



Office of the Deputy Secretary, Education System Policy

Change Proposal

September 2018

Embargoed till 12:00pm on 24th September 2018

Proposed by:
Andrea Schöllmann
Deputy Secretary
Education System Policy

Released under the Official Information Act 1982

Contents

1. Introduction	3
2. How to read this document	5
3. The case for change	6
Why we need to change	6
What are our design principles?	6
4. Proposed Changes	7
Overview of proposals	7
Specific proposals	7
5. Current and new structure	8
Current structure	8
Proposed structure	8
Overview of focus	10
6. Timetable	12
7. Consultation and feedback	15
Overview	15
Questions	15
Discussion and input	15
8. Support	16
Feedback Submission Form	17

1. Introduction

This proposal document, and its attachments, sets out proposed changes to the structure of the Office of the Deputy Secretary (Office) within Education System Policy (ESP). It builds on the 2017 change that better aligned functions within ESP. Now that that change is bedded in, I want to take the opportunity to support my office's delivery to the whole of ESP, and to manage the significant interface with corporate teams.

I encourage you to ask questions and discuss this proposal with your peers, co-workers and your manager. You may also want to discuss it with your PSA delegate, other representative or a support person.

This is a proposal, and I am genuinely interested in your feedback, please share this with me at any stage during the consultation process that begins today, and closes at **5pm on Thursday 4 October 2018**.

Background

The Education System Policy Group leads strategic system policy advice to shape education system settings so that these are highly supportive of effective learning pathways for every child and young person. We provide system policy advice across the education system from early childhood education to schooling, and on education system settings for Māori and Pacific children and young people. We also advise the Government on Budget Strategy.

The Office of the Deputy Secretary supports the Deputy Secretary ESP and the ESP leadership team within the Group to develop strategic system policy advice and to build a great working culture and environment.

Now that the 2017 ESP change has been successfully embedded, I have taken the opportunity to look at the functions of my office to assess how they support that change and our operating environment. My office currently has a number of interrelated functions:

- Providing senior support officer and executive assistance to ESP managers and the ESP group
- Providing services to the whole of ESP through the interface with Ministerial processes
- Financial management for the group, including oversight of group resourcing
- Working closely with corporate functions on human resource, finance, risk management, governance and other corporate interfaces on behalf of ESP
- Assisting the Deputy Secretary in a focus on continuous improvement of the culture and workings of ESP, including alignment of work programmes and the quality assurance processes these deploy.

Accordingly, the functions in my office need to take a whole of ESP perspective, and also need to work across other business groups to ensure ESP delivers to all its customers.

The Proposal

To support this, I propose to:

- Change some of the reporting lines as outlined in section 4 below
- Disestablish two positions and establish two new positions to provide support to the Office

The principles I have taken into consideration are discussed later in this document.

Summary

I invite you to share, discuss, and provide comments on the changes proposed in this document. The ways in which you can provide feedback and ask questions are described later in this document.

I look forward to your comments.

Dr. Andrea Schöllmann
Deputy Secretary
Education System Policy

2. How to read this document

This proposal provides:

- information about the changes proposed for the Office of the Deputy Secretary, ESP. This includes information about the current and proposed structure and potential impacts to positions including proposed new positions, changes to existing positions and disestablishment of existing positions.
- an overview of the consultation process, including timeframes, activities, support options and our proposed next steps.

Please read everything in this proposal, ask questions and provide feedback about any aspect. The ways you can respond are described in section 6.

3. The case for change

Why we need to change

ESP's purpose is to provide high quality policy advice to Ministers and stakeholders. The recent changes to the shape and structure of ESP have now been embedded, and it is now appropriate to look at how the functions of my office continue to support the whole of ESP.

What are our design principles?

The proposed changes have been designed in line with the following key principles that endure since our 2017 change:

- **Functional alignment:** Like functions are grouped together where logical and practical.
- **Customer centric:** Roles and structure strengthen our customer focus.
- **Clear responsibilities:** Accountabilities and duties are clear with expectations understood.
- **Future proofed:** Structure is flexible and agile enough to respond to new opportunities and changing demands.
- **Span of control:** Responsibilities are appropriately shared and the size of the team is manageable.
- **Collaboration:** Work engages all appropriate stakeholders within the Ministry and across the wider sector.
- **Fiscal responsibility:** Financially sustainable and affordable.

4. Proposed Changes

Overview of proposals

I propose that the name of the team remains the Office of the Deputy Secretary and its focus is on:

- Supporting the development of a clear direction and set of values that will guide ESP's actions and outputs.
- Embedding a culture of continuous growth across the group
- Providing executive support to the Deputy Secretary.
- Facilitating the group's capability to deliver appropriate and timely advice.
- Building and maintain relationships across business groups, including the CE and Ministers' offices.
- Embedding support around consistent people and recruitment practices.
- Providing advice and guidance around the financial operations of the group.
- Continuing to provide the support and administrative functions required by the Group Managers and the different policy teams
- Identifying and managing issues and risks.
- Stakeholder and engagement advice.
- Managing the corporate interface, including Ministerial servicing.

