on our expectation that the Ministry would grow over time and would be as independent in corporate services as possible. This included the provision of HR, property, security,



procurement, health safety and wellbeing functions. The structure was established to enable this independence and to ensure that the Ministry had the necessary internal capability to develop Ministry focused people programmes, such as learning and development and induction. To achieve this, we supplemented the services provided by DIA by bringing additional corporate resource in-house, which was also intended to make us more responsive and agile, in providing these services to the Ministry.

The current fiscal situation and our experience since establishment means that we do not see the Ministry growing significantly beyond this point and, at this size and for the investment, we believe the DIA services are sufficient for our needs. However, management of our relationship with DIA to ensure we get value from our investment becomes even more important.

We acknowledge that we will not necessarily receive the same level of service with only limited internal held support but believe this choice will enable investment in operational activities that more directly contribute to our work programme.

## 5.2 People and Support Services

The existing People and Support Services Directorate has a broad mandate including HR, communications, and other corporate functions (including procurement, security, health and safety and property). Our experience over the last two years and our aspirations for the future indicates that our size does not necessitate a dedicated HR Director, Advisor, a People and Support Advisor and a part-time Administrator and that property and security require less day to day Ministry resource and could adequately be serviced through the Departmental Agency Host Agreement (the Host Agreement). Conversely, our view is that communications is increasingly important for meeting the needs of ethnic communities and justifies having its own dedicated leadership.

Under this proposal, HR will provide transactional and operational level support through an internally held Senior HR Advisor and place more reliance on DIA services provided through the Host Agreement. This will need to be re-negotiated to provide additional HR support as we have to date opted to provide these ourselves. We accept that we will need to adapt our practices to align more directly with DIA processes and use their collateral rather than building/adapting our own.

This model will be supplemented by external support for complex or strategic issues beyond retained capability or where DIA HR cannot provide support. We will be expecting our people leaders to take responsibility for delivering a broader level of people leadership as part of their roles.

The Departmental Host Agency Agreement outlines which HR responsibilities the Ministry currently manages directly. How we propose to manage these under this proposal are outlined in the table below.

| Internal HR Functions   | Comment   | Future Management   |
|---|---|---|
| Change Management – organisational review and redesign projects | Infrequent activity                                 | Will be led by ELT and supported externally where necessary |
| Senior Leadership support                                       | Senior capability in leadership a recruitment focus | ELT and SLT peer group responsibility                       |
| Talent and succession planning                                  | Senior capability in leadership a recruitment focus | ELT and SLT shared responsibility                           |

| Internal HR Functions  | Comment   | Future Management  |
|--|---|--|
| Performance planning and review framework  | MEC does not have its own planning and review framework and will continue to follow DIA's lead in this area                       | Will use DIA collateral and will be the responsibility of Senior HR Advisor                                |
| Remuneration review, design, and maintenance.  |   | Will use DIA collateral and process. Will be the responsibility of Senior HR Advisor                       |
| Capability and advice (management coaching)  | Limited activity and should be led by ELT   | ELT responsibility with external support if necessary  |
| Job evaluation   | Infrequent/low volume activity  | Will use DIA collateral and will be the responsibility of Senior HR Advisor (external support as required) |
| Employment relationship Issues   | Relatively infrequent with more complex issues requiring external support   | First level support from Senior HR Advisor with DIA support (external support as required)                 |
| Organisational capability and leadership   | Activity in this area limited through funding. Existing DIA resources to be maximised   | Led by leaders with support of Senior HR Advisor using DIA collateral                                      |
| Culture and internal events (including induction, surveys, and employee engagement)    | Induction a core leadership responsibility and surveys to be led by Senior HR Advisor   | Will use DIA collateral and will be led by Senior HR Advisor   |
| Generation of offer letters, variations, secondments, HDAs, extensions and MoJ checks. | Transactional and routine. Advice on more complex situations can be sought from DIA   | Will remain with the Senior HR Advisor and HR Administrator (with DIA support)                             |
| Job design   | Infrequent activity   | Will be led by ELT and supported externally where necessary  |
| Performance planning, review process and education                                     | This is a core leadership responsibility  | Led by leaders with support of Senior HR Advisor   |
| Onboarding, induction, exiting staff, exit interviews.                                 | Onboarding and induction is a core leadership responsibility and exit related processes can be supported by the Senior HR Advisor | Will use DIA collateral and will be the responsibility of leaders (with support of Senior HR Advisor)      |

### 5.3 Communications

The communications function is critically important to the Ministry. The broad range of ethnic communities within our mandate brings with it an even greater diversity of languages and cultural nuances. Being able to respond to this diversity within our communications function has become

increasingly important to our effectiveness, as the past two years of Covid and severe weather events has demonstrated.

There is growing demand and expectation from the community and our system partners to provide advice as well as to support at a more technical level to connect and reduce barriers to accessing government services. We expect this type of collaboration to continue. Internal capability to respond with the right product, to the right audience via the most appropriate channel, including social media platforms has become a key deliverable. However, we will be moving away from the direct production of artifacts such as videos on the basis that we will provide advice to support agencies to create their own products. In redirecting these activities, there is a lesser need for a dedicated digital role, therefore the role of Digital Advisor is proposed to be disestablished.

The Ministry's focus on brokering conflict and convening stakeholders requires skilled communications support, particularly around some of the more complex issues that are increasingly presenting themselves. The communications function is evolving towards supporting the Office of the Chief Executive more and with an additional external focus and an increased hierarchy of both community and system stakeholders. This will require dedicated senior communications leadership in the Director role to effectively navigate this complex environment and to deliver trusted, high quality and fit for purpose communications on behalf of the Ministry.

In creating a Communications Director role the expectation is that this role will have capacity for high level delivery including contributing to major accountability publications such as the Annual Report and the Ministry's proactive reporting on achievements including the "Bubble Diagram" and achievement narratives.

The Ministry essentially provides for the communications function internally, only relying on DIA for surge capacity and for media monitoring. This will not change under this proposal.

## 5.4 Funding and ECDF

The Ethnic Communities Development Fund enables the development and maintenance of a positive sense of belonging in NZ through supporting and funding groups to come together, run events and enable communities to showcase culture. It is an important investment that is highly valued and visible within communities. It is also a significant component of the Ministry's budget, and its' effective and efficient management is critical to our success. Currently, management of the fund and the team administering it is part of a much broader role and in our view, it is not getting the management attention it needs to function effectively. In addition, there are some improvement initiatives, including multi-year funding, that need to be delivered and administered on an ongoing basis.

Further, the Ministry has previously sought sponsorship from private sector organisations to help deliver conferences and other events. This is a model that could deliver significant benefits to sponsors and enable us to run events, such as EthnicBiz, that benefit communities and New Zealand and we see this as an important part of any future funding model. Negotiating and managing this funding is included in the proposal to create a separate Director Funding role.

## 5.5 Corporate Services

The delivery of corporate services to the Ministry, is critical to enable the organisation to operate effectively. These enabling services include;

- IT, Finance and HR systems and support;
- Accountability activities including the development of budgets, the Annual Report, Select Committee processes, and estimate questions;
- Effective governance and risk management processes;

- Strategic planning and monitoring activities; and
- Administrative support for the Ministry.

Being accountable for our performance and consistently demonstrating the value that the Ministry delivers is a critical function. This is currently managed by the Director, Strategy and Planning amongst other responsibilities (for example, ECDF), and we believe this is an area that needs significantly more investment.

We are proposing that the accountabilities of this role be split and strengthened to increase focus and lift our performance. A Director, Corporate Services role is proposed to be established, supported by a Senior Advisor and these roles would have a focus on the Ministry's accountability activities, and internal and external reporting. The Ministry will continue to rely on corporate services provided by DIA such as IT systems, Finance and Human Resources. The proposed Director Corporate Services will have oversight of Finance, Procurement, HR services, health and safety, property and manage the relationship with the Department, through the Departmental Agency Host Agreement (The Host Agreement).

Administrative services, currently devolved across the Ministry, are proposed to be centralised to create efficiencies with the roles changing to have the addition of an event co-ordination focus to support the delivery of conferences and significant hui, and as outlined above, responsibility for the ECDF and Funding will shift to a proposed Director Funding

Responsibility for the Ministry's Strategy and oversight of delivery will shift to the new Director of Corporate Services. There is a need for stronger directed senior leadership support for ELT and the collaborative design and delivery of the Ministry's work programming. Stronger governance and accountability for management and reporting of the Ministry's work programme is an essential element to achieving greater efficiency and enabling focused and well considered outcomes.

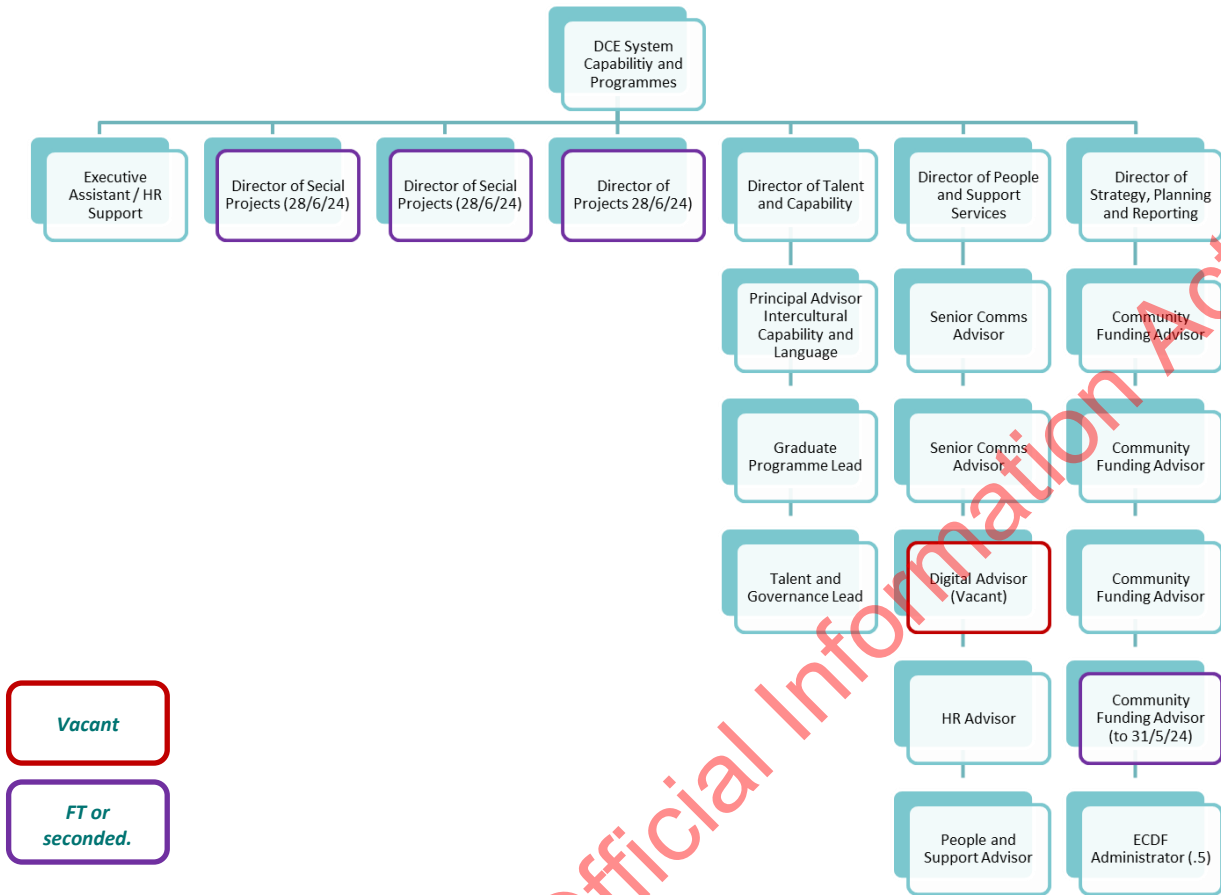
## 5.6 Talent and Capability

The Ministry's proposed operating model refocuses effort away from service delivery. In future, we see our role as providing advice on intercultural capability rather than running programmes ourselves. Intercultural Capability was initially established in the System Capability and Programmes directorate reflecting that it was a newly formed function which would require scoping and design for an initial period. This was before the full functions of the Ministry had been established. The role of intercultural capability is providing advice and support directly to the system. We now see this function aligns more closely with the Policy team whose core function is to provide strategic advice to both the Minister and Government agencies. *On this basis, it is proposed to move the role of Intercultural Capability Advisor to the Government Advisory function.*

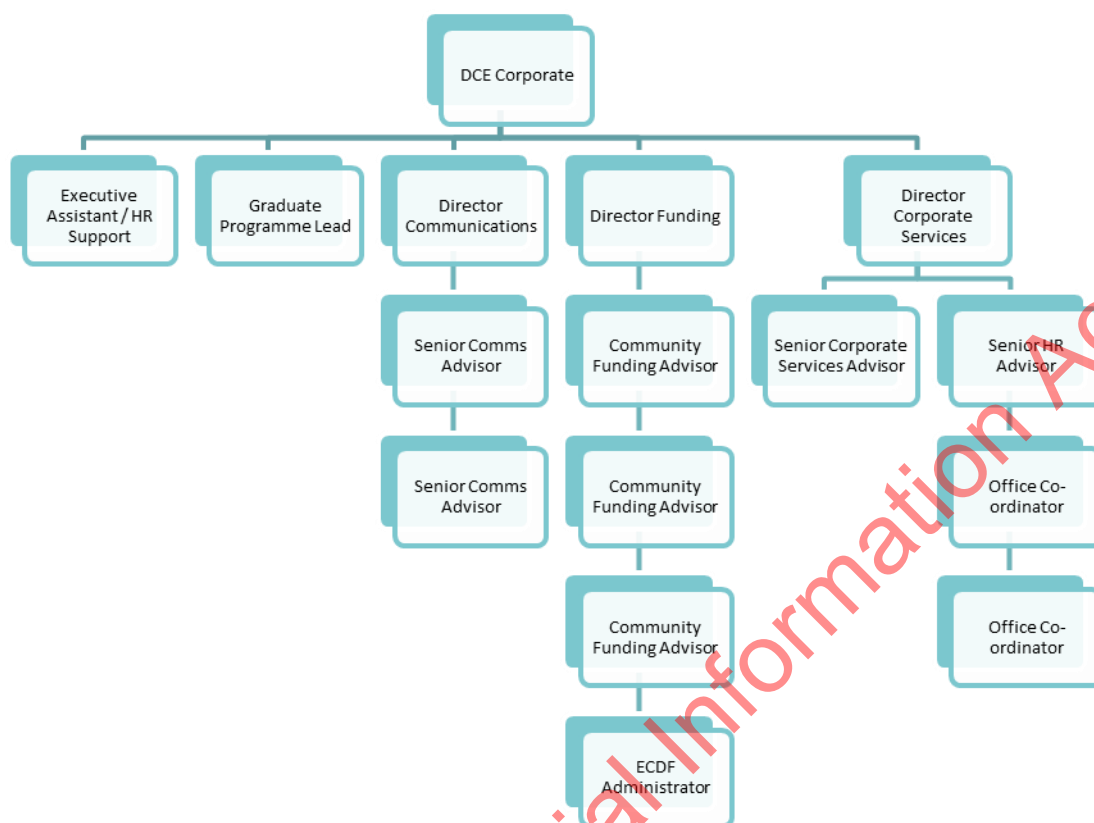
The Nominations function is proposed to remain, however would move into Strategic Engagement and Insights reflecting an increased focus on stakeholder engagement. This provides an opportunity to engage with our stakeholders on nominations aligned with other strategic engagements such as those related to economic development. The focus of nomination activity will need to be considered in relation to the limited resourcing available.