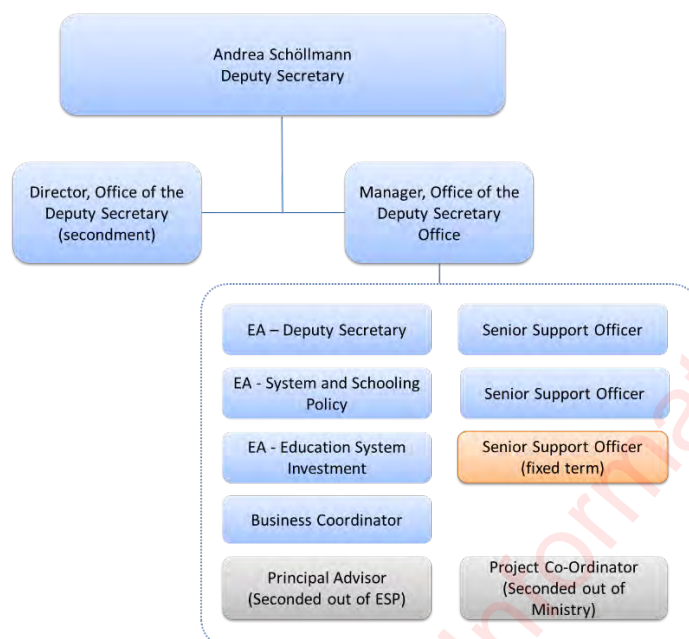
Specific proposals

I am proposing to;

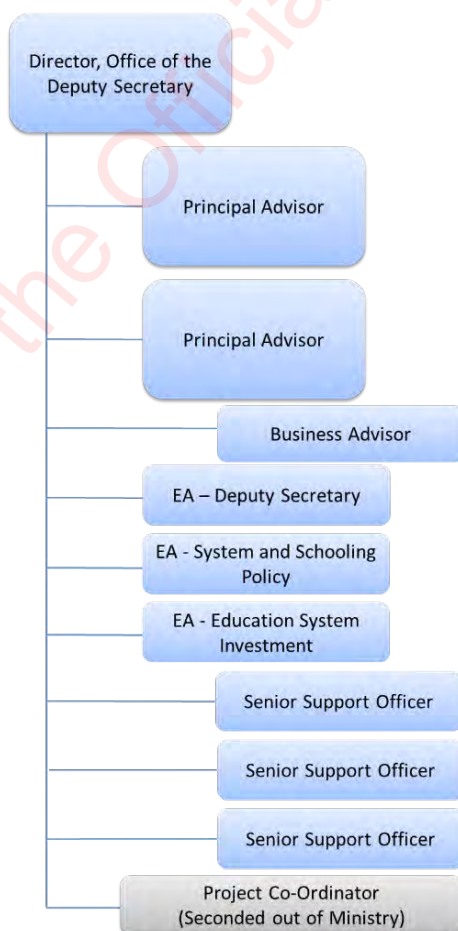
- Recruit permanently to the role of Director, Office of the Deputy Secretary ESP. This role, which is currently filled on a secondment basis, would lead the Office of the Deputy Secretary.
- Dis-establish the role of Manager, Office of the Deputy Secretary
- Create a new Principal Advisor position
- Change the reporting line for the existing Principal Advisor position
- Dis-establish the role of Business Co-ordinator
- Create a new Business Advisor position

5. Current and proposed structure

Current structure



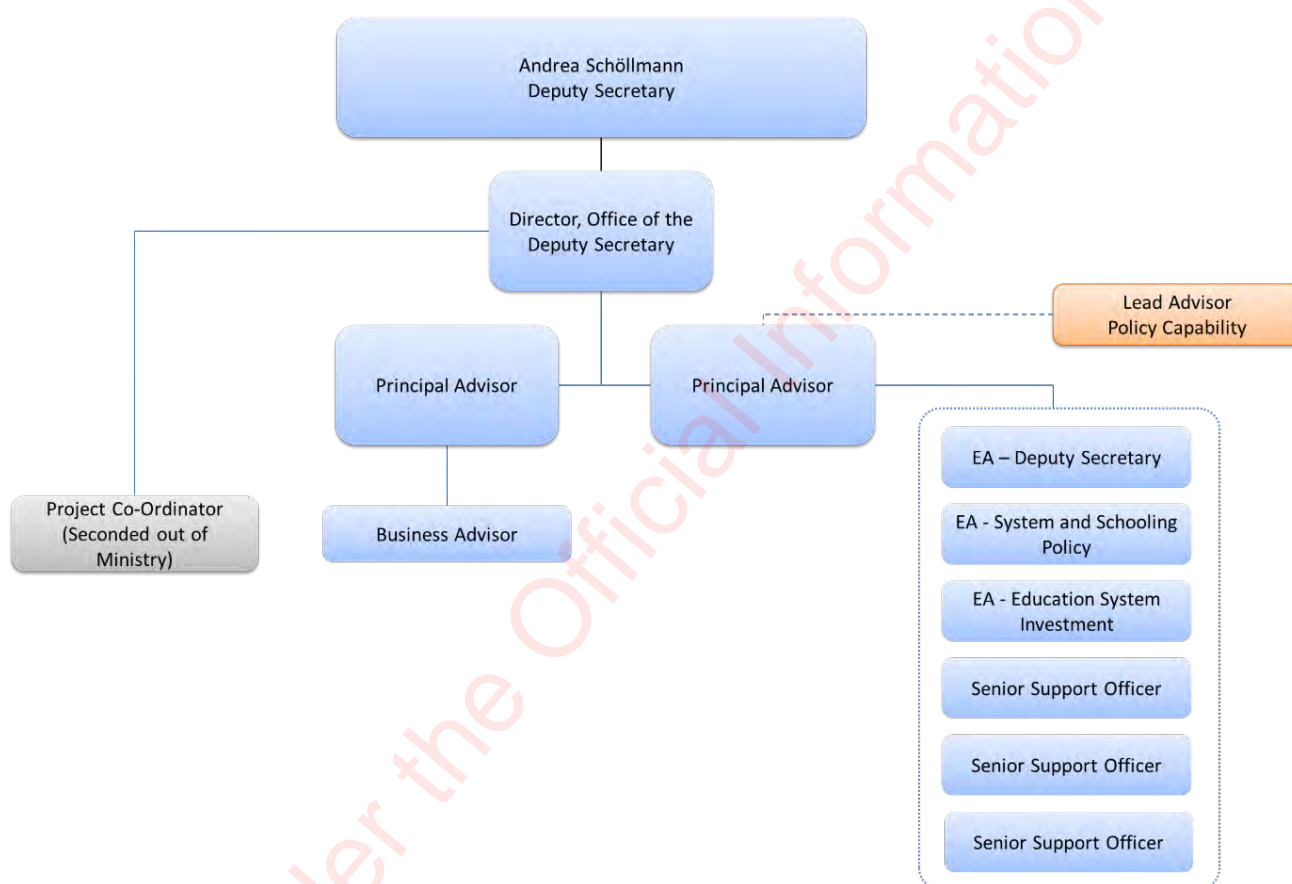
Proposed structure



Proposed day to day operation

The Director role would hold full financial and people delegations for all staff in the team, all of whom would report formally to the Director. On a day to day basis both Principal Advisors would have responsibility for managing the allocation of work, coaching and support to the roles shown in the diagram below. Principal Advisors would contribute performance feedback as part of annual performance and remuneration processes, final decisions would be made by the Director.

The Lead Advisor Policy Capability would remain a permanent position reporting to the lead of the Policy Capability programme, but is expected to have a close working relationship with the Principal Advisor (as depicted below) due to similar focus around training, cohort support and retention practices.

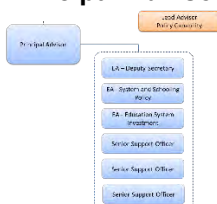


Overview of focus

Director

- Supports the Deputy Secretary to ensure the group is well positioned strategically to deliver on its overarching objectives.
- Works with the ESP leadership team to build the performance of the group through a strategically managed work programme that's aligned to priorities and finds opportunities to optimise outcomes.
- Manages significant risks and / or issues on behalf of the Deputy Secretary externally, across the Ministry, with Ministers, stakeholders or to do with organisational performance
- On behalf of the Deputy Secretary, ensures the group delivers to its customers, both internally and externally.
- Provides strategic advice to the Deputy Secretary as required for the performance of their role.
- Manages the people, finances and overall performance of the Office.
- Tracks the group's overall financial position and provides regular oversight and variance analysis of actuals against forecast.
- Supports GMs and SPMs in the preparation and tracking of their team budgets.
- Provides contract management oversight for the group.
- Ensures the smooth running of the Office of the Deputy Secretary.

Principal Advisor



- Works with the group to ensure that staff capability exists to deliver on the group's work programme.
- Oversees the attraction, selection and retention of all staff within ESP.
- Ensures all new staff are on-boarded and inducted into the group.
- Oversees talent mapping and embed a succession planning culture.
- Works closely with People Capability to ensure our people practices align across the Ministry.
- Provides secretariat support for the ESP LT meetings.
- Provides secretariat support for the different policy community panels (Quality assurance and Progression).
- Supports the delivery and smooth running of the policy community's graduate programme by working closely with the Lead Advisor and Policy Capability Lead.
- Oversees performance reporting for the group including remuneration cycles and performance measures.
- Handles the day to day financial transactions for the group.
- Provides day to day management and coaching to the support staff within the group (3 x EAs and 3 x SSOs).
- Close working relationship with the Policy Capability's Lead Advisor.
- Manages the delivery of regular networking / information sharing events (working lunches, workshops etc.) across the group.
- Ensures all staff are offered a wide variety of training and development opportunities.

Principal Advisor



- Oversees the Cabinet processes for the wider Ministry, including tracking report backs, distributing minutes, ensuring officials are aware and supported to attend the relevant committees and provide Ministry wide reporting on a regular basis.
- Develop and manages a work tracking system for ESP, which captures work details, deliverables, drafter and sign out dates.
- Develop and manages a Ministry wide work tracking system that supports the Deputy Secretary in their capacity as relationship manager with a Minister.
- Manages the weekly collation of the EWU.
- Provides secretariat support for ESSF and CALYPSO, including preparation, collation, quality review and distribution of meeting pack documentation; note taking at the meetings, maintenance of action and decision registers; follow up on outstanding actions and provision of meeting outcomes to interested parties.
- Becomes the day to day point of contact with Ministers offices and facilitates the resolution to any issues or questions that are raised.
- Manages the OIA / PQ and correspondence process for the group.
- Act as the primary point of contact between ESP and the GEMS team.
- Works with the Deputy Secretary's EA to communicate, manage and track the sign out process for the group to ensure it meets the needs of the managers and the Deputy Secretary.
- Provides day to day management, coaching and support to the Business Advisor.
- Co-ordinates the Estimates and Annual Review responses each year.