The proposed moving of the Intercultural Capability function to *Government Advisory*, and the moving of the nominations programme to Strategic Engagement and Insights means that the role of Director, Talent and Capability is proposed to be disestablished with the Graduate Programme Lead reporting directly to the DCE, Corporate Services.

## 5.7 Current structure: Systems, Capability and Programmes



## 5.8 Proposed structure: Corporate Services



## 5.9 Impact Assessment: Systems, Capability and Programmes

| Position                                  | Impact   | Proposed  |
|---|----------|---|
| Director People and Support Services      | Affected | Disestablished  |
| Human Resources Advisor                   | Affected | Disestablished  |
| Digital Communications Advisor            | Affected | Disestablished (Vacant)   |
| People and Support Advisor                | Affected | Disestablished  |
| Director Strategy, Planning and Reporting | Affected | Disestablished  |
| Director Talent and Capability            | Affected | Disestablished  |
| Graduate Programme Lead                   | Impacted | Change in reporting line  |
| Talent and Governance Lead                | Impacted | Role moves to Strategic Engagement and Insights                                 |
| Community Funding Advisors                | Impacted | Change in reporting line  |
| ECDF Administrator                        | Impacted | Change in reporting line  |
| Deputy Chief Executive                    | Impacted | Title change to Deputy Chief Executive, Corporate Services and change in scope. |
| Senior Communications Advisors            | Impacted | Change of reporting line to Director Communications.                            |

| Position  | Impact   | Proposed  |
|---|----------|---|
| Principal Advisor Intercultural Capability and Language | Impacted | Role moves to Advisory, Analytics and Ministerial |

## 5.10 Proposed New Roles: Corporate Services

| Proposed New Roles                | Comments  |
|-----------------------------------|---|
| Director, Communications          | Reports to Deputy Chief Executive, Corporate Services |
| Director, Corporate Services      | Reports to Deputy Chief Executive, Corporate Services |
| Director Funding                  | Reports to Deputy Chief Executive, Corporate Services |
| Senior HR Advisor                 | Reports to Director Corporate Services                |
| Senior Corporate Services Advisor | Reports to Director Corporate Services                |

## Section. 6 Proposed change protocol

### 6.1 Introduction

This protocol sets out the proposed approach to managing the implementation of the structural changes arising from the Ministry for Ethnic Communities Review. This Protocol is consistent with all individual employment agreements and the Collective Agreement between the Public Service Association and the Ministry for Ethnic Communities.

### 6.2 Overview

Employees are **affected** if their current position is changing materially or is being disestablished.

If there is no significant change to the position, and there are the same number, or fewer, employees than positions in the new structure, employees will be reconfirmed.

Employees who are not reconfirmed will be considered for reassignment. This involves considering whether affected employees' skills can be matched to alternative positions that require similar skills in the new structure.

Affected employees who are not reassigned will be consulted individually about other options. If no other options are identified, notice will be given, and redundancy provisions apply.

### 6.3 Who does this protocol apply to?

The protocol applies to all permanent employees including:

- permanent fulltime and part-time employees.
- employees currently on all forms of leave including leave without pay and parental leave.
- employees currently seconded to other positions; in which case the process will apply to their permanent substantive position.

Contractors, fixed term (temporary) or casual staff are not covered by the protocol even though their position may be affected by any restructure. In this case the relevant provision of their employment agreement or contract will apply.



## 6.4 Principles

The process is designed to:

- ensure a fair and transparent process.
- maximise the placement of employees into available positions.
- ensure minimum disruption to 'business as usual'.
- observe the provisions contained in, relevant employment agreements (including the Collective Employment Agreement) and organisational policy, and
- minimise uncertainty for employees.

## 6.5 Consultation

The purpose of consultation is to allow employees to have the opportunity to provide input to support and/or influence the change proposal. Staff can provide feedback directly or through the PSA if they are a member. The Ministry would prefer feedback is written however recognises that feedback can be provided in formats other than written and will enable oral submissions upon request.

The views of employees and the PSA will be carefully considered before a final decision is made.

Where significant changes are made to the change proposal as a result of feedback, it may be appropriate to undertake a subsequent consultation on those changes. This consultation may be with a specific group of people depending on the revised proposal.

## 6.6 Implementation when people are affected.

Employees who have been identified as being affected by organisational change will be consulted over the implementation process, and permanent employees will have a preferential right of appointment to vacancies within the Ministry. Affected staff will be advised in writing of their preferential status.

Before final decisions are announced, all potentially affected employees will be notified individually. Employees will be informed that they:

- have been reconfirmed in a position and are no longer affected, or
- are affected and will be considered for reassignment.

## 6.7 Reconfirmation process

Prior to announcement of the final decisions, an assessment will be made to determine if employees meet the criteria for reconfirmation. This assessment will be made in conjunction with the Chief Executive and Deputy Chief Executive Systems, Capability and Programmes and approved by the Chief Executive.

The reconfirmation process requires a comparison between existing positions and those in the new structure to determine if they are the same or nearly the same. The criteria for reconfirmation are:

- the new job description is the same or nearly the same as the job the affected employee currently does.
- the salary is the same.
- the terms and conditions, including career prospects are no less favourable, and
- the location is the same or in the same vicinity.



Where all the criteria for reconfirmation are met apart from the fact that there are more candidates for a position than positions available, the reassignment process will be used to determine the appointment to the position from among those candidates.

Employees who have been reconfirmed will be advised on the same day that final decisions are announced if this is practical, or soon after.

Employees have the right to seek a review of the reconfirmation decision where they do not consider that the criteria have been applied correctly. The process for a review is set out below.

Once an employee has been reconfirmed, they are considered not affected.

Employees who meet the criteria but do not wish to be reconfirmed may opt for voluntary redundancy.

## 6.8 Reassignment and expressions of interest

Reassignment is the process of placing employees who have not been reconfirmed into a job in the new structure, into suitable alternative jobs. A suitable alternative job is one:

- that involves clearly defined duties and responsibilities that are not unreasonable considering the employee's skills, knowledge, and experience.
- where the employee could reasonably be expected to carry out those duties with a reasonable amount of training and development – the training and development required and how this would be delivered would be discussed during the offer/acceptance process.
- where the location of the new job is in the same local area.
- where the employee's salary is in the same or a higher pay band.
- where the other terms and conditions are no less favourable overall.

Where an employee's skills, knowledge and experience meet the requirements of a job in the new structure and there is no other identified employee who could fill this job, an employee may be offered direct reassignment into this job. Where possible this has been identified in the consultation documentation and the employee advised.

Employees may choose to identify personal circumstances (including career aspirations) which the Ministry will consider before deciding to offer reassignment.

A reassignment panel of the Director Special Projects, Director Projects and two Deputy Chief Executive's will consider all expressions of interest and seek to reassign employees based on a balance of:

- the employee's preference(s);
- suitability for the position; and
- placing as many employees in roles as possible.

A position which is more than one level or tier below an employee's previous position will not generally be considered a suitable alternative, however each situation will be considered on its merits based on the requirements of the new position and the employee's skills, knowledge, qualifications, and experience.

## 6.9 Expression of interest process

The expression of interest process is designed to support the placement of impacted/affected employees into jobs by enabling the employee to set out their preferences for vacancies that remain, following the reconfirmation process. The process is designed to provide certainty as soon as possible, while maintaining fairness and transparency for employees and their representatives.

There are two types of expressions of interest process:

- **non-contestable expression of interest** – when there are an equal number of (or less) affected employees to suitable vacancies. Affected employees may be asked to submit an expression of interest to demonstrate that they have the skills required to fill a ring-fenced vacancy. Where their skills match the requirements of the vacancy, they will be offered reassignment to that job. An interview and/or other form of assessment may also be used to identify that they have the skills required to fill a ring-fenced vacancy.
- **contestable expression of interest** – when there are more affected employees than suitable vacancies. Affected employees will be asked to submit an expression of interest to demonstrate they have the skills required to fill the vacancy(s). An interview and/or other form of assessment may also be used to identify which employees are best suited for an offer of reassignment to available vacancies.

The expression of interest process will set out:

- the jobs that will be offered without the need for a selection process, including where appropriate the rationale for any view that the identified jobs in the new structure align with identified jobs in the old structure.
- clearly stated selection criteria for placement into jobs with the focus on the skills, knowledge, attributes, qualifications and experience each job requires.
- the selection process and criteria for matching employee preferences for jobs
- the weightings (if applicable) to be applied to the various components of the selection approach (e.g. interview vs self-assessment, etc)
- who is able to participate in the process.
- the timetable for each stage of the process
- how personal circumstances can be raised in order to be taken into account.
- how voluntary relocation opportunities might be made available during the process.

Affected Employees will have two weeks from the confirmation of the final structure to identify their preferences. Once this period has expired, the options identified cannot be changed, except in exceptional circumstances, which will be discussed between the Ministry, the employee and the PSA where appropriate.

Following the selection process, impacted/affected employees may be made a provisional offer of:

- placement into a job they expressed an interest in; or
- another option identified through the expression of interest process.

An employee's personal circumstances, including career aspirations, will be taken into consideration in determining whether the job is a suitable alternative job.

Confirmation of reassignment will be made once any review period or formal review process has been completed.

## 6.10 Advertising reassignment vacancies

The Ministry will seek to fill roles through the reassignment process before advertising externally. If roles remain unfilled through redeployment or reassignment, roles may be advertised externally. Where this occurs, employees who are not affected by the change process may apply and be considered for the job. However, employees who are 'affected' shall have preference for appointment over a non-affected employee, in the event that their suitability for the job is assessed as being the same.

## 6.11 Training

Any training needs will be identified prior to a preferential applicant being reassigned. Preferential applicants may be required to undertake on the job training and/or attend training courses.

## 6.12 Reassignment provisions

Following acceptance of reassignment any of the following may apply. Employees who may be disadvantaged by a change of location will be considered on a case-by-case basis.

## 6.13 Relocation outside local area

Where reassignment involves relocation outside the local area the employee will receive a minimum of three months' notice of relocation or a lesser period of notice where this is mutually agreed, and assistance will be provided. For terms of the transfer provisions refer to the Transfer Assistance policy on 1840.

## 6.14 Relocation within local area

When the new job is within the same local area and there is an increase in travelling time of 30 minutes or more:

- the employee will receive a minimum of one month's notice of relocation or a lesser period of notice where this is mutually agreed; and
- the employee may choose to relocate their household and access the transfer provisions where the household relocation reduces their travelling time to work by a minimum of 30 minutes.

Where the new job is in the same local area and involves additional travelling cost, the Ministry will pay the extra travel costs for a period of one year. The extra travel costs will be based on public transport rates, or an alternative means of calculation agreed to by the Ministry and the employee.

## 6.15 Equalisation

Where an employee accepts a job with a lower pay band, an equalisation allowance equivalent to the difference between the new and old salary will be paid either:

- as a lump sum calculated on the basis of two years' equalisation; or
- as an ongoing allowance which will be abated by any subsequent salary increases.

An employee may decline an offer of a job with a lower salary and remain entitled to receive redundancy compensation.

## 6.16 No suitable alternative jobs

Where there is no suitable alternative job for an employee, a discussion will be held to identify the next steps in the process.

## 6.17 Review of reconfirmation/reassignment decision

Permanent employees have the right to seek a review of the reconfirmation decision where they consider that the criteria have not been applied correctly. Permanent employees who register a preference or preferences for reassignment have the right to seek a review of the reassignment decision where they are not offered reassignment to any of the jobs for which they registered a preference. Permanent employees who do not register a preference for reassignment cannot seek a review of reassignment decisions.

Where an employee seeks a review:

- they may have support from their PSA delegate/organiser or other representative.
- the matter must be raised formally with the employee's manager within **five working days** of the reconfirmation or reassignment decision.
- in exceptional circumstances, the time allowed for raising a review may be extended by the Chief Executive.
- if requested, employees and their representative will be provided with the relevant documentation associated with the reconfirmation or reassignment decision under review that relates directly to them. They will not be provided with specific information or documentation regarding other affected employees.
- meeting(s) or information exchanged will occur with the aim of resolving the matter as quickly as practicable.
- if the matter is not resolved a review will be undertaken by a person chosen by agreement between the employee (and/or their representative) and The Ministry.
- the reviewer will:
  - have full access to all relevant documentation in carrying out the review.
  - examine each review request in terms of procedural consistency.
  - examine any other relevant issue.
  - provide a report on each case to the Chief Executive.

The employee requesting the review will receive a copy of the report, subject to normal privacy considerations. Reports may include appropriate recommendations which the parties will agree on how to implement.

## 6.18 Remaining affected employees

Employees who remain affected following the reassignment process will be notified of this, and the Ministry will work with the employee to identify other potential reassignment opportunities elsewhere in the Ministry and the Department of Internal Affairs. The Ministry will also liaise with the Public Service Commission's Mobility Hub to identify potential redeployment opportunities in the broader Public Service.

Affected employees may then apply and be considered for any potentially suitable vacancies. Affected employees will have preferential right of appointment over non-affected employees and external candidates if their suitability for the position is assessed as being the same.

## 6.19 Appointment to another job – permanent employees

Employees with preferential status (who have not been reconfirmed or reassigned) may apply for a job in the Ministry that is not a suitable alternative job. The employee will be given preference to the extent that if the employee meets the selection criteria for the job and is of equal or greater merit than any other applicants, the employee will be appointed.

The appointment will be on the terms and conditions that apply for the job. Where the terms and conditions of the new job are of lesser value than the employee's previous job, confirmation of appointment and any compensatory arrangements will be subject to agreement on a case-by-case basis.

## 6.20 Voluntary redundancy

The Ministry has decided to seek expressions of interest in a voluntary redundancy process. Details of this process and the principles the Ministry will consider when assessing applications are appended to this document.

Where expressions of interest are received, the Ministry may, at its sole discretion, choose to accept or decline any expression of interest in voluntary redundancy where there would be an adverse impact on the business.

## 6.21 Other options

This section will apply where a preferential applicant cannot be placed through reconfirmation or reassignment. Agreement is to be reached between the employee and/or their representative and the Ministry as to what option(s) will be available. Any such agreement will include a timeframe within which a preferential applicant must choose an available option. During this timeframe, a preferential applicant will be entitled to reasonable paid time off to pursue any employment options.

The conditions associated with any option including types and levels of financial assistance will be negotiated on a case-by-case basis.

Employees not placed through reassignment are advised in writing and will be consulted individually about the potential for other options to be agreed.

### 6.21.1 Extended notice

The terms of an extended period of notice are as follows:

- the period of notice will commence from the expiry of the period of time allowed for choosing an option and be up to a maximum period equal to the amount otherwise payable to the employee as redundancy compensation.
- the employee will not receive any redundancy payments irrespective of the length of the notice period; and
- where a preferential applicant has not been placed into a job by the expiry of the notice period the employee will cease employment.

During a period of extended notice, the employee will retain their status as a preferential applicant and will also be entitled to reasonable paid time off to pursue any employment options. The duties and work requirements of the employee during the period of notice will be decided by agreement with their manager.

### **6.21.2 Special leave**

An employee may take special leave (which may be with or without pay), during which time they retain their status as a preferential applicant. This period may include an opportunity for retraining. The duration of this leave will be by agreement with their manager.

### **6.21.3 Retraining**

Where a retraining opportunity is identified, a specific programme will be designed to meet the needs of the individual. The Ministry will pay for the costs of the training to a maximum of the redundancy compensation payment that the employee would otherwise receive.