Business Advisor



- Manages the proactive release function for the group. Is trained in the Official Information Act and makes recommendations directly to the Deputy Secretary on all proactive release work.
 - Commissions briefings for the weekly Cabinet and committee papers.
 - Manages CABNet access for the ESP group and provides training and support for users.
 - Advises business units, programme managers and drafters on the general Cabinet process in relation to papers, lodging and House process.
 - Supports the Principal in delivery of their accountabilities.
 - Manages the ESP Ministerials inbox and ensures timely responses
 - Ensures the Cabinet papers reported in the EWU each week marry with the view from across the Ministry.
 - Manages the updating and training for all templates (Briefing Notes, Aide Memoires, Ed Reports).
 - Builds relationships across other business groups performing similar functions (ELSA, SPG, GAVC).
 - Manages ESP's Intranet site, ensuring it remains up to date and relevant to the group's needs.
-

6. Proposed implications for existing positions

Position Title	Current Manager	Impact on Position	Impact on Person	Option for Person
71606 Manager	Deputy Secretary	Position title, accountability and reporting line changes	Affected	Redeployment into new Principal Advisor position
40208 Principal Advisor	Manager	Change in reporting line	No impact	Reconfirmation into Principal Advisor position
71138 Project Coordinator	Manager	Change in reporting line	No impact	Reconfirmation into Project Coordinator position.
40248 Executive Assistant, Deputy Secretary	Manager	Change in reporting line	No impact	Reconfirmation into Executive Assistant, Deputy Secretary position
71297 Executive Assistant, System And Schooling Policy	Manager	Change in reporting line	No impact	Reconfirmation into Executive Assistant, System and Schooling Policy position
72300 Executive Assistant, Education System Investment	Manager	Change in reporting line	No impact	Reconfirmation into Executive Assistant, Education System Investment
91224 Senior Support Officer (Fixed Term)	Manager	Disestablish fixed term role. Position is fixed term to 21/12/2018	Fixed term employment ends 21/12/2018	
71832 Senior Support Officer	Manager	Change in reporting line	No impact	Reconfirmation into Senior Support Officer position
71833 Senior Support Officer	Manager	Change in reporting line	No impact	Reconfirmation into Senior Support Officer position
72919 Business Coordinator	Manager	Disestablish Position	Affected and included in reassignment process	Reassignment. Ministry will endeavour to find suitable alternative role for reassignment. Invitation to express interests in other available positions.

Proposed new positions

Team	Position Title	Manager
Office of the Deputy Secretary	Business Advisor	Director Office of the Deputy Secretary
Office of the Deputy Secretary	Senior Support Officer	Director Office of the Deputy Secretary

7. Timetable

This is an overview of the indicative timeline relating to this proposal.

We will inform you if there are changes to this.

Change proposal	Date
Consult with the PSA	Thursday 20 September 2018
One on one meetings with affected staff	Monday 24 September
Proposal presented to group managers, associate deputy secretaries, senior managers and directors	Tuesday 25 September
Proposal announced and consultation period begins	Tuesday 25 September
Consultation closes	5pm Thursday, 4 October
Final decision announced	Monday 8 October
Proposed implementation activities	Date
Recruitment of new positions	To end of October
New structure commences	Monday 05 November 2018 (indicative)

8. Consultation and feedback

Overview

The purpose of the consultation process is to:

- Provide you with the information you need to understand the proposed changes and their potential impact on you and the ESP business group
- Allow ESP Leadership to think about and address the questions you raise
- Obtain your feedback on the proposed changes and
- Hear any concerns and/or ideas.

All feedback on these proposals is welcome and encouraged. Your feedback will be carefully considered before I make a final decision on the proposal and is a vital part of deciding the shape of change and final decision.

Questions

If you have any questions about this proposal, your own manager is the first person to raise these with. You may want to discuss the proposal with your manager and ask any questions you have, such as:

- The proposed structure and how it would work
- The proposed new positions and
- The impact that the implementation of this proposal might have on you.

You can also send your questions to the askme.ESP@education.govt.nz email address. If the questions are specific to you, we will respond to you only. If the questions are of general interest, we will circulate the questions and answers regularly to all of ESP.

Discussion and input

You are encouraged to make submissions on any aspect of this proposal. The deadline for submissions is **5pm, Thursday 04 October 2018**.

You can email your feedback to askme.ESP@education.govt.nz using the feedback form which is provided along with this proposal.

Please try to be as succinct and clear as possible in your feedback, as this will help us understand your perspective.

9. Support

I am aware that organisational change can have a range of impacts on people and I am committed to supporting you to enable you to have the time and opportunity to consider the proposed change.

It's important that you take as much time as you need to read this proposal because being informed is one of the best ways to feel more in control of what is happening. If you need to, talk to your manager about finding time to do this alongside your work.