### **6.21.4 Part time employment/Job sharing**

An employee may voluntarily change to part time employment or job sharing if this is available. Any compensation is subject to agreement between the employee and the Ministry.

### **6.21.5 Temporary employment**

The Ministry may agree to offer alternative work for a temporary period. At the end of that period, unless the employee has secured other employment, the employee will be entitled to redundancy or consideration of the other management of change options.

## **6.22 Redundancy**

Redundancy may be considered on a case-by-case basis. Employees will receive as much notice as possible and in any event not less than one month's notice of termination of employment or payment in lieu of notice.

Except as provided below, payment for redundancy will be two months base salary for each year of service. The total redundancy compensation will be capped at six months. Part years will be pro-rated accordingly.

No redundancy compensation is payable in the circumstances provided for in section 88 of the Public Service Act 2020.

It is the employee's obligation to notify the Ministry of Ethnic Communities if they have accepted a job in the Public Service while they are an employee.

## **6.23 Notice**

If the Ministry determines that no other option can be agreed, the affected employee will be provided notice in accordance with their employment agreement. Where a longer notice period is preferred for operational transition reasons, this may be agreed between the Ministry and the affected employee.

During the notice period, the Ministry and the employee may consider any opportunities for other options that may arise. If an affected employee is appointed to another position within the Ministry during the notice period, the notice is withdrawn in writing.

# Appendix A: Application for Voluntary Redundancy

|  |  |
|--|--|
| Full Name  |  |
| Position   |  |
| Current Salary   |  |
| Date of Employment (including with DIA where applicable) |  |

Personal statement in support of application (if required, please append further information).

|           |  |
|-----------|--|
| Date      |  |
| Signature |  |

**Approved/Declined** (circle)

Rationale

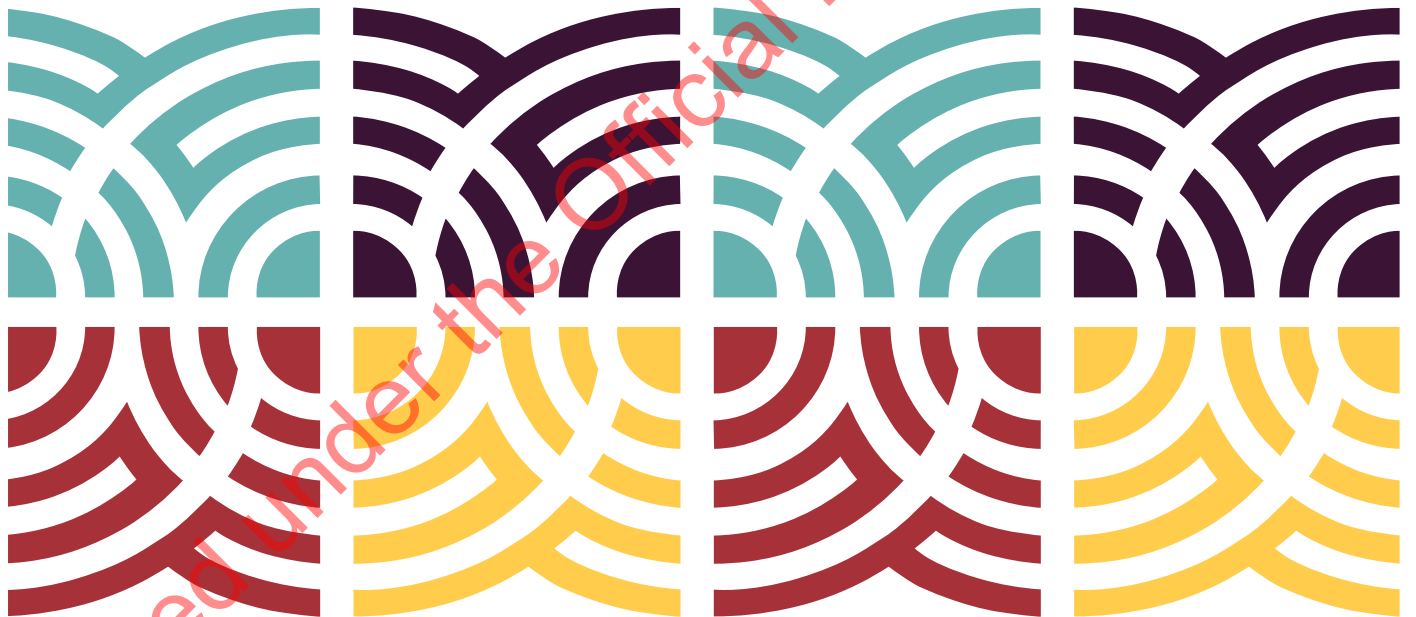
|   |  |
|---|--|
| Date  |  |
| Signed - <b>Mervin Singham</b> ,<br>Chief Executive |  |



## Ministry for Ethnic Communities

### Decision Document

April 2024



Released under the Official Information Act 1982



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## Section 1. Introduction

This document outlines the final decisions for the structure of the Ministry for Ethnic Communities as well as the transition plan to support changes to take effect.

I would like to acknowledge your continued patience and engagement in the consultation process. Confirming the new structure for the Ministry is with mixed emotion. This stage of the change process may bring relief and closure for some but a harder reality for others whose roles are now confirmed affected by these final decisions. I want you to know that I truly feel for staff in this position and assure you that we will work closely with you to support you through the next steps and what these decisions may now mean.

Thank you to those that took the opportunity and time to provide feedback. It was clear that a significant amount of thought had gone into submissions and the feedback was both insightful and helpful.

Changes have been made to the final structure on the basis of feedback received through the consultation process and I am very grateful for this. These changes are explained in more detail in the summary of final decisions for each business unit within the document.

I am especially heartened that people considered not only the changes proposed but the future ways of working and the culture that will enable the new operating model to be successful. As one piece of feedback stated, "It is a challenging time which also offers an opportunity for the Ministry to re-organise itself, reshape its strategies and priorities and to deploy the right capabilities and talents to deliver on re-focused key work programmes."

This and other such feedback tell me that while there is sense of disappointment and loss in the need to disestablish roles within the organisation, there is also real support for the ongoing work of the Ministry and the direction in which we need to focus our efforts.

Thank you again for your engagement in the process, and your professionalism during this period of uncertainty. All staff are encouraged to use the available support, as outlined in Section 2.3 - Staff Support.

Nga mihi nui



Mervin Singham  
Chief Executive

## Section 2. Overview of the final decision

### 2.1 Document Overview

The final decisions set out in this document illustrate how we intend to operate in future. This document outlines the decisions we have made for each business unit and confirms the impact this has on individual roles. All feedback received through the consultation process has been carefully considered. A summary of the major themes is included in Section 3.

The opportunities created through the new roles are also outlined as well as the process we will follow for reassignment of affected staff in Section 6. There is a list of vacant roles, including the new roles, in section 4.7.

### 2.2 Timeframe

The table below outlines the indicative timeframe for implementing the changes resulting from this review.

| Date                                      | Event   |
|---|---|
| Tuesday, 30 April 2024                    | Final decision announced  |
| Tuesday, 30 April – 5pm<br>Monday, 13 May | Expressions of interest open for all affected employees   |
| Tuesday 30 April onwards                  | Selection support available to affected staff by H2R (note support will be aligned with when selection processes are scheduled)   |
| Tuesday, 14 May – Friday, 31 May          | Selection processes for contested roles completed (note these will occur in person in Wellington). Outcomes will be communicated to affected individuals as selection processes are completed |
| Monday, 3 June 2024 – Friday 14 June      | Any remaining vacancies (including new roles not filled) will be advertised and available for applications from <b>all MEC employees</b> and external applicants                              |
| Monday, 17 June 2024 – Friday 28 June     | Selection processes for remaining roles   |
| Monday, 1 July 2024                       | Transitioning to new structure  |

### 2.3 Employee Support

This may be an unsettling time for people, particularly those who are affected by this review. We thank you for your professionalism and patience as we continue through this process.

Throughout this period, employees with concerns or queries should, in the first instance, address these directly to their DCE or the Change Team (Christine Hogg or Paul Tryon).

There are a number of other options available to you. You are encouraged to access them as you need to.

- Ongoing support is available to employees from Vitae, through the [Employee Assistance Programme](#). This confidential service provides access to a selection of counselling providers.
  - Vitae can be contacted by phone on 0508 664 981 or through their website at <http://www.vitae.co.nz>. The Vitae website can also be accessed through a link on the [Employee Assistance Programme](#) pages on the intranet.
- Contact your PSA organiser or delegates.

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## Section 3. Feedback

28 submissions were received from staff (both individuals and groups) during the consultation period. All submissions were carefully considered by the Chief Executive and some distinct themes were identified. The key themes of feedback, as well as some specific issues and questions which were considered when determining the final decisions, are summarised in the tables below.

| Area                    | Key points within theme                                     | Feedback summary   | Response   |
|-------------------------|---|--|--|
| <b>General comments</b> | General support   | <ul style="list-style-type: none"> <li>Support for the rationale for change with significant feedback provided on future focus, ways of working and the culture that will support the change in operating model.</li> </ul>  | Noted.   |
|                         | Success not recognised                                      | <ul style="list-style-type: none"> <li>Comment that the excellent work being undertaken around the Ministry, was not reflected in the document.</li> </ul>   | The work of all staff is appreciated and valued. The change required is not a reflection on the efforts of staff, rather a strategic pivot to different ways of working, that are fiscally sustainable and enable maximum impact for ethnic communities and NZ.          |
|                         | Reason for disestablishing roles unclear                    | <ul style="list-style-type: none"> <li>Those losing their jobs in the middle of this cost -of- living crisis, including staff that have offered the Ministry years of institutional knowledge, should be provided with transparency as to why their role is being disestablished.</li> </ul>   | The reasons for the Ministry making change are twofold and articulated in the proposal. We are required to be fiscally sustainable and deliver cost savings of 6.5% per annum. This means we need to approach our work differently and need new capability to do so.     |
|                         | Undoing some of the recommendations of the Royal Commission | <ul style="list-style-type: none"> <li>Ministry for Ethnic Communities was formed in response to recommendations of the Royal Commission of Inquiry. Some of the recommendations in this change proposal reflect the approach of the report. However, other changes, particularly the significant decreased resources for engagement, run directly counter to the report of the royal commission.</li> </ul> | We note the concern. The Ministry's intent is to increase the engagement approach across all business units within the Ministry, not just from one business unit. This is a move towards a multidisciplinary approach to tackle complex issues faced by our communities. |

| Area | Key points within theme                             | Feedback summary  | Response   |
|------|---|---|--|
|      | Timing of the change process                        | <ul style="list-style-type: none"> <li>Announcing job cuts prior to the holiday season made staff feel anxious during a time of intended rest and recovery with whānau.</li> <li>The changing of timeframes and dates caused unnecessary fatigue to staff in an already uncertain work environment.</li> <li>Members had expected that the Ministry would follow procedure and consult with PSA about the change process, as per the collective. This could have prevented the additional uncertainty and distress of announcing information prematurely to staff.</li> </ul> | <p>Through a series of all staff meetings in 2023 staff agreed that they would like transparency around the possible changes. The timing of the change process is unfortunate but reflects the requirement on the Ministry to make savings for the 2024/25 financial year. Staff were aware throughout the latter part of 2023 of the Government’s expectations that significant savings be made across the public sector.</p>   |
|      | Impartiality of H2R                                 | <ul style="list-style-type: none"> <li>Members are concerned that H2R will not be impartial.</li> </ul>   | <p>H2R are an independent recruitment and HR consultancy. They have been engaged to provide;</p> <ul style="list-style-type: none"> <li>Independent expert advice on selection criteria and methodologies that are appropriate for contestable roles.</li> <li>Provide impartial assessment of candidates for contestable roles against the requirements of the roles.</li> <li>Support staff through reassignment process by preparing them for interviews and other selection methods.</li> <li>Support staff who are exiting the organisation through the provision of outplacement support.</li> </ul> |
|      | Inconsistent use of terms – backroom and front line | <ul style="list-style-type: none"> <li>Inconsistent use of the terms “backroom” and “front-line” caused confusion.</li> </ul>   | <p>Noted. The Ministry is not a service provider within the Government system and does not deliver frontline services like other agencies (e.g. payment of benefits from MSD, policing, or other emergency responses).</p>   |

| Area            | Key points within theme                                    | Feedback summary  | Response  |
|-----------------|--|---|---|
|                 |  |   | As outlined above, to undertake the role of chief advisor to the Government on issues affecting ethnic communities means that all business units will engage directly with ethnic communities to ensure issues and needs of ethnic communities are reflected in our advice.   |
|                 | SLT and ELT have been largely unaffected by this proposal. | <ul style="list-style-type: none"> <li>The Ministry has maintained a top-heavy structure where almost 25% of the organisation is Senior or Executive leadership.</li> </ul>   | Disagree, the Ministry's structure is proportionate to other population agencies and reflects the wide range of specialist functions we have. The current ratio of leaders to staff is much less than 25%.  |
|                 | Communication with stakeholders critical                   | <ul style="list-style-type: none"> <li>Communities may not be able to discern the difference between the various engagement teams from the Ministry.</li> </ul>   | Presently, when we engage with communities, we are engaging with them as the Ministry, not individual teams. Communication with communities regarding our new operating model is critical and will be planned.  |
| <b>Ministry</b> | Need commitment to the development of a MEC work programme | <ul style="list-style-type: none"> <li>We ask that ELT commit to clear and aligned work programmes developed in consultation across the Ministry. This should be the responsibility of the proposed Director Corporate Services and Senior Corporate Services Advisor roles to ensure a cohesive business plan with KPIs are in place.</li> </ul>   | Agree and this will be addressed through the transition plan, details of which are included in Section 6.   |
|                 | Focus areas - Brokering conflict                           | <ul style="list-style-type: none"> <li>Shift in focus to include brokering conflict and convening stakeholders to resolve issues is not a constructive way to view ethnic communities and does not empower communities to resolve their own issues.</li> <li>Conflict resolution sits better within other organisations such as MFAT, HRC, Police who are better placed to navigate this.</li> <li>This is an area of work that needs to be done to a high standard, there is concern over kaimahi already being</li> </ul> | Disagree. Convening stakeholders empowers communities to resolve issues. Conflict between groups is inevitable and this is an area of work we are uniquely placed to assist in and are presently doing. Timely resolution and de-escalation of domestic issues, often triggered by international events is a growing area of our work and more and more we are being asked to engage in this work by the system, particularly through the security agencies and Police. We have had direct feedback from communities and Government that this |