I encourage you to seek support any time you need it.

A number of support options, including your manager, colleagues and via the Ministry's Employee Assistance Programme (see below), are available to you. If you think you need support or assistance, please seek out one or more of these.

Employee Assistance Programme (EAP)

The Ministry's staff support programme provides a confidential service at all our work sites and a staff counselling service. This programme is available to you if you would like any help. You can contact EAP by phoning 0800 327 669.

These confidential services are provided by an independent organisation and further information on this service can be obtained from Te Tāhuhu at: <https://moeinside.cwp.govt.nz/catalogues/health-safety-and-security/keeping-healthy/employee-assistance-eap/>

Feedback Submission Form

To help structure your feedback you may want to complete this form to provide feedback on the Office of the Deputy Secretary *Change Proposal* released 20 September 2018. You may choose to provide feedback under all or some of the headings.

Closing date for submissions is **5pm, 28 September 2018**

Email submissions to: askme.ESP@education.govt.nz

Name	
Individual or Group submission	Individual / Group <i>(please delete one)</i>

1. Proposal of new functions

What aspects of the proposal do you agree with?

Are there any aspects that you disagree with and why?

Do you have any recommendations that would enhance the proposal?

2. Do you have any specific feedback on the proposed changes and how they could be improved?

Deputy Secretary Office

3. Do you have any feedback or comment about the consultation process, or the proposed implementation process as described in the proposal document?

4. Is there anything else you would like to tell me?



MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA



Education System Policy Decision Document

Embargoed until 3pm, 8 October 2018

Presented by:

Andrea Schöllmann

Deputy Secretary

Education System Policy

8 October 2018

Contents

1. Introduction	3
About this decision document	4
2. Overview of feedback	5
General feedback:	5
3. Summary of decisions	6
Changes to the original proposal	6
Final decisions	6
4. Impact of the decision	7
Confirmed implications for teams and positions	7
Confirmed recruitment to positions	7
5. Confirmed structure Office of the Deputy Secretary, ESP	8
6. Confirmed day to day operation	9
7. Implementation and Timetable	10
Overview	10
8. Support	11

1. Introduction

This document provides the final decisions on proposed changes to the structure and functions of the Office of the Deputy Secretary (Office) within Education System Policy (ESP) that I shared with you on 24 September 2018. The decisions I have made reflect the feedback that was received, and acknowledge and respond to the key themes that were raised during the consultation process.

I want to thank you for your engagement and for the constructive feedback you provided. In total, I received 4 individual submissions, in addition to general feedback and questions received throughout the consultation process. The feedback was well considered and, as a result, changes have been made to the original proposal.

In the proposal, I put forward five key functions for the Office, namely:

- Providing senior support officer and executive assistance to ESP managers and the ESP group
- Providing services to the whole of ESP through the interface with Ministerial processes
- Financial management for the group, including oversight of group resourcing
- Working closely with corporate functions on human resource, finance, risk management, governance and other corporate interfaces on behalf of ESP
- Assisting the Deputy Secretary in a focus on continuous improvement of the culture and workings of ESP, including alignment of work programmes and quality assurance processes.

I proposed some structural changes to strengthen the Office's capability to deliver these functions and support our operating environment. My decision still reflects these priorities, however, based on feedback, I have made some changes to the proposed reporting line for the Senior Support Officer positions.

As we implement this new structure, it is important to note that, while structure is important, it is the linkages and relationships within our team and with other parts of the organisation that will continue to be an essential contributor to our success.

Once again, thank you for your participation and engagement in the process to date. Please continue to ask questions and offer suggestions as we work together to implement the new Office structure.

Dr. Andrea Schöllmann
Deputy Secretary
Education System Policy

About this decision document

This document has been prepared for staff in the Office of the Deputy Secretary (ODS) team, in Education System Policy (ESP). It describes the final structure for the Office in ESP and the process for transition to the new structure:

This document provides:

- A description of the new structure and the main changes that have been made from the initial proposal dated 24 September 2018
- A summary of the key feedback themes that were received.
- A timeline and process for embedding the new structure

If you have any questions about these changes or any aspect of the process, please discuss these with your manager in the first instance. You can also send questions to askme.ESP@education.govt.nz

2. Overview of feedback

I am grateful for the feedback that was provided and a summary of the key themes that emerged is outlined below.

In total, we received 4 individual submissions. I have reviewed these and as a result have made some changes as outlined in Section 3.

The feedback focused on two main areas as summarised below.

General feedback:

Proposed Senior Support Officer Positions

The following comments were made about the proposal to have three permanent SSO roles:

- Two permanent full time SSO roles should be sufficient to support ESP Managers and teams as in the past two SSOs handled the required workload and a wider range of responsibilities.
- The day to day management of SSOs would be better managed by a role that is based in the Wellington office full time.
- SSO job descriptions should have specific responsibilities aligned with the needs of managers and teams.
- SSOs should physically sit with the teams they support.

Proposed change in formal reporting lines for staff positions in the Office

The following comments were made about the proposal to have all staff reporting to the Director, ODS:

- There were questions about who should conduct the performance and remuneration processes within the team.
- The Project Coordinator and Business Advisor should report directly to the Principal Advisor who will be in the Wellington office full time.
- There was agreement that the EAs should report to the Principal Advisor.