| Area        | Key points within theme                       | Feedback summary   | Response   |
|-------------|---|--|--|
|             |   | <p>stretched in their roles, and concern over whether kaimahi will have capacity to take on such complicated additional work.</p> <ul style="list-style-type: none"> <li>Building trusted relationships within a conflict environment is difficult.</li> </ul> | <p>approach is making a substantial differences to outcomes. To date this work has largely been led by ELT, which is unsustainable.</p> <p>We agree that this work must be done to a high standard and requires staff skilled in this work to maintain the trust of all parties that is necessary to be a valued broker.</p> <p>Concern regarding staff already being stretched in their roles does not recognise that expectations of staff in future will be different and this is not simply additional work on top of the existing work we do, rather a reset of our role.</p> |
|             | Barriers to collaboration                     | <ul style="list-style-type: none"> <li>Currently there are barriers to cross-business unit collaboration and teams largely operate in isolation. The proposed structure does not appear enhance relationships.</li> </ul>                                      | <p>The new structure will only go so far to enable the step change envisioned which is predicated on robust cross-business unit collaboration being the norm. A new operating model, ways of working and organisational culture will be necessary, and our plan is outlined in the Section 6 of this document.</p> <p>ELT and SLT play a critical role in this work and embedding change. All directors in the new structure will be expected to lead and champion this change and staff involvement in this will be critical.</p>   |
|             | There is no visibility over the total savings | <ul style="list-style-type: none"> <li>We have concerns about the visibility of these cuts – where is the money being saved? While there is a proposed net loss of nine roles, the cost savings are not apparent.</li> </ul>                                   | <p>The change will deliver the 6.5% that the Government expects of us and allow a small margin to help us manage cost pressures, provide for professional development, and support operational activities.</p>   |
| <b>ECDF</b> | Resource insufficient                         | <ul style="list-style-type: none"> <li>There is insufficient management attention to function effectively and the team is not getting the operational resource it needs to operate sustainably.</li> </ul>   | <p>Comments noted. Resourcing is consistent with what was provided through DIA previously to successfully administer the fund.</p>   |

| Area | Key points within theme                                     | Feedback summary  | Response  |
|------|---|---|---|
|      |   | <ul style="list-style-type: none"> <li>The team needs senior resource to bridge the gap between the Director and the team, provide technical support and to provide career progression opportunities within the team.</li> <li>There are a number of tasks assigned to the Director that appear to be lower level than would normally be expected of a director.</li> <li>Change in the team over the last 6 months has been disruptive.</li> <li>The proposal contains no solutions for the management of current workload.</li> <li>There is a need for an additional Community Funding Advisor.</li> <li>Increase the Administrator role to 30 hours per week.</li> <li>There is overlap between the Director Funding and the Director Strategic Programmes in relation to corporate sponsorship.</li> </ul> | <p>The Director role remains as proposed. The role will be expected to provide management and technical support to the team. The Director Funding role is a significant change to the existing leadership of the ECDF team. The role will be 100% focused on the team, whilst the previous and interim directors had significant other responsibilities including for the annual review, annual report and estimate processes, oversight of finances and appropriations. This responsibility shifts to the new Director Corporate Services.</p> <p>The resource provided to support the ECDF programme is considered sufficient. There is no headroom for further resource. We acknowledge that there has been some disruption in resourcing over the last 6 months, however, we expect this to stabilize and processes to become more streamlined as the team matures.</p> <p>We will review the JDs to ensure clarity regarding responsibilities for corporate sponsorship.</p> |
|      | <p>Loss of engagement advisor insights will impact ECDF</p> | <ul style="list-style-type: none"> <li>Funding advisors draw on insights from engagement advisors when assessing applications and work together to promote the fund to community groups.</li> </ul>   | <p>The ECDF is significantly oversubscribed each year and awareness of the fund is widespread within ethnic communities. We do not see a need to proactively promote it. Applications need to be assessed on their merits as they are presented. The expectation is that community insights gathered will be available to be accessed by all business units for their work and technological infrastructure (i.e. CRM) is being put in place to enable this</p>   |
|      | <p>Director Funding role – job</p>                          | <ul style="list-style-type: none"> <li>The Director Funding PD requires at least 12 plus years' experience in the public sector. Could you</li> </ul>   | <p>Noted, we will review the job description to align with other director roles.</p>  |

| Area   | Key points within theme  | Feedback summary   | Response   |
|--|--|--|--|
|  | description and sizing   | please explain the rationale for specifically 12 plus years' experience in the public sector?  |  |
| <b>Intercultural Capability and Language</b> | Alignment of the intercultural capability and language function within a Government Advisory setting | <ul style="list-style-type: none"> <li>Concerns raised regarding the placement of the Intercultural Capability and Language function within the Government Advisory team and some suggestions for alternate reporting lines were made.</li> <li>Other feedback received supported the inclusion of the Intercultural Capability and Language function under Government Advisory.</li> <li>Given there is currently on 1.0 FTE in this programme, the Ministry will need to be realistic about what this role can achieve.</li> </ul> | <p>Disagree. Concerns have been noted (as were suggestions for alternative placing of the role) however the Principal Advisor Intercultural Capability and Language role is to remain in the Government Relations and Advisory team as proposed.</p> <p>The intent of the role was always and remains an advisory role into the system. This includes continuing the development of appropriate resources and tools. Future expectations of the role are to have greater reach into the system to address gaps by supporting improved outcomes in the intercultural capability of the public sector.</p> <p>The Government Advisory team's work includes building resources and tools for the system to use (for example work on a Policy Toolkit is already underway). The role being positioned within the Government Relations and Advisory team will strengthen the gains already made by existing functions. It allows for support and collaboration from team members who are also engaging with system partners on complementary issues and opportunities to leverage advice.</p> <p>The Role Description still accurately captures the advisory nature of the role and allows for this area to take a focus.</p> |
|  | Delivery of intercultural capability and   | <ul style="list-style-type: none"> <li>Clarity required on whether the Inter-Cultural Capability and Language work programme will continue to function, and whether the production of</li> </ul>   | <p>Noted.</p> <p>A review of the Intercultural Capability and Language work programme will be considered as part of the overall</p>  |

| Area                        | Key points within theme         | Feedback summary   | Response   |
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|                             | language training and resources | resources will still be an important part of the role given its more specific focus as an Advisory function.   | Government Relations and Advisory team’s work programme. The Director, Government Relations and Advisory will be responsible for developing that work programme and will seek input from the Principal Advisor Intercultural Capability and Language to contribute and ultimately deliver.   |
| <b>Policy and Analytics</b> | General approach                | <ul style="list-style-type: none"> <li>• The business unit in its current form was not working up to its potential and kaimahi are often told they do not have levers to do more than secondary policy advice.</li> <li>• Support for the shift to a team that focuses on a handful of impactful priorities and away from secondary policy advice.</li> <li>• The team will need to be courageous and try new things.</li> <li>• The proposed change offers a sustainable operating model to build on and strengthen gains made through working across teams, in a tightly focused way.</li> <li>• There is support for incorporating the intercultural capability function given that many gaps in the system are due to the lack of intercultural capability.</li> <li>• The new role of Director Government Advisory is challenging and full of opportunity. The new Director will need to carve out time to lead development of the new infrastructure for the team, and across the Ministry.</li> <li>• The Director has an important role to play in nurturing a team culture that is open to new ideas and different ways of working and for ensuring the team has the</li> </ul> | <p>Agree.</p> <p>The expectation going into the future is that the work programme will be focused on proactive initiatives that are identified via cross-business and cross-agency collaboration; and aligned within a MEC-wide work programme. We want to empower the team to develop the culture they see is needed to proactively engage with others, identify, innovate, and implement ideas.</p> <p>Development of the work programme and ensuring the team is equipped to deliver the work programme is a critical focus area for the Director</p> |

| Area | Key points within theme           | Feedback summary   | Response  |
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|      |                                   | resources, tools, and training necessary to do their work.   |   |
|      | The need for a cohesive work plan | <ul style="list-style-type: none"> <li>There were a number of comments supporting the development of a clear, proactive work programme with specific targets/goals and how this could be developed for the team and the Ministry generally.</li> </ul>   | <p>Agree and this will be a key priority as we transition to the new structure and operating model. The work programme will need to be aligned to the Ministry's key priorities which are reflected in the Ministry's strategy. This needs to be reviewed by June 2025. Our expectation is that all staff will have an opportunity to contribute to business unit work plans.</p>   |
|      | Support for more resource in AME  | <ul style="list-style-type: none"> <li>It is positive to see the investment in the Analytics, Monitoring and Evaluation team.</li> </ul>   | Noted   |
|      | Consistency of role titles        | <p>You may like to consider some subtle changes to position description titles under the Director of Government Advisory. I recommend that:</p> <ul style="list-style-type: none"> <li>the Principal Advisor Intercultural Capability and Language role be changed to Principal Analyst (Intercultural Capability and Language)</li> <li>Principal Policy Analyst to Principal Analyst (Policy)</li> <li>Senior Policy Analyst to Senior Analyst (Policy) etc</li> </ul> | <p>Agreed. We have decided to change several titles based on this feedback. In the Government Relations and Advisory team, Principal Policy Analysts will become Principal Advisors Policy, the Senior Policy Analyst will become Senior Advisor Policy. We have decided to change the term Analyst to Advisor for consistency and to reflect that the principal role of the team is to provide advice.</p> <p>In Analytics, Monitoring and Evaluation we will use a similar syntax and all roles will be either Principal Analyst, Senior Analyst or Analyst to reflect that the principal role of the team is analysis.</p> |
|      | Auckland role disestablishment    | <ul style="list-style-type: none"> <li>The disestablishment of the Auckland Senior Policy Analyst role disrupts business continuity, but also the rationale that policy advice could not be given from Auckland, as we learned from COVID-19, was not true. The analyst was able to influence policy relating to Health, Education, and the Kirpan.</li> </ul>   | <p>Disagree. The Auckland Senior Policy Analyst role was never intended to focus on Auckland issues. In future, the role of the Government Relations and Advisory team shifts from the provision of pure policy to multidisciplinary advice. There is a need to engage with Government agencies, largely located in Wellington.</p>   |

| Area | Key points within theme      | Feedback summary  | Response   |
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|      |                              | <ul style="list-style-type: none"> <li>The Auckland role would have the ability to work with the Auckland Policy Office and Council.</li> <li>Retain the Auckland Senior Analyst role to provide stable career progression and support a more even distribution of workload in the team.</li> <li>If the role is not retained in Auckland, move it to Wellington. This will allow for better balancing of the work programme, provide for career progression, and support a balance of skills in the team.</li> </ul>                                     | <p>Unfortunately, we need to reduce resource to meet Government savings expectations and have had to make some hard decisions to support this.</p>   |
|      | Name of business unit        | <ul style="list-style-type: none"> <li>Rename the team Government Relations and Advisory to more clearly signal the necessity of using relationships to leverage influence along with advice into the system.</li> </ul>  | <p>Agree and the name will change to Government Relations and Advisory.</p>  |
|      | Director Government Advisory | <ul style="list-style-type: none"> <li>The proposed Director Government Advisory should be renamed Director Strategy and Policy or Director Strategy and Government Advisory (less preferred option) and have responsibility for the ethnic community's strategy.</li> </ul>  | <p>Disagree. The Strategy will come to an end in 2025. No discussions have been had with the Minister on what a future Strategy could look like. The purpose of any new Strategy (for example- operational strategy vs a government strategy), if there is to be one, will dictate Senior Leadership Team responsibility.</p>  |
|      | Principal Advisors           | <ul style="list-style-type: none"> <li>The proposed structure appears to be top heavy with principals. How this will be operationalised to achieve optimal outcomes?</li> <li>If we retain 3 principal roles with the view that they are proactive and autonomous, expansive 'hands off' leadership will be necessary balanced with clear work programme responsibilities for each person to avoid duplication or role confusion.</li> <li>Acknowledge that the principal advisor inter-cultural capability and language occupies a unique and</li> </ul> | <p>Noted. Yes, the structure is Principal heavy, but this reflects the complexity of the government advisory work and the need for staff who can engage very senior colleagues across the sector to influence change.</p> <p>Our expectation is that the principals will be empowered to work across and outside the organisation, and collaboratively lead work aligned with the strategic priorities of the Ministry. The Director will provide leadership for the team. We see a need for significant change in how the team and the Ministry work together</p> |

| Area                  | Key points within theme        | Feedback summary  | Response  |
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|                       |                                | potentially complementary role relative to the 2 policy principal positions.  | on priorities across business units. This will be reflected in our ways of working.   |
|                       | Too few roles                  | <ul style="list-style-type: none"> <li>We will be spread thin, the robustness of our insights and advice will be impacted. The proposed changes do not address the management of workload and coverage.</li> <li>With the loss of the two senior roles, that workload will need to be redistributed to the rest of the team, which becomes a major risk if someone is sick.</li> <li>Recommend there are systems in place to work laterally when staff are away sick.</li> </ul>  | <p>As noted above, we will have fewer resources and we need to be smart where we target our resources. It is not a matter of redistributing existing work but rather focusing the resource we have on priorities that generate the greatest impact.</p> <p>Agree. How we work as individual teams and collectively across the Ministry is critical. Working laterally and providing support will be addressed in the operating model and ways of working.</p> |
|                       | Professional development       | <ul style="list-style-type: none"> <li>There must be a commitment to professional development so that remaining staff have the support they need to meet the evolving expectations of the Ministry's future focus.</li> <li>Particularly for the Analyst moving to the AME team. Policy analysts were hired to write policy, there need to be opportunities for the policy analyst moving to AME to still collaborate with the Policy team and build their policy capability.</li> <li>The shifting profile of the team to having more senior members, fewer junior members and a smaller requires a change in the way the team works, and how on-the-job learning occurs.</li> </ul> | Agree. Professional development remains important for the team (and all teams within the Ministry) and will be an important consideration for the Director.   |
| <b>Ministerial</b>    | Graduate Ministerial Advisor   | <ul style="list-style-type: none"> <li>Consider amending the Graduate Advisor Ministerial Services role to an Advisor level position.</li> </ul>  | Agree. This has a minimal fiscal impact and better reflects the work and responsibilities of the role.  |
| <b>Communications</b> | Placement of the Communication | <ul style="list-style-type: none"> <li>Establishing a communications team in the proposed Strategic Engagement and Insights business unit,</li> </ul>   | Disagree.   |



| Area | Key points within theme                      | Feedback summary  | Response  |
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|      | team in the structure                        | <p>reporting directly to the proposed DCE Strategic Engagement and Insights. This would streamline the management of workflow, information sharing and responsiveness to communities.</p> <ul style="list-style-type: none"> <li>Other feedback provided alternative placement of the team including Office of the Chief Executive.</li> </ul>  | <p>As proposed, the Communication team will remain in the Corporate Services business unit to provide required communications support across the Ministry.</p> <p>It is expected that teams across the Ministry should be more closely aligned in the design and delivery of their work programme, and that collaboration will occur between teams even in different functional areas.</p> <p>Due to the size of the Ministry, we have had to make choices regarding the placement of functions.</p>                    |
|      | Need for a Director role versus team leader. | <ul style="list-style-type: none"> <li>Support for the creation of a role with oversight of the Ministry's communications function. However, question need for a Director. A technical team lead or manager with technical abilities and understanding may be better serve needs of the Ministry.</li> <li>Other feedback supported the elevation to Director level based on the importance of the function to the Ministry.</li> </ul> | <p>Agree. The leadership role will be changed from the proposed Director Communications to Communications Lead role and will report to the Director, Corporate Services within the Corporate Services business unit. The role will be operational and contribute to the design and delivery of the communications work programme.</p> <p>The role description will be amended to reflect these changes.</p> <p>This change also responds to concerns regarding the perception the proposed structure was top heavy.</p> |
|      | Digital Advisor                              | <ul style="list-style-type: none"> <li>Support for retaining the role to cover responsibilities for website content updates, social media posts, newsletters, branding, publications. There will be a gap in capability for maintaining communication channels we currently use.</li> <li>Suggestion that some responsibilities from the Digital Advisor role could potentially be added to the Office Coordinator role.</li> </ul>     | <p>Disagree. As proposed, the Digital Advisor role will be disestablished.</p> <p>The intention of moving the director role to a lead role to better support the team technically (potentially with digital expertise) and at an operational level should allow more overall support for the team.</p> <p>It is agreed that some of the responsibilities from the Digital Advisor role should be added to the Office Coordinator role. The Job Description will be updated to</p>                                       |