Other comments

- Opportunities should be clearly articulated for support staff that allows them to continue to grow and develop.

3. Summary of decisions

Changes to the original proposal

The table below shows what has changed as a result of feedback.

Original Proposal	What has changed from original proposal
Day to day reporting lines for the 3 x EAs and 3 x SSOs sit under the new Principal Advisor.	<p>There will be 3 full time permanent SSO positions to manage the support requirements of a larger business group</p> <ul style="list-style-type: none">• The 3 x SSOs will now report directly to the Director.• The annual performance and remuneration processes for the SSOs and Project Coordinator will be conducted by the Director, ODS.• The 3 x EAs will be managed day to day by Principal Advisor (based in Wellington one day a week).• The annual performance and remuneration processes for the EAs and Business Advisor will be conducted by the relevant Principal Advisor.• The Director will sign off on performance and remuneration recommendations.

Final decisions

At a high level, the key decisions as they relate to our existing structure are outlined below. Appointments to new positions will depend on business needs and applicant skills.

Decision	What it involves
Recruit permanently to the position of Director, Office of the Deputy Secretary, ESP.	<ul style="list-style-type: none">• Advertise this position as soon as possible.
Create three new permanent positions.	<ul style="list-style-type: none">• Create new Senior Support Officer position.• Create new Business Advisor position.• Create new Principal Advisor position.
Disestablish two positions.	<ul style="list-style-type: none">• Dis-establish the position of Manager, Office of the Deputy Secretary.• Dis-establish the position of Business Coordinator.
Change in reporting lines.	<ul style="list-style-type: none">• Change the formal reporting lines of the Senior Support Officers from Manager, Office of the Deputy Secretary to the Director, Office of the Deputy Secretary position.• Change the formal reporting lines of the Executive Assistants from Manager, Office of the Deputy Secretary to the Principal Advisor position.

4. Impact of the decision

Confirmed implications for teams and positions

This section outlines the confirmed impact of the structural proposal on positions.

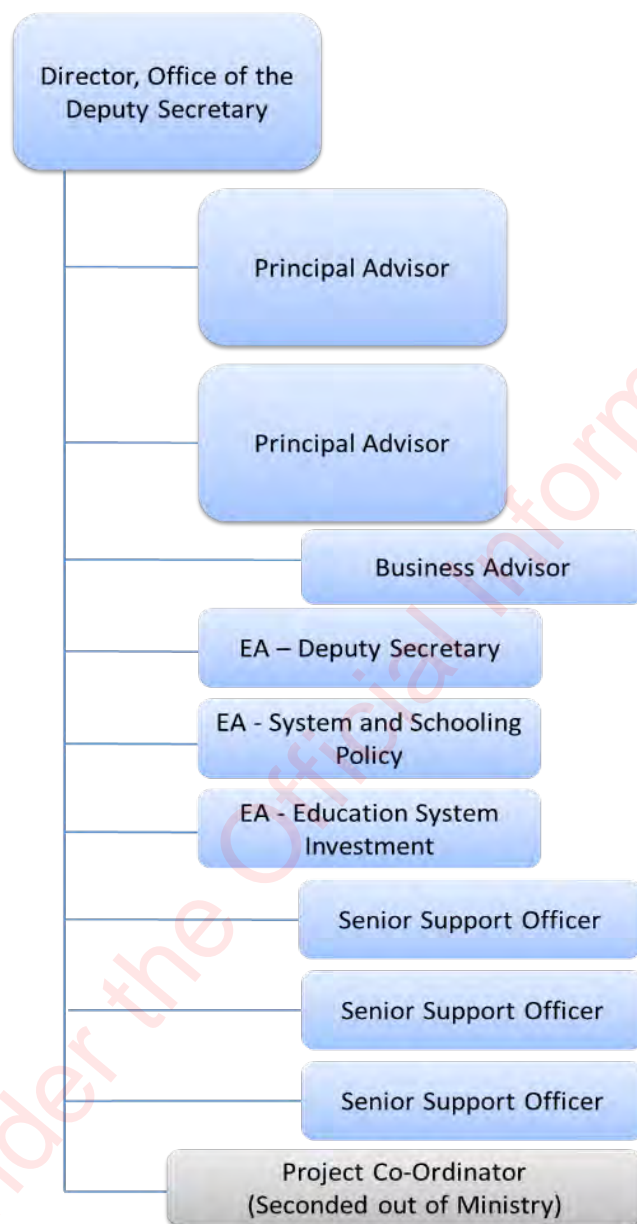
Current positions	Confirmed change
Principal Advisor x 1	<ul style="list-style-type: none">Reconfirmed into their existing substantive position.
Manager, ODS x 1	<ul style="list-style-type: none">Disestablished position, offer of redeployment into new Principal Advisor position.
Executive Assistants x 3	<ul style="list-style-type: none">Reconfirmed into their existing position.
Senior Support Officers x 2	<ul style="list-style-type: none">Reconfirmed into their existing position.
Project Coordinator x 1	<ul style="list-style-type: none">Reconfirmed into their existing substantive position.
Business Coordinator x 1	<ul style="list-style-type: none">Disestablished position, offer of reassignment.

Confirmed recruitment to positions

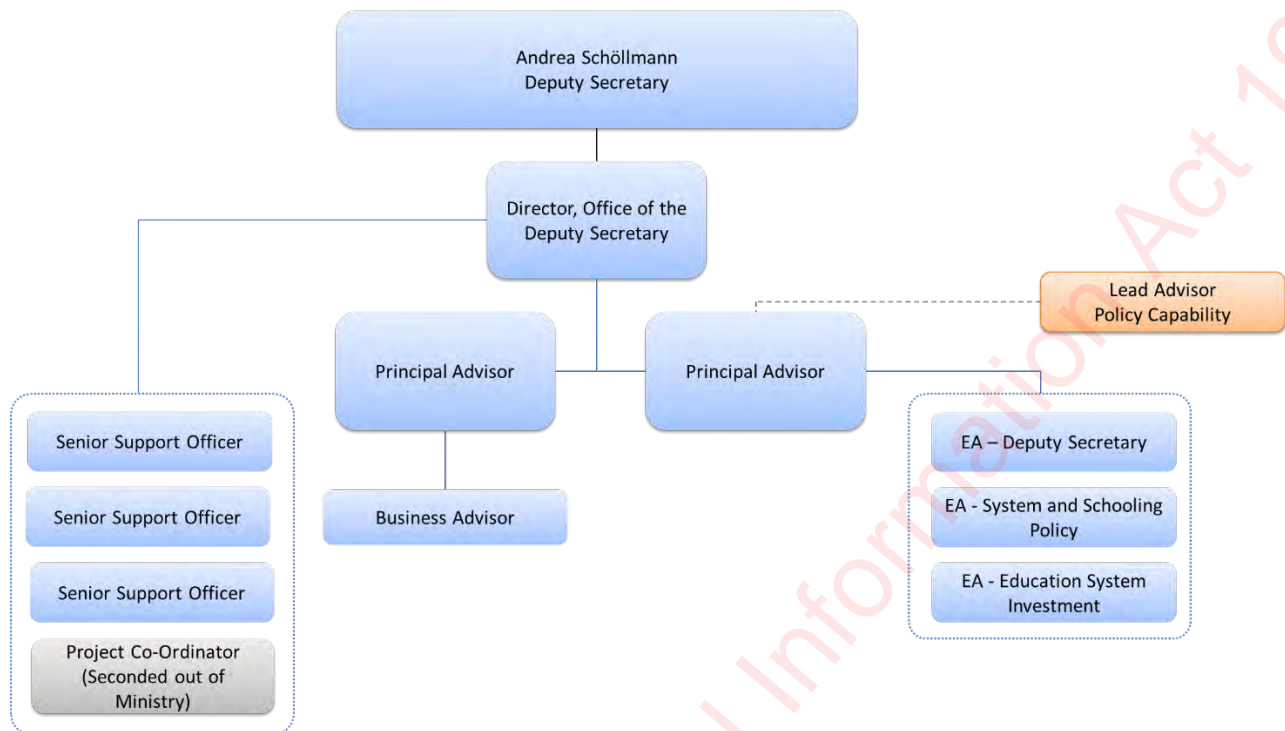
The following table is a summary of the positions for recruitment. You can refer to the job descriptions for the new positions provided, along with this decision for a more detailed overview of the positions including position purpose, accountabilities and competencies.

Title	Reports to	Proposed method of filling position
Director, Office of the Deputy Secretary	Deputy Secretary	Normal recruitment process.
Business Advisor	Director, Office of Deputy Secretary	Included in reassignment process. If not filled through reassignment a normal Ministry recruitment process.
Senior Support Officer	Director, Office of Deputy Secretary	Included in reassignment process. If not filled through reassignment a normal Ministry recruitment process.

5. Confirmed structure Office of the Deputy Secretary, ESP



6. Confirmed day to day operation



7. Implementation and Timetable

Overview

This section outlines the timetable for the implementation of the structure.

Activity	Date
Final decision document shared with PSA	Friday, 5 October 2018
Final decision letters to staff	Monday, 8 October 2018
Final decision announced	Monday, 8 October 2018
Recruitment of new positions	Commencing from Monday, 8 October 2018
New structure commences	Monday, 5 November 2018

8. Support

Although these change decisions have low impact on existing positions, I am aware that organisational change can still affect people and I am committed to ensuring you continue to receive the support you need.

I encourage you to seek support any time you need it.

A number of support options, including your manager, colleagues, union representatives and via the Ministry's Employee Assistance Programme (see below), are available to you. If you think you need support or assistance, please seek out one or more of these.

Employee Assistance Programme (EAP)

The Ministry's staff support programme provides a confidential service at all our work sites and a staff counselling service. This programme is available to you if you would like any help. You can contact EAP by phoning 0800 327 669.