| Area                            | Key points within theme   | Feedback summary  | Response   |
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|                                 |   | <ul style="list-style-type: none"> <li>Suggestion that additional resourcing could come from other roles such as the Intercultural Capability Principal Advisor.</li> </ul>   | <p>reflect these changes (and will be job sized along with other new roles)</p>  |
|                                 | <p>Additional resources and new content</p>   | <ul style="list-style-type: none"> <li>Feedback regarding potential new content and increasing demand for communication services, for example publications/editorial support.</li> <li>Support for growing the communication function and therefore the resource allocated to it.</li> <li>Growing workloads a concern without additional resource.</li> </ul>  | <p>Noted.</p> <p>Given the fiscal constraints we are operating under, additional resource beyond what has already agreed to be added to the Communications function through this change proposal is not feasible at this time.</p> <p>Prioritisation and content of the work programme for the Communications team will need to be managed carefully to ensure appropriate workloads are maintained and the work itself aligns with the wider Ministry work programme.</p>   |
| <p><b>Regional Presence</b></p> | <p>The proposed disestablishment of MEC regional roles could result in needs and insights of ethnic communities outside big cities not being captured</p> | <ul style="list-style-type: none"> <li>Disestablishing the regional presence will have a detrimental impact on the ability to maintain trusted relationships, understand issues and represent our nation effectively.</li> <li>Concentrating staff in Auckland, Wellington and Christchurch will not allow the Ministry to maintain the level of depth, nuance and expertise expected in servicing the Minister, or of the government's chief advisor on ethnic communities.</li> </ul> | <p>Disagree. Ethnic communities continue to grow in number and are becoming widely dispersed across the country. This trend is likely to continue. It is unfeasible to have a meaningful presence in all regions where ethnic communities are.</p> <p>We have decided to concentrate our resources in the three main centres, and as well as developing a national targeted engagement strategy, we will also run regular regional engagement forums to ensure we continue to connect into communities across the country and provide opportunities for them to influence our work programme and the system.</p> |
|                                 | <p>Flexible working the default</p>   | <ul style="list-style-type: none"> <li>The CEA states that flexible working is the default. The ability to work collaboratively with team members across the country is supported by technology, our</li> </ul>   | <p>Noted. Flexible working does not equate to remote working. We need to consider affordability, and the need for travel to sustain operations. Our intent is to continue with the model of locating engagement staff in the three</p>   |

| Area   | Key points within theme                                     | Feedback summary  | Response  |
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|  |   | flexible working framework, anchor and planning days and application of organisational values.  | main centres and all new hires will be to these centres. Where appropriate, we are open to discussions with existing employees on arrangements we could mutually agree for remote working.  |
| <b>Strategic Engagement &amp; Partnerships</b> | Engagement Advisors highly skilled                          | <ul style="list-style-type: none"> <li>Support for the skills of current engagement advisors and the role they play on behalf of the Ministry externally.</li> </ul>  | Noted. The work of the Ministry itself is evolving and increased capability is required. The changes that are proposed in the Strategic Engagement and Stakeholder Insights area are designed to build on this current skill base. These areas have been highlighted in the change proposal document.                           |
|  | Inclusion of "Insights" but clarify by adding "Stakeholder" | <ul style="list-style-type: none"> <li>Support the inclusion of Insights in the name of the business unit but so it is not to be confused with the Analytics team propose adding Stakeholder Insights (or Community Insights) for clarity.</li> </ul> | Agree. Business unit name confirmed as Strategic Engagement and Stakeholder Insights business unit (and the DCE title changed to reflect this).   |
|  | Impact on staff wellbeing                                   | <ul style="list-style-type: none"> <li>Impact of vacancies in last 12 months and proposed reduction of resource have impacted on teams' overall wellbeing and morale.</li> </ul>  | Noted. It is acknowledged that there have been challenges for the team to navigate over the last 12 months and through the change period. Options for support continue to be available to staff and leaders are available to work with staff individually to support them and their wellbeing over the coming weeks and months. |
|  | Workload expectations                                       | <ul style="list-style-type: none"> <li>Workload distribution, concerns about workload, and tensions arising from competing demands/expectations and including out of hours work such as event attendance.</li> </ul>                                  | Noted. We will have fewer resources and we need to be smart where we target them. It is not a matter of redistributing existing work but rather a focusing the resource we have on priorities that generate the greatest impact.<br>We will ensure a fair and reasonable workload for staff.                                    |
|  | Need for collaborative                                      | <ul style="list-style-type: none"> <li>The work programmes across the teams must be designed collaboratively and pragmatically consider the priorities and anticipated workloads of all teams.</li> </ul>   | Agree. An agreed work programme and ways of working across the Ministry will become essential to ensure we deliver within the resources available to us.  |

| Area | Key points within theme   | Feedback summary   | Response  |
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|      | design of work programmes   | Consideration will also need to be given on how delivering on these large programmes will be managed with limited resources.   | ELT and Directors will ensure multi-disciplinary ways of working and commissioning are well communicated across the Ministry.   |
|      | Job size – clarity on difference in role (and size) between Engagement Specialist role and Strategic Lead roles | <ul style="list-style-type: none"> <li>• The Strategic Programmes Lead role is a welcomed function, which should help uplift the Ministry’s focus on proactive work.</li> <li>• Members can see the two roles delivering on similar responsibilities in practice and suggest that the position descriptions be amended to enable a more similar job size.</li> </ul>   | <p>Agree to provide further clarity via the job descriptions for both roles, including adjusting for consistency where appropriate.</p> <p>Both roles will then be formally sized through the Job Sizing Panel with DIA and MEC.</p>  |
|      | Strategic Programme Lead – qualification requirements   | <ul style="list-style-type: none"> <li>• The draft position description for the proposed Director Strategic Programmes states that an advanced university degree relevant to this role is required but this is not consistent across all Director roles for example.</li> </ul>  | Agree to review and adjust educational experience requirements for consistency where appropriate across all Director roles prior to the final sizing through the Job Sizing Panel.  |
|      | Strategic Programme Lead – number of roles  | <ul style="list-style-type: none"> <li>• Number of positions is not sufficient for the increasing workload and demands of the diverse communities MEC serves across the country.</li> <li>• With projected population growth in Auckland, members recommend considering creating a further Engagement Specialist position in Auckland in the future.</li> <li>• Consider adding a fourth Strategic programme role in Auckland – suggested title Strategic programme national operations. This role would complement the Strategic programme leads roles and programme coordinator role by providing a national operations perspective. We recommend one of the engagement</li> </ul> | Noted. The resource proposed is based on the funding available to us. We will need to focus on priorities that generate the greatest impact. We are unable to add resource at this stage given the fiscal situation. We agree on the benefit of an additional Strategic Programme Lead based in Auckland. The tradeoff for this is a reduction of an Engagement Specialist in Auckland. |

| Area | Key points within theme                             | Feedback summary   | Response   |
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|      |   | specialists' roles be swapped for this new one - at a slightly lower grade and with different JD. The addition of these two roles would enhance the Strategic programme team's ability to design and deliver and equalize the number of roles across the two directorates. It would also provide more EOI opportunities for existing colleagues with differing skills. |  |
|      | Strategic Programme Lead Title                      | <ul style="list-style-type: none"> <li>The title for the Strategic Programme Lead also appears lofty - recommend changing the Strategic Programme Lead to Project Lead and make changes in the job descriptions accordingly.</li> </ul>  | Disagree. Job title to remain as proposed. Engagement delivered via the Strategic Programme Team is purposely targeted and outcome driven. These outcomes will be derived from the Ministry's Strategic priorities and an associated focused work programme.                     |
|      | Strategic Programme Lead – additional administrator | <ul style="list-style-type: none"> <li>An additional Coordinator or Administrator role within this team is required to support both Strategic Programme Leads and the Nominations Lead may alleviate some of the additional pressure of limited resourcing.</li> </ul>   | Disagree. It is expected that Strategic Programme Leads will be operational but that projects of work, where appropriate may be supported by resources from across the Ministry such as Office Coordinators. The Nominations Lead will continue to operate as they currently do. |
|      | Speech writing in Engagement Specialist role        | <ul style="list-style-type: none"> <li>Writing speeches and talking points for the Minister, is a large part of the Engagement Specialist role, however it is not in their JD. We would recommend that the JD be amended to include these.</li> </ul>  | Noted. The intent is to not write speeches for the Minister, but to provide talking points. This is included in the job descriptions for Engagement Specialists and Strategic Programme Leads.   |
|      | Add one more Engagement Specialist role.            | <ul style="list-style-type: none"> <li>Due to the high workload resulting from increasing migration into NZ (Auckland) from overseas, I would suggest adding an additional role of engagement specialist. While more would have been needed,</li> </ul>  | Noted. We are unable to do so at this stage given the fiscal situation.  |

| Area | Key points within theme  | Feedback summary  | Response  |
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|      |  | <p>because of cost cutting and budget constraints for now MEC can consider just one extra role.</p>   |   |
|      | <p>Transfer Nominations role from Strategic Programmes to Engagement team</p>  | <ul style="list-style-type: none"> <li>Transfer the Nominations function from the Strategic Programme team to Engagement specialists.</li> </ul>  | <p>Disagree. Nominations is seen as a programme of work and as such the Talent and Governance Lead will report to the Director Strategic Programmes as proposed. They are still expected to engage with Engagement Specialists in support of their delivery in nominations, while sitting within the Strategic Programme team given that the Ministry is working in a multidisciplinary way.</p>  |
|      | <p>Redundancy of the whole SE&amp;P team and proportionally significant reduction risks poor relationships with communities.</p> | <ul style="list-style-type: none"> <li>A good structure under strong leadership is vital to this team's success, so a change in this team is certainly a positive step, however removing every FTE in this team is unjustified, particularly for those who have worked very hard to develop the strong relationships with community members and have built their trust.</li> <li>The reduction of resources as proposed for the business unit is proportionally significant compared with other business units. Agree that it is critical that we aim to focus our effort on more proactive work and deliver outcomes at the macro level.</li> <li>To best achieve the goal, suggest deliberate addressing of the demands of Ministerial servicing (a sizeable part of the business unit's reactive, but necessary, work).</li> </ul> | <p>Noted. It is regrettable to have to affect all current roles in this team. The addition of the new roles and team structure has been designed to better respond to the future needs of the Ministry in delivering advice to government.</p> <p>Feedback assumes the current way of working will continue. This is not the case. ELT and Directors will ensure multi-disciplinary ways of working and commissioning are well communicated across the Ministry within the resources available.</p> <p>The new roles acknowledge an increase in competencies and capability required to deliver and have been sized to reflect this.</p> <p>All affected staff can express an interest in reassignment to these roles and will be supported to do so.</p> |
|      | <p>Recommendation staff reassigned</p>   | <ul style="list-style-type: none"> <li>Members recommend the reassignment of kaimahi in SE&amp;P into roles in the proposed Strategic Engagement and Insights business unit, and the provision of</li> </ul>  | <p>The Ministry will run a contestable reassignment process for these roles. As the roles are significantly higher level than the existing roles, a competency based interview will</p>   |

| Area                             | Key points within theme                                       | Feedback summary   | Response  |
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|                                  |   | <p>training and development opportunities where any gaps in capability may be identified.</p>  | <p>be conducted to assess skills and capability against the requirements of the new job descriptions. Development will be provided where gaps identified can be reasonably bridged.</p>   |
|                                  | <p>Training required to support reassignment</p>              | <ul style="list-style-type: none"> <li>• Brokering conflict would be a new area of expertise for the Ministry. It is unclear in the proposal how skills in this area will be measured and what opportunities would be available to staff to develop or strengthen these.</li> <li>• As this is potentially a very niche skill which takes much training and experience to master, it is unclear what value is added by introducing this new focus area.</li> </ul> | <p>Disagree. As noted elsewhere, this is a growing area of engagement for us and is critical to our success. We currently are doing this work; however it has largely fallen to ELT which is unsustainable on an ongoing basis. Candidates for reassignment will be assessed against the competencies for the new roles and development will be provided where gaps identified can be reasonably bridged.</p> |
|                                  | <p>Consider how career development can occur</p>              | <ul style="list-style-type: none"> <li>• Staff that remain with the Ministry feel the structure does not allow for career progression as there are large gaps in steps for kaimahi to move up.</li> </ul>  | <p>Noted. Unfortunately there are often limited opportunities for staff to progress their careers in a small organisation.</p>  |
| <p><b>Corporate Services</b></p> | <p>Part-time HR Administrator</p>                             | <ul style="list-style-type: none"> <li>• The part-time HR administrator is not mentioned in the proposal.</li> <li>• How does the part-time administrator fit into the proposed HR operating model?</li> </ul>   | <p>Noted. The current role of the EA/HR Administrator will not change. The EA/HR Administrator will continue to provide administrative support ensuring that onboarding and exiting activities occur, and general support is provided. Whilst the EA Administrator will not report to the same manager as the Senior HR Advisor, we do not see this as an impediment given it is the current arrangement.</p> |
|                                  | <p>Ringfence Senior HR Advisor for the current HR Advisor</p> | <ul style="list-style-type: none"> <li>• The proposal outlines how the how HR functions currently provided internally will be managed in the future. The functions proposed to remain in the Ministry include providing support and advice to</li> </ul>   | <p>Disagree. We acknowledge that HR capacity and capability within the Ministry will be reduced by the changes. This is a trade-off necessitated by the requirement to provide savings.</p>   |

| Area | Key points within theme | Feedback summary   | Response  |
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|      | and provide development | <p>leaders using DIA policy and collateral. This type of work is currently undertaken by the HR Advisor. The Senior HR Position should be ringfenced for the current HR Advisor and development opportunities be provided where any gaps in capability may be identified. Alternatively, we request that the HR Advisor position be retained, and position description reviewed.</p> | <p>There will be an ongoing need for a Senior role to support staff and management, support annual review and estimates processes, contribute to PSC led initiatives, other initiatives such as Whāinga Amorangi led by Te Arawhiti, and to provide a link with services provided by DIA. There is limited scope for providing development as this will be the sole HR Advisory role within the Ministry. The person will need to bring an excellent understanding of HR management and be capable of a high degree of independence.</p> <p>We also note feedback on the management of health and safety, which will be part of this role, strengthens the need for this role to be senior.</p> <p>The Ministry will assess the current HR Advisor against the competencies required in the senior role through the reassignment process.</p> |
|      | Office Co-Ordinator     | <ul style="list-style-type: none"> <li>• There was support for the role but query around what type of events support will be provided to for and where they will be located?</li> <li>• Consider removing one Office Co-ordinator and replace with a 3<sup>rd</sup> Engagement Specialist in ChCh.</li> <li>• A number of minor changes to the JD were suggested.</li> </ul>         | <p>Disagree.</p> <p>The Office Co-ordinators will be available to provide general administrative support for all teams and will be able to assist with event planning for any event. Some suggestions for clarity were made and the JD will be updated and resized. The availability of the Office Co-Ordinators will of course depend on workload, and which will be managed by the Director Corporate Services where necessary.</p> <p>The Office Co-Ordinators may be located in any of the 3 main centres; however it should be noted that the incumbent is in Auckland.</p>  |



| Area | Key points within theme  | Feedback summary  | Response   |
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|      |  |   | Reducing the number of Office Co-Ordinators to one is not deemed feasible given the breadth of their role and likely workload, which will have to be managed by their Director.  |
|      | Ringfence Office Co-Ordinator role to People and Support Advisor | <ul style="list-style-type: none"> <li>The People Support Advisor role has several responsibilities that appear in the draft Office Coordinator position description. They also provide some digital support for the website.</li> <li>The Office Coordinator role (fixed term) should be ring fenced for the current PS Advisor.</li> <li>The draft Office Coordinator position description be reviewed and amended as necessary.</li> </ul>     | We accept that this could be a suitable role for reassignment if the incumbent wishes to pursue this option and that it should be ringfenced. We note that the Office Coordinator role is fixed term and would need to discuss and agree how this would be managed.  |
|      | Centralisation of EAs  | <ul style="list-style-type: none"> <li>Will the EAs also be centralised under Corporate Services and why does the National Operations Director have an EA?</li> </ul>   | No, there was no proposal to centralise the EAs. The National Operations Director will not have an EA.   |
|      | 0800 # and mailbox   | <ul style="list-style-type: none"> <li>Please advise who will manage the mailbox and 0800-number in the proposed structure.</li> </ul>  | The 0800 number and mailboxes will be managed by the Office Co-ordinators.   |
|      | Emergency Management and NEMA                                    | <ul style="list-style-type: none"> <li>It is unclear how emergency and incident management will be managed at the Ministry i.e. relationship with the National Emergency Management Agency (NEMA) Welfare Coordination Group.</li> <li>What does the relationship management with NEMA – Welfare Coordination Group look like under the proposed structure?</li> <li>How would we manage catastrophic events that impacted Wellington.</li> </ul> | <p>Senior staff members within the Strategic Engagement and Stakeholder Insights business unit will represent the Ministry on the Welfare Coordination group where necessary.</p> <p>MEC does not have a specific emergency management role and attends this group to provide insights from communities to emergency management responses. This aligns closely with the role and capabilities within the business unit.</p> <p>The Ministry will have teams with senior staff located in the three main centres. This provides us with the ability</p> |



| Area | Key points within theme                          | Feedback summary  | Response  |
|------|--|---|---|
|      |  |   | to respond to requests and attend NEMA meetings regardless of the impact on any one location. The Ministry also has an incident management team for events such as these, led by Corporate Services with support from Strategic Engagement and Stakeholder Insights.  |
|      | Health and Safety                                | <ul style="list-style-type: none"> <li>The proposed Director Corporate Services will be responsible for, "Overseeing the provision of Security and Health, Safety and Wellbeing services including the development of policies, processes and practice," but it is unclear who will do the work e.g., developing the Ministry's Health and Safety policies (required as a PCBU), running the Ministry's WHS Committee meetings, representing the Ministry at the National Health &amp; Safety Committee (DIA) meetings and branch coordinators meetings etc.</li> </ul> | The Director Corporate Services will oversee this work and provide advice to the CE on his and ELT's obligations as a PCBU with the Senior Human Resources Advisor managing these processes.  |
|      | Senior Corporate Services should be a principal. | <ul style="list-style-type: none"> <li>Director should ideally be supported by a Principal Advisor, Corporate Services, not just a Senior Corporate Services Advisor. The principal could assist with developing operational policies, quality assurance work, and undertake business improvement projects.</li> </ul>  | Noted. Ideally, we would be able to have more and higher level roles to support the work of the Ministry. However we need to work within the resource we have available and be right sized. The Ministry already has support from DIA Strategy and Performance with access to quality assurance and improvements reviews. |
|      | Level of support from DIA                        | <ul style="list-style-type: none"> <li>Change processes are occurring across DIA and will inevitably have an impact upon our Departmental Host Agency Agreement and the service level that we are currently receiving.</li> <li>We decided to provide more internal support in the HR area because we were not satisfied with the service previously. How will it be any different now?</li> </ul>  | <p>Noted.</p> <p>The new structure acknowledges that we will need to rely more on DIA for services and the service levels may not be as they are with the greater resource allocated at the moment.</p> <p>This is a trade-off we have deliberately made given the need for savings.</p>                                  |

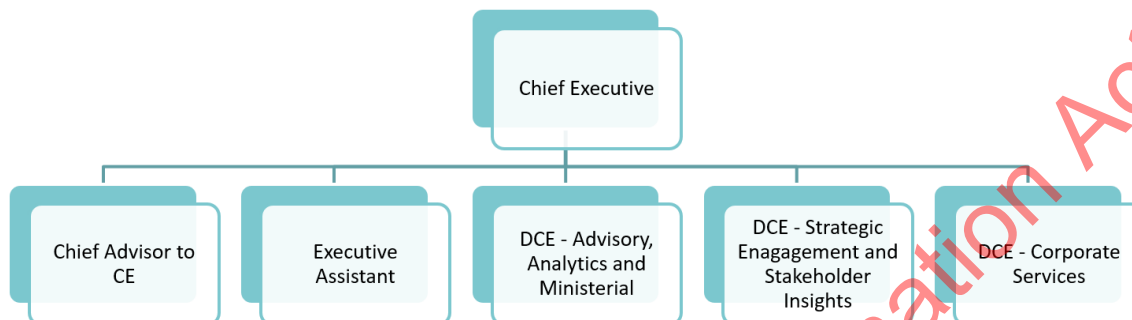
| Area | Key points within theme               | Feedback summary  | Response   |
|------|---------------------------------------|---|--|
|      |                                       |   | We negotiate services with DIA on a regular basis and discussions and agreement regarding services and costs are ongoing.  |
|      | Rename Corporate Services and Funding | <ul style="list-style-type: none"> <li>• Rename the proposed business unit 'Corporate Services and Funding'.</li> </ul>   | Noted but do not think this is necessary with the title of Corporate Services sufficiently broad to describe the services provided by the business unit.   |
|      | Graduate Programme                    | <ul style="list-style-type: none"> <li>• What vision does the Ministry have for the future of the graduate programme?</li> <li>• We are concerned that the workload of the Graduate Programme Lead may be too high and extra resource should be considered to support peak activity, such as setting up the next intake.</li> <li>• There is support for the Graduate Programme Lead reporting to the DCE.</li> </ul> | The Ministry will assess the future of the work programme, including the Graduate Programme, as part of the review of work programmes across the Ministry. We are unable to provide additional resource at this stage given the fiscal situation. The services delivered will need to fit within the resource currently available. |

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## Section 4. Final decisions

### 4.1 Overview of MEC

The following structure will be established. Details of each business unit are detailed in the relevant section below. A full organisational chart for the Ministry is attached as an Appendix.



### 4.2 Office of the Chief Executive

#### Confirmed structure: Office of the Chief Executive

There were no changes proposed to the Office of the Chief Executive and it remains as below.



### 4.3 Strategic Engagement and Stakeholder Insights

#### Summary of the final decisions

The name of the business unit changes to **Strategic Engagement and Stakeholder Insights** to highlight the shift in focus to delivering actionable insights aligned with the strategic priorities of the Ministry. There will also be a shift towards a focus on system and national level relationships and systemic issues, the resolution of which will have broad and meaningful impacts for ethnic communities.

The two current regional teams are disestablished with a national team of **Engagement Specialists** created, led by a new **Director National Operations**. This team will be located in the three main centres, where the ethnic communities we serve are concentrated. The team will develop and then implement a targeted proactive national engagement work programme aligned to the Ministry's strategic priorities. This team will focus on convening and brokering connections, insight development and facilitating discussions between ethnic communities and policymakers about complex situations and issues.

**A Strategic Programmes team** has been established to develop, implement, and manage a strategic work programme to deliver targeted, complex, or large projects that deliver insights and analysis while maintaining ongoing engagement with diverse ethnic communities. Key themes and findings gathered from these engagement programmes will be captured and utilised to inform the Ministry’s advisory function including advice to Ministers and senior leaders of the Ministry.

This strategic engagement programme will include conferences, workshops, forums, and other targeted programmes which will be used to gather strategic insights from ethnic communities. This will be used to influence systemic change for the benefit of ethnic communities and New Zealand.

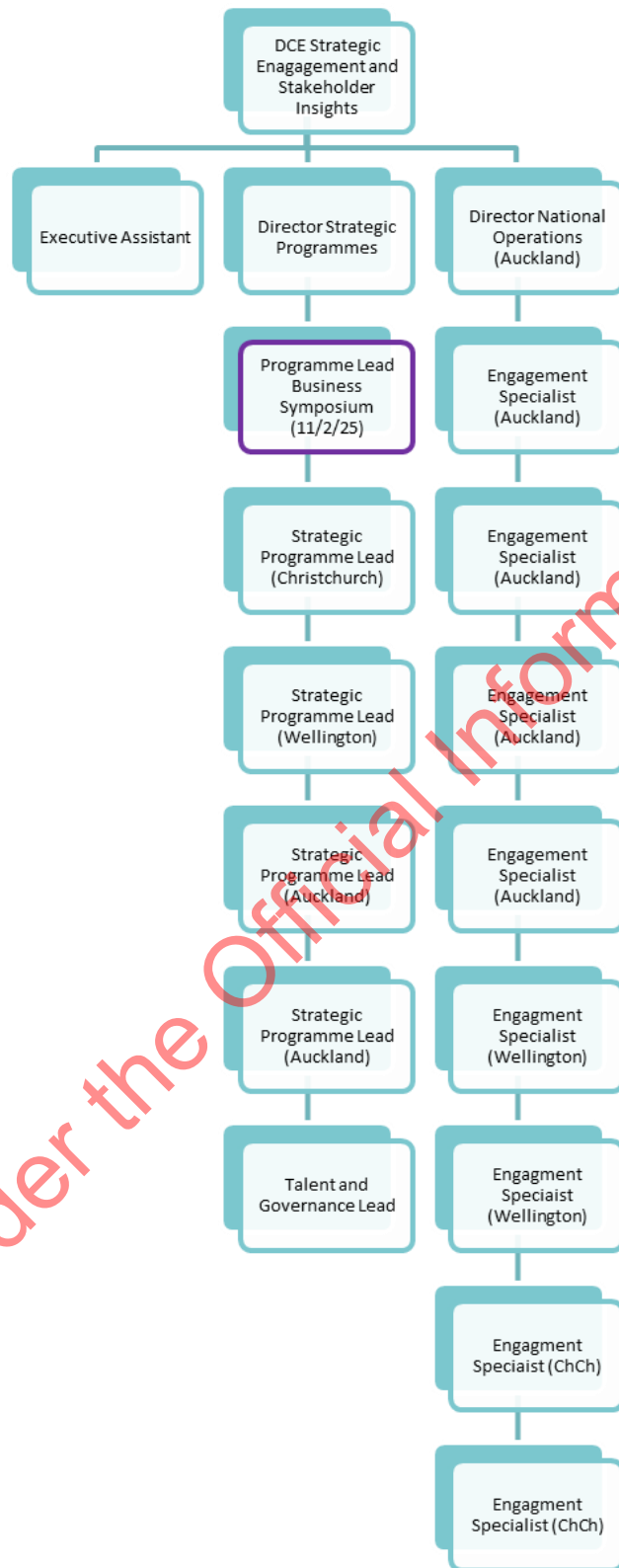
The Ministry’s nominations service will be positioned in the Strategic Programmes Team. This reflects the need for the function to be closely integrated into ethnic community networks to identify potential candidates and improve ethnic representation on boards.

The current Office Coordinator roles move into the Corporate Services business unit with a change in focus to providing Ministry wide support.

### Confirmed outcome: Strategic Engagement and Stakeholder Insights

| Position  | Final decisions   |
|---|---|
| Director of Engagement and Partnerships – Northern              | Position disestablished   |
| Director of Engagement and Partnerships – Southern (Vacant)     | Position disestablished   |
| Engagement and Partnership Advisor (8 roles – 4 vacant)         | Positions disestablished  |
| Senior Engagement and Partnership Advisors (9 roles – 2 vacant) | Positions disestablished  |
| Principal Strategic Engagement and Partnership Advisor          | Position disestablished   |
| Office Co-ordinators (2, one vacant)                            | Minor change to position description and changed reporting line |

### Confirmed structure: Strategic Engagement and Stakeholder Insights



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## 4.4 Advisory, Analytics and Ministerial

### Summary of the final decisions

The name of the business unit will change to **Advisory, Analytics and Ministerial** to reflect its focus on providing advice to Government on strategic issues that will have the greatest impact for ethnic communities and New Zealand.

The Government Relations and Advisory team is established and will be led by a **Director Government Relations and Advisory**. This highlights the transition from operating as a specialist pure policy team to an agile, generalist multidisciplinary advisory team whose wheelhouse is providing advice (including building tools) to solve issues that could be influenced by change in government systems. The Intercultural Capability and Language function will also move into the Government Advisory Team recognising that this is one aspect of the advice provided.

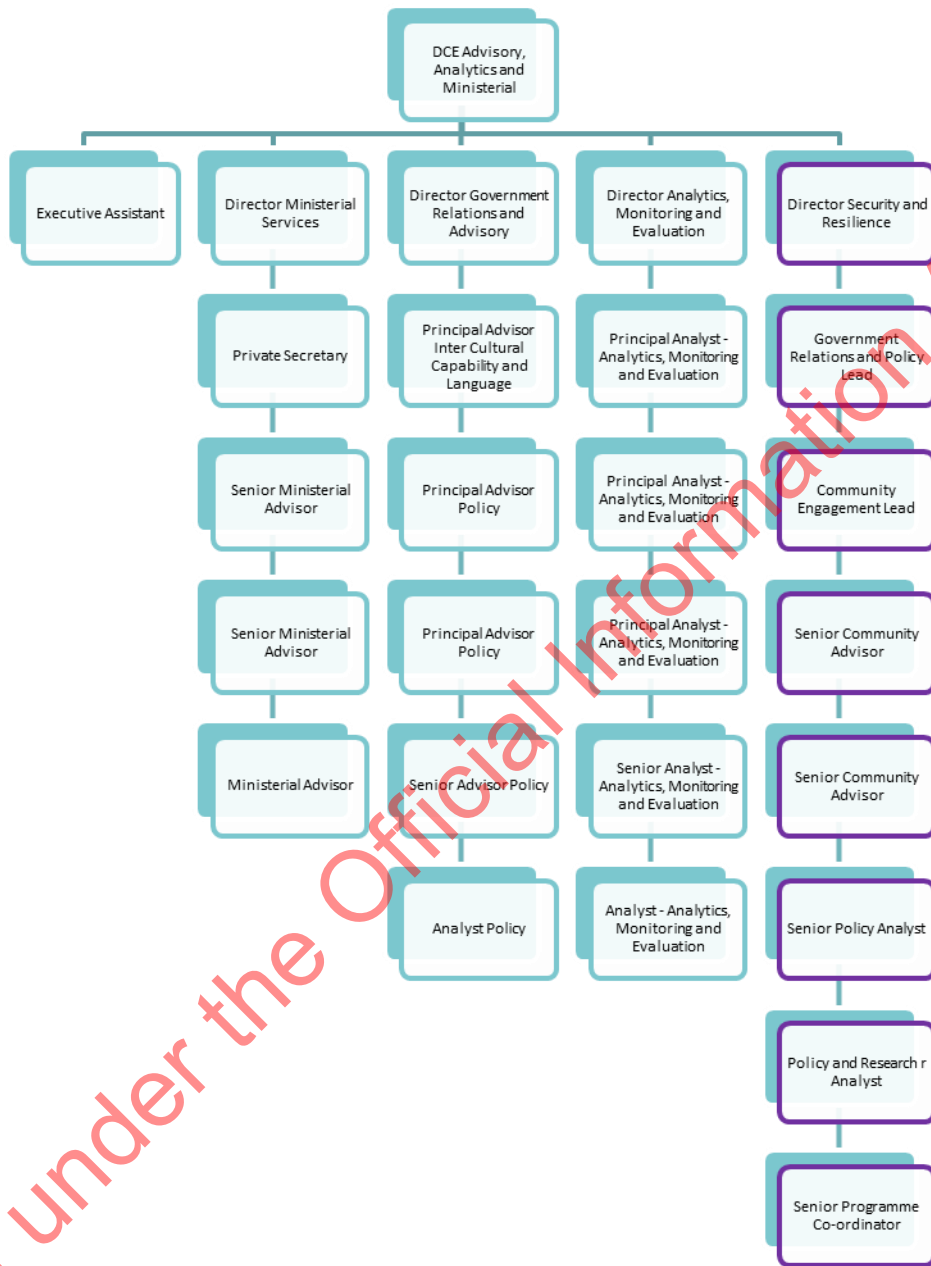
The Analytics, Monitoring and Evaluation team will expand with the addition of a Senior Analyst, and an Analyst recognising the importance of the function to the Ministry's work programme.

### Confirmed outcome: Advisory, Analytics and Ministerial

| Position                             | Impact of final decisions  |
|--------------------------------------|--|
| Director Policy                      | Position disestablished  |
| Senior Policy Analyst x 3 (2 vacant) | Positions disestablished   |
| Principal Policy Analysts (2)        | Change in title to Principal Advisor - Policy  |
| Senior Policy Analyst                | Change in job title to Senior Advisor - Policy   |
| Policy Analysts (2)                  | Change in title to Analyst - Analytics, Monitoring and Evaluation and reporting line to Director Analytics Monitoring and Evaluation |
|                                      | Change in title to Analyst - Policy, and reporting line to Director Government Relations and Advisory                                |

Note that roles not included in the list above have no change.

**Confirmed structure: Advisory, Analytics and Ministerial**



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## 4.5 Corporate Services

### Summary of the final decisions

The name of the business unit changes to **Corporate Services** reflecting the change in focus with the transfer of the Intercultural Capability and Language function to Advisory, Analytics and Ministerial and the Nominations function to Strategic Engagement and Stakeholder Insights. As a result of these functions being transferred, the role of Director of Talent and Capability is disestablished.

The Ministry will rely more on the services provided by the Department through the Departmental Agreement, and as a result, the Director People and Support Services role and the HR Advisor role are disestablished and replaced with a Senior HR Advisor who will liaise with the Department on HR issues and provide first level support to MEC staff and managers. Administrative support will be centralised with the transfer of the Office Co-ordinators into the business unit, providing support across the Ministry.

Oversight of appropriations, finance, procurement, accountability activities such the annual report, estimates and the annual review, HR and the management of the Departmental Agreement will shift to the newly created role of Director Corporate Services who will be supported by a Senior Corporate Services Advisor. Communications will be bolstered with the creation of a new Communications Lead who will support the development of a proactive communications approach in support of the Ministry's engagement and advisory functions and provide additional operational support for the team. ECDF resource will be bolstered with the creation of the Director Funding whose sole focus will be on funding activities, in particular the ECDF. This role previously had responsibility for accountability activities under the old structure, which will now be the responsibility of the Director Corporate Services.

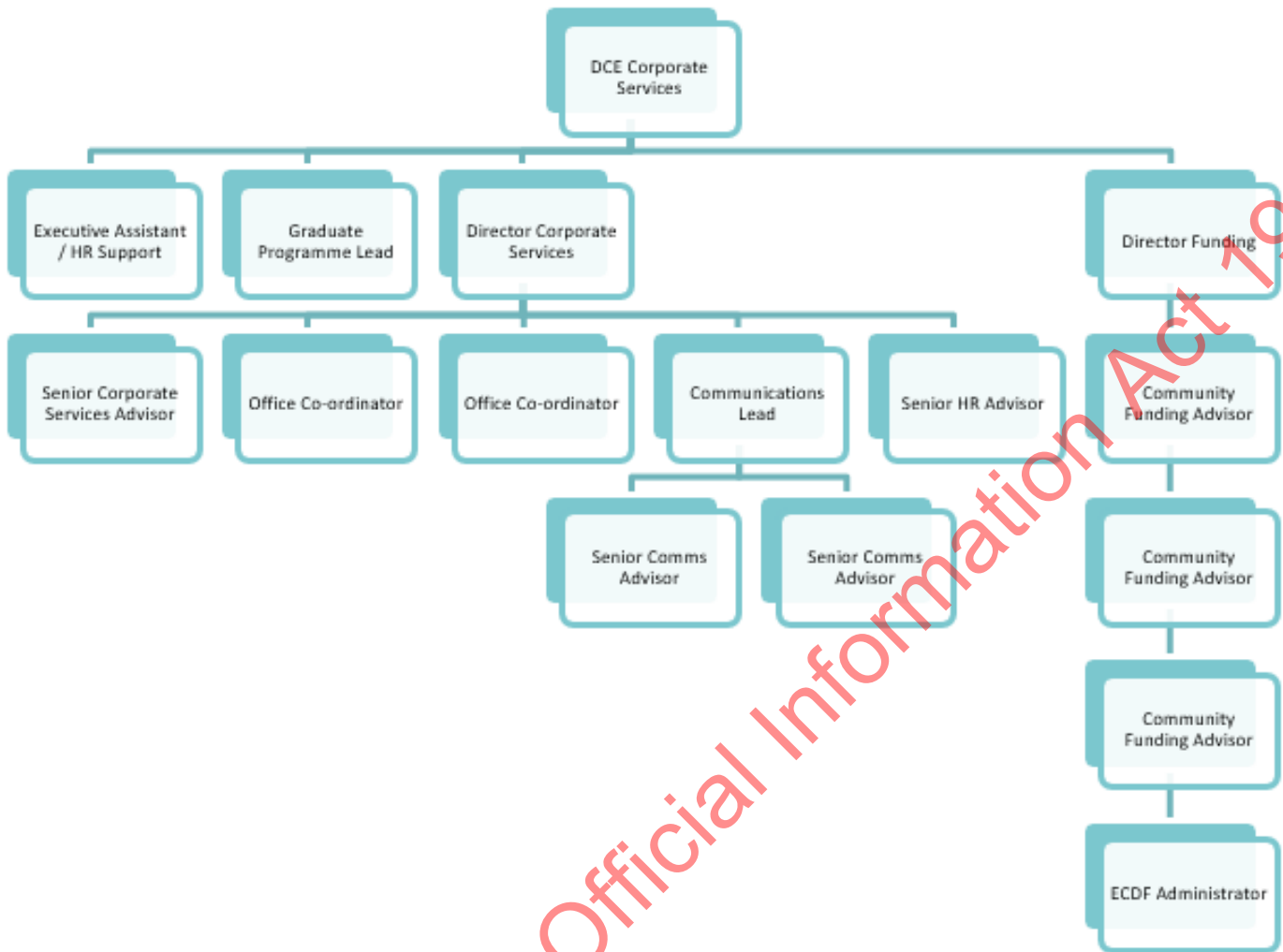
### Confirmed outcome: Corporate Services

| Position  | Impact of final decisions                                  |
|---|--|
| Director of Talent and Capability                       | Position disestablished                                    |
| Director of People and Support Services                 | Position disestablished                                    |
| Director of Strategy, Planning and Reporting            | Position disestablished                                    |
| Digital Advisor (Vacant)                                | Position disestablished                                    |
| HR Advisor  | Position disestablished                                    |
| People and Support Advisor                              | Position disestablished                                    |
| Senior Communications Advisor x 2                       | Change of reporting line to new role – Communications Lead |
| Talent and Governance Lead                              | Change of reporting line to Director Strategic Programmes  |
| Principal Advisor Intercultural Capability and Language | Change of reporting line to Director Government Advisory   |
| Graduate Programme Lead                                 | Change of reporting line to DCE Corporate Services         |
| Community Funding Advisors (4 – including 1 fixed term) | Change of reporting line to Director Funding               |
| ECDF Administrator                                      | Change of reporting line to Director Funding               |

Note roles not included in the table above have no change.



### Confirmed structure: Corporate Services



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## 4.6 Summary of all new roles

The following new positions are confirmed:

| Business Unit                                 | New position  |
|---|---|
| Strategic Engagement and Stakeholder Insights | Director National Operations (Auckland)   |
| Strategic Engagement and Stakeholder Insights | Engagement Specialist (8 roles - 4 Auckland, 2 Wellington, 2 Christchurch)        |
| Strategic Engagement and Stakeholder Insights | Director Strategic Programmes   |
| Strategic Engagement and Stakeholder Insights | Strategic Programme Lead (4 roles – 1 Christchurch, 1 Wellington, and 2 Auckland) |
| Advisory, Analytics and Ministerial           | Director Government Relations and Advisory  |
| Advisory, Analytics and Ministerial           | Senior Advisor Analytics, Monitoring and Evaluation                               |
| Corporate Services                            | Communications Lead   |
| Corporate Services                            | Director Funding  |
| Corporate Services                            | Director Corporate Services   |
| Corporate Services                            | Senior Corporate Services Advisor   |
| Corporate Services                            | Senior HR Advisor   |

## 4.7 Summary of vacant roles and selection process

The following roles are vacant (or will be in the short term) and therefore available for reassignment. Where the Ministry expects that roles will be internally contestable, we will be running selection processes with the support of H2R a recruitment and HR specialist consultancy.

All staff who are affected will get full details of the selection processes and approach for all roles available.

| Business Unit                                 | Vacant position  | Selection process  |
|---|--|--|
| Advisory, Analytics and Ministerial           | Ministerial Advisor  | Competency based interview (internal) with numeracy, writing assessment to be determined.  |
| Advisory, Analytics and Ministerial           | Principal Analyst, Analytics, Monitoring and Evaluation (from 28/6/24) | Competency based interview (internal) with numeracy, writing assessment to be determined.  |
| Advisory, Analytics and Ministerial           | Director Government Relations and Advisory                             | Competency based interview, external panel members (including H2R), situational judgement assessment   |
| Advisory, Analytics and Ministerial           | Senior Analyst, Analytics, Monitoring and Evaluation                   | Competency based interview (internal) with numeracy, writing assessment to be determined.  |
| Advisory, Analytics and Ministerial           | Analyst Policy and Analyst Analytics, Monitoring and Evaluation        | Ringfenced to the two Policy Analysts. Will be by agreement or competency based interview (internal) with numeracy, writing assessment to be determined. |
| Strategic Engagement and Stakeholder Insights | Deputy Chief Executive - Strategic Engagement and Stakeholder Insights | External open process (TBD)  |
| Strategic Engagement and Stakeholder Insights | Director Strategic Programmes  | Competency based interview, external panel members (including H2R), situational judgement assessment   |
| Strategic Engagement and Stakeholder Insights | Strategic Programme Lead (Christchurch)                                | Competency based interview, external panel members (including H2R), written and reasoning assessment   |
| Strategic Engagement and Stakeholder Insights | Strategic Programme Lead (Wellington)                                  | Competency based interview, external panel members (including H2R), written and reasoning assessment   |
| Strategic Engagement and Stakeholder Insights | Strategic Programme Lead (2) (Auckland)                                | Competency based interview, external panel members (including H2R), written and reasoning assessment   |

| Business Unit                                 | Vacant position                                       | Selection process  |
|---|---|--|
| Strategic Engagement and Stakeholder Insights | Director National Operations (Auckland)               | Competency based interview, external panel members (including H2R), situational judgement assessment |
| Strategic Engagement and Stakeholder Insights | Engagement Specialist (Auckland) 4                    | Competency based interview, external panel members (including H2R), written and reasoning assessment |
| Strategic Engagement and Stakeholder Insights | Engagement Specialist (Wellington) 2                  | Competency based interview, external panel members (including H2R), written and reasoning assessment |
| Strategic Engagement and Stakeholder Insights | Engagement Specialist (Christchurch) 2                | Competency based interview, external panel members (including H2R), written and reasoning assessment |
| Corporate Services                            | Communications Lead                                   | Competency based interview (internal) with numeracy, writing assessment to be determined.            |
| Corporate Services                            | Director Funding                                      | Competency based interview, external panel members (including H2R), situational judgement assessment |
| Corporate Services                            | Director Corporate Services                           | Competency based interview, external panel members (including H2R), situational judgement assessment |
| Corporate Services                            | Senior Corporate Services Advisor                     | Competency based interview (internal) with numeracy, writing assessment to be determined.            |
| Corporate Services                            | Senior HR Advisor                                     | Competency based interview (internal) with numeracy, writing assessment to be determined.            |
| Corporate Services                            | Office Co-ordinator (fixed term until 2 October 2025) | Ringfenced to the People and Support Advisor   |

## Section 5. Transition to the new structure.

### 5.1 Process and timeline for reassignment and recruitment to new and vacant positions

The following table outlines the process and timeline for new and vacant positions that will be available for Expressions of Interest (EOI), reassignment, and/or recruitment.

| Timeline                               | Type of process   | Positions   |
|--|---|---|
| Tuesday, 30 April – 5pm Monday, 13 May | Expressions of interest open for all affected employees (ringfenced)  | <ul style="list-style-type: none"> <li>All positions (excluding DCE Strategic Engagement and Stakeholder Insights)</li> </ul> <i>Process outlined below in 5.2</i>  |
| Tuesday 30 April onwards               | Support available to affected staff by H2R to assist with reassignment process (note support will be aligned with when selection processes are scheduled).                                    | <ul style="list-style-type: none"> <li>All affected staff</li> </ul>  |
| Tuesday, 14 May – Friday, 31 May       | Selection processes for contested roles completed (note these will occur in person in Wellington). Outcomes will be communicated to affected individuals as selection processes are completed | <ul style="list-style-type: none"> <li>All new and vacant roles as listed in the table in section 4.7 (with the exception of DCE Strategic Engagement and Stakeholder Insights).</li> </ul>   |
| Monday, 3 June 2024 – Friday 14 June   | Any remaining vacancies (including new roles not filled) will be advertised and available for applications from <b>all MEC employees</b> and external applicants                              | <ul style="list-style-type: none"> <li>All remaining new and vacant positions not already filled via the EOI process.</li> </ul> Please note:<br>If an EOI is not submitted for some new or vacant roles, then those roles may be advertised earlier. |

## 5.2 Reassignment for affected employees only

Reassignment will be managed via an expressions of interest (EOI) process. Affected employees will be asked to submit an expression of interest indicating which roles they wish to be considered for.

Selection processes to be followed are included in the table at **4.7**.

Confirmed Positions Descriptions of new and vacant roles are available [HERE](#)

## 5.3 Outplacement

All affected employees will be provided with external support from H2R, a recruitment and human resources consultancy, to help them prepare for the reassignment process. This could include assistance with preparing applications, interview technique, identification of key skills and capabilities and any other areas affected staff may feel would be useful. If an affected employee does not get placed into a role within the Ministry and following consideration of other options, ultimately exits the Ministry, then they will be provided with further external career outplacement support by H2R.

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## Section 6. Implementation of the new structure

The next stage of the process is to implement the changes outlined in this document. This will start with the reassignment, redeployment, and recruitment processes for affected employees. We are aiming to provide certainty to affected employees by the end of May 2024.

Our next step will then be to recruit for remaining positions which may take some time. Whilst we recruit for these new roles, we will be transitioning to the new structure. During this time, it will be important that we still work to deliver on our priorities which will require us all to work together, be flexible and look out for each other.

The focus at this stage will be on planning how we bring the new structure and operating model to life. While implementing the new structure is critical, this alone will not deliver the changes needed. A range of other initiatives are needed to support the structural change and establish a new way of operating for the Ministry.

This includes establishing an operating model which addresses the following fundamental elements;

- New ways of working in a multidisciplinary way including common approaches and tools to assist with cross functional teams.
- Understanding how our ways of working have changed and what the new operating environment is.
- Operationalising our values to enable our new ways of working.
- Ensuring visibility of our team and collective workplans.
- Establishing clarity around responsibilities, accountabilities, and governance, including oversight and visibility of work programme delivery, risks, shared people utilisation plans and collective reporting.
- Ensuring that roles and responsibilities across the organisation are well understood.
- Developing supporting operational strategies like communication strategies, engagement strategies and how we effectively commission new work.

Once the Director positions are in place, with support, they will start developing the activities required to ensure people have the things they need to adapt to the new structure so that we operate as intended. All teams will play a role in bringing the operating model to life.

More will be shared as we progress this work, including opportunities for involvement in the development phase.

## Section 7. Change Protocol

Note this section is as per the change proposal document.

### 7.1 Introduction

This protocol sets out the proposed approach to managing the implementation of the structural changes arising from the Ministry for Ethnic Communities Review. This Protocol is consistent with all individual employment agreements and the Collective Agreement between the Public Service Association and the Ministry for Ethnic Communities.

### 7.2 Overview

Employees are **affected** if their current position is changing materially or is being disestablished.

If there is no significant change to the position, and there are the same number, or fewer, employees than positions in the new structure, employees will be reconfirmed.

Employees who are not reconfirmed will be considered for reassignment. This involves considering whether affected employees' skills can be matched to alternative positions that require similar skills in the new structure.

Affected employees who are not reassigned will be consulted individually about other options. If no other options are identified, notice will be given, and redundancy provisions apply.

### 7.3 Who does this protocol apply to?

The protocol applies to all permanent employees including:

- permanent fulltime and part-time employees.
- employees currently on all forms of leave including leave without pay and parental leave.
- employees currently seconded to other positions; in which case the process will apply to their permanent substantive position.

Contractors, fixed term (temporary) or casual staff are not covered by the protocol even though their position may be affected by any restructure. In this case the relevant provision of their employment agreement or contract will apply.

### 7.4 Principles

The process is designed to:

- ensure a fair and transparent process.
- maximise the placement of employees into available positions.
- ensure minimum disruption to 'business as usual'.
- observe the provisions contained in, relevant employment agreements (including the Collective Employment Agreement) and organisational policy, and
- minimise uncertainty for employees.



## 7.5 Consultation

The purpose of consultation is to allow employees to have the opportunity to provide input to support and/or influence the change proposal. Staff can provide feedback directly or through the PSA if they are a member. The Ministry would prefer feedback is written however recognises that feedback can be provided in formats other than written and will enable oral submissions upon request.

The views of employees and the PSA will be carefully considered before a final decision is made.

Where significant changes are made to the change proposal as a result of feedback, it may be appropriate to undertake a subsequent consultation on those changes. This consultation may be with a specific group of people depending on the revised proposal.

## 7.6 Implementation when people are affected.

Employees who have been identified as being affected by organisational change will be consulted over the implementation process, and permanent employees will have a preferential right of appointment to vacancies within the Ministry. Affected staff will be advised in writing of their preferential status.

Before final decisions are announced, all potentially affected employees will be notified individually. Employees will be informed that they:

- have been reconfirmed in a position and are no longer affected, or
- are affected and will be considered for reassignment.

## 7.7 Reconfirmation process

Prior to announcement of the final decisions, an assessment will be made to determine if employees meet the criteria for reconfirmation. This assessment will be made in conjunction with the Chief Executive and Deputy Chief Executive Systems, Capability and Programmes and approved by the Chief Executive.

The reconfirmation process requires a comparison between existing positions and those in the new structure to determine if they are the same or nearly the same. The criteria for reconfirmation are:

- the new job description is the same or nearly the same as the job the affected employee currently does.
- the salary is the same.
- the terms and conditions, including career prospects are no less favourable, and
- the location is the same or in the same vicinity.

Where all the criteria for reconfirmation are met apart from the fact that there are more candidates for a position than positions available, the reassignment process will be used to determine the appointment to the position from among those candidates.

Employees who have been reconfirmed will be advised on the same day that final decisions are announced if this is practical, or soon after.

Employees have the right to seek a review of the reconfirmation decision where they do not consider that the criteria have been applied correctly. The process for a review is set out below.

Once an employee has been reconfirmed, they are considered not affected.

Employees who meet the criteria but do not wish to be reconfirmed may opt for voluntary redundancy.

## 7.8 Reassignment and expressions of interest

Reassignment is the process of placing employees who have not been reconfirmed into a job in the new structure, into suitable alternative jobs. A suitable alternative job is one:

- that involves clearly defined duties and responsibilities that are not unreasonable considering the employee's skills, knowledge, and experience.
- where the employee could reasonably be expected to carry out those duties with a reasonable amount of training and development – the training and development required and how this would be delivered would be discussed during the offer/acceptance process.
- where the location of the new job is in the same local area.
- where the employee's salary is in the same or a higher pay band.
- where the other terms and conditions are no less favourable overall.

Where an employee's skills, knowledge and experience meet the requirements of a job in the new structure and there is no other identified employee who could fill this job, an employee may be offered direct reassignment into this job. Where possible this has been identified in the consultation documentation and the employee advised.

Employees may choose to identify personal circumstances (including career aspirations) which the Ministry will consider before deciding to offer reassignment.

A reassignment panel of the Director Special Projects, Director Projects and two Deputy Chief Executive's will consider all expressions of interest and seek to reassign employees based on a balance of:

- the employee's preference(s);
- suitability for the position; and
- placing as many employees in roles as possible.

A position which is more than one level or tier below an employee's previous position will not generally be considered a suitable alternative, however each situation will be considered on its merits based on the requirements of the new position and the employee's skills, knowledge, qualifications, and experience.

## 7.9 Expression of interest process

The expression of interest process is designed to support the placement of impacted/affected employees into jobs by enabling the employee to set out their preferences for vacancies that remain, following the reconfirmation process. The process is designed to provide certainty as soon as possible, while maintaining fairness and transparency for employees and their representatives.

There are two types of expressions of interest process:

- **non-contestable expression of interest** – when there are an equal number of (or less) affected employees to suitable vacancies. Affected employees may be asked to submit an expression of interest to demonstrate that they have the skills required to fill a ring-fenced vacancy. Where their skills match the requirements of the vacancy, they will be offered reassignment to that job. An interview and/or other form of assessment may also be used to identify that they have the skills required to fill a ring-fenced vacancy.
- **contestable expression of interest** – when there are more affected employees than suitable vacancies. Affected employees will be asked to submit an expression of

interest to demonstrate they have the skills required to fill the vacancy(s). An interview and/or other form of assessment may also be used to identify which employees are best suited for an offer of reassignment to available vacancies.

The expression of interest process will set out:

- the jobs that will be offered without the need for a selection process, including where appropriate the rationale for any view that the identified jobs in the new structure align with identified jobs in the old structure.
- clearly stated selection criteria for placement into jobs with the focus on the skills, knowledge, attributes, qualifications and experience each job requires.
- the selection process and criteria for matching employee preferences for jobs
- the weightings (if applicable) to be applied to the various components of the selection approach (e.g. interview vs self-assessment, etc)
- who is able to participate in the process.
- the timetable for each stage of the process
- how personal circumstances can be raised in order to be considered.
- how voluntary relocation opportunities might be made available during the process.

Affected Employees will have two weeks from the confirmation of the final structure to identify their preferences. Once this period has expired, the options identified cannot be changed, except in exceptional circumstances, which will be discussed between the Ministry, the employee, and the PSA where appropriate.

Following the selection process, impacted/affected employees may be made a provisional offer of:

- placement into a job they expressed an interest in; or
- another option identified through the expression of interest process.

An employee's personal circumstances, including career aspirations, will be taken into consideration in determining whether the job is a suitable alternative job.

Confirmation of reassignment will be made once any review period or formal review process has been completed.

## 7.10 Advertising reassignment vacancies

The Ministry will seek to fill roles through the reassignment process before advertising externally. If roles remain unfilled through redeployment or reassignment, roles may be advertised externally. Where this occurs, employees who are not affected by the change process may apply and be considered for the job. However, employees who are 'affected' shall have preference for appointment over a non-affected employee, in the event that their suitability for the job is assessed as being the same.

## 7.11 Training

Any training needs will be identified prior to a preferential applicant being reassigned. Preferential applicants may be required to undertake on the job training and/or attend training courses.

## 7.12 Reassignment provisions

Following acceptance of reassignment any of the following may apply. Employees who may be disadvantaged by a change of location will be considered on a case-by-case basis.

## 7.13 Relocation outside local area

Where reassignment involves relocation outside the local area the employee will receive a minimum of three months' notice of relocation or a lesser period of notice where this is mutually agreed, and assistance will be provided. For terms of the transfer provisions refer to the Transfer Assistance policy on 1840.

## 7.14 Relocation within local area

When the new job is within the same local area and there is an increase in travelling time of 30 minutes or more:

- the employee will receive a minimum of one month's notice of relocation or a lesser period of notice where this is mutually agreed; and
- the employee may choose to relocate their household and access the transfer provisions where the household relocation reduces their travelling time to work by a minimum of 30 minutes.

Where the new job is in the same local area and involves additional travelling cost, the Ministry will pay the extra travel costs for a period of one year. The extra travel costs will be based on public transport rates, or an alternative means of calculation agreed to by the Ministry and the employee.

## 7.15 Equalisation

Where an employee accepts a job with a lower pay band, an equalisation allowance equivalent to the difference between the new and old salary will be paid either:

- as a lump sum calculated on the basis of two years' equalisation; or
- as an ongoing allowance which will be abated by any subsequent salary increases.

An employee may decline an offer of a job with a lower salary and remain entitled to receive redundancy compensation.

## 7.16 No suitable alternative jobs

Where there is no suitable alternative job for an employee, a discussion will be held to identify the next steps in the process.

## 7.17 Review of reconfirmation/reassignment decision

Permanent employees have the right to seek a review of the reconfirmation decision where they consider that the criteria have not been applied correctly. Permanent employees who register a preference or preferences for reassignment have the right to seek a review of the reassignment decision where they are not offered reassignment to any of the jobs for which they registered a preference. Permanent employees who do not register a preference for reassignment cannot seek a review of reassignment decisions.

Where an employee seeks a review:

- they may have support from their PSA delegate/organiser or other representative.
- the matter must be raised formally with the employee's manager within **five working days** of the reconfirmation or reassignment decision.

- in exceptional circumstances, the time allowed for raising a review may be extended by the Chief Executive.
- if requested, employees and their representative will be provided with the relevant documentation associated with the reconfirmation or reassignment decision under review that relates directly to them. They will not be provided with specific information or documentation regarding other affected employees.
- meeting(s) or information exchanged will occur with the aim of resolving the matter as quickly as practicable.
- if the matter is not resolved a review will be undertaken by a person chosen by agreement between the employee (and/or their representative) and The Ministry.
- the reviewer will:
  - have full access to all relevant documentation in carrying out the review.
  - examine each review request in terms of procedural consistency.
  - examine any other relevant issue.
  - provide a report on each case to the Chief Executive.

The employee requesting the review will receive a copy of the report, subject to normal privacy considerations. Reports may include appropriate recommendations which the parties will agree on how to implement.

## 7.18 Remaining affected employees

Employees who remain affected following the reassignment process will be notified of this, and the Ministry will work with the employee to identify other potential reassignment opportunities elsewhere in the Ministry and the Department of Internal Affairs. The Ministry will also liaise with the Public Service Commission's Mobility Hub to identify potential redeployment opportunities in the broader Public Service.

Affected employees may then apply and be considered for any potentially suitable vacancies. Affected employees will have preferential right of appointment over non-affected employees and external candidates if their suitability for the position is assessed as being the same.

## 7.19 Appointment to another job – permanent employees

Employees with preferential status (who have not been reconfirmed or reassigned) may apply for a job in the Ministry that is not a suitable alternative job. The employee will be given preference to the extent that if the employee meets the selection criteria for the job and is of equal or greater merit than any other applicants, the employee will be appointed.

The appointment will be on the terms and conditions that apply for the job. Where the terms and conditions of the new job are of lesser value than the employee's previous job, confirmation of appointment and any compensatory arrangements will be subject to agreement on a case-by-case basis.

## 7.20 Voluntary redundancy

The Ministry has decided to seek expressions of interest in a voluntary redundancy process. Details of this process and the principles the Ministry will consider when assessing applications are appended to this document.

Where expressions of interest are received, the Ministry may, at its sole discretion, choose to accept or decline any expression of interest in voluntary redundancy where there would be an adverse impact on the business.

## 7.21 Other options

This section will apply where a preferential applicant cannot be placed through reconfirmation or reassignment. Agreement is to be reached between the employee and/or their representative and the Ministry as to what option(s) will be available. Any such agreement will include a timeframe within which a preferential applicant must choose an available option. During this timeframe, a preferential applicant will be entitled to reasonable paid time off to pursue any employment options.

The conditions associated with any option including types and levels of financial assistance will be negotiated on a case-by-case basis.

Employees not placed through reassignment are advised in writing and will be consulted individually about the potential for other options to be agreed.

### 7.21.1 Extended notice

The terms of an extended period of notice are as follows:

- the period of notice will commence from the expiry of the period of time allowed for choosing an option and be up to a maximum period equal to the amount otherwise payable to the employee as redundancy compensation.
- the employee will not receive any redundancy payments irrespective of the length of the notice period; and
- where a preferential applicant has not been placed into a job by the expiry of the notice period the employee will cease employment.

During a period of extended notice, the employee will retain their status as a preferential applicant and will also be entitled to reasonable paid time off to pursue any employment options. The duties and work requirements of the employee during the period of notice will be decided by agreement with their manager.

### 7.21.2 Special leave

An employee may take special leave (which may be with or without pay), during which time they retain their status as a preferential applicant. This period may include an opportunity for retraining. The duration of this leave will be by agreement with their manager.

### 7.21.3 Retraining

Where a retraining opportunity is identified, a specific programme will be designed to meet the needs of the individual. The Ministry will pay for the costs of the training to a maximum of the redundancy compensation payment that the employee would otherwise receive.

### 7.21.4 Part time employment/Job sharing

An employee may voluntarily change to part time employment or job sharing if this is available. Any compensation is subject to agreement between the employee and the Ministry.

### **7.21.5 Temporary employment**

The Ministry may agree to offer alternative work for a temporary period. At the end of that period, unless the employee has secured other employment, the employee will be entitled to redundancy or consideration of the other management of change options.

## **7.22 Redundancy**

Redundancy may be considered on a case-by-case basis. Employees will receive as much notice as possible and in any event not less than one month's notice of termination of employment or payment in lieu of notice.

Except as provided below, payment for redundancy will be two months base salary for each year of service. The total redundancy compensation will be capped at six months. Part years will be prorated accordingly.

No redundancy compensation is payable in the circumstances provided for in section 88 of the Public Service Act 2020.

It is the employee's obligation to notify the Ministry of Ethnic Communities if they have accepted a job in the Public Service while they are an employee.

## **7.23 Notice**

If the Ministry determines that no other option can be agreed, the affected employee will be provided notice in accordance with their employment agreement. Where a longer notice period is preferred for operational transition reasons, this may be agreed between the Ministry and the affected employee.

During the notice period, the Ministry and the employee may consider any opportunities for other options that may arise. If an affected employee is appointed to another position within the Ministry during the notice period, the notice is withdrawn in writing.



## Appendix – Ministry for Ethnic Communities - Organisational Structure