These confidential services are provided by an independent organisation and further information on this service can be obtained from Te Tāhuhu at: <https://intranet.moe.govt.nz/people-capability/working-at-education/wellbeing-guidelines/eap/>



Lifting aspiration and raising educational
achievement **for every New Zealander**



Early Learning and Student Achievement

Enabling Functions

Change Proposal

August 2018

Embargoed until 13:30am – 2 August 2018

Proposed by:

Ellen MacGregor-Reid
Deputy Secretary
Early Learning and Student Achievement

Contents

1. Introduction	3
How to read this document	4
2. The case for change	5
Why we need to change	5
3. Proposed Changes	8
Summary of changes	8
Description of changes - Office of the Deputy Secretary	9
Proposed positions	12
4. Current and proposed structure	19
Current structure	19
Proposed structure	20
Proposed structure	21
5. Proposed implications for existing teams and positions	17
6. Timetable	19
7. Consultation and feedback	20
Overview	20
Questions	20
Discussion and input	20
8. Support	21
9. Impact of the Proposal	22
Feedback Submission Form	24

1. Introduction

We have an important job to do, to lift progress and achievement for all children and young people. The focus of the Early Learning and Student Achievement Group is on supporting: New Zealand's curricula; assessment of children and young people's learning progress and achievement against the curricula; the provision of personalised learning pathways for children and young people; and a quality and sustainable education workforce.

In April I communicated to the Group that I needed to review the functional arrangements for the Innovation, Service Design, Channels, Investment and Business Performance functions within ELSA. The work that the Investment and Innovation Group and the Business Performance Team in my office does is important to the functioning of ELSA. I view the review as a valuable opportunity for us to openly assess how we might realise the full potential of these functions.

I engaged RDC to conduct a process that would give me advice on what options exist for enhancing these functions and recommendations on what the best path forward will be. RDC provided a report to me and I have taken time to consider the report and commissioned work to look at the detailed design for a new structure. The proposed new structure is largely based on the recommendations out of that report, but some some changes have been made.

This document contains detailed proposals for change by presenting a new structure and seeking your feedback on the structure. I will consider all information and take account of all feedback and opinions before I make a final decision. It is very important to me to hear your views and I commit to giving full consideration to them.

Change is never easy and I know some of you have been through previous changes in recent years. I and the ELSA Leadership team are committed to supporting you through this change process and keeping you informed every step of the way.



Ellen MacGregor-Reid
Deputy Secretary
Early Learning and Student Achievement

How to read this document

This proposal provides:

- Information about the changes proposed for Investment and Innovation and the Office of the Deputy Secretary, ELSA. This includes information about the current and proposed structure and potential impacts to positions including proposed new positions, changes to existing positions and disestablishment of existing positions.
- An overview of the consultation process, including timeframes, activities, support options and our proposed next steps.
- A feedback form. To help structure your feedback you may want to complete this form to provide feedback. Please email to ELSA.Change@education.govt.nz (Out of scope Senior Advisor and Out of scope Strategic Business Partner in People Capability will receive any requests and feedback to this email).

This proposal can be read in conjunction with the report of the Independent Review of Early Learning and Student Achievement Enabling Functions provided to the Deputy Secretary by RDC Group (released as part of this consultation). The recommendations in that report has informed many of the proposed changes in the document. However, the report does not give specific recommendations on structure and roles. The report has been used as a basis for the structure and roles and where there is variation from the RDC report I provide the reasoning.

Please read everything in this proposal, ask questions and provide feedback about any aspect. The ways you can respond are described in section 7.

2. The case for change

Why we need to change

ELSA was extensively reviewed and restructured in 2016. As part of the restructure the Investment and Innovation (I&I) Group and the Office of the Deputy Secretary (ODS) were established. I recently commissioned a first-principles review of the functions provided by the I&I Group and the ODS to assess whether the benefits expected from the 2016 restructure have been realised in terms of higher performance and a step change in the quality of design support and programme management, and to provide advice on whether the functions delivered by I&I and the ODS are fit for purpose now and into the future and reflect a whole of Ministry perspective on roles and responsibilities.

At a high level, it is recommended that the Investment and Innovation Group could be disestablished and functions within it report elsewhere.

The reviewers found that the practical implementation of a standalone design function within I&I has been difficult and hasn't met the needs of the delivery groups, the channels function should have a closer relationship with the delivery groups, there is no benefit in maintaining separate investment and business performance functions, and the Pathways Directors and Principal Advisor Change should be tasked and directed as strategic resources by the ELSA leadership team. With regard to the ODS the reviewers found that the ODS should be expanded to provide a fuller range of enabling and support functions to ELSA. Further detail on the reviewer's findings and recommendations can be found in their report *Review of Early Learning and Student Achievement Enabling Functions* dated 18 June 2018.

Proposal and Benefits

1. Channels Team

The Channels Team is conceptually a specialist multidisciplinary team that ensures that fit-for-purpose teacher and student learning resources are developed and provided/published. It is a complex area with a wide range of functions that encompass design, publishing, communication, procurement, IT, and contract management. I propose that the channels function should be tied more closely with their customers and that they could be best placed within the Pathways and Progress group. This is aligned with recommendations from RDC.

This provides the following benefits:

- Stronger connection to the Customer and Managers that they support and work with.

2. ODS - Strategy, Planning and Analytics group

I see significant advantage in merging the Investment and Business Performance functions. I propose The Investment function will form part of a broader Strategy, Planning and Analytics team (along with the business performance team) located within the Office of the Deputy Secretary.

This provides the following benefits:

- The business lifecycle functions of strategy, investment, planning and reporting, risk & assurance, and evaluation are brought together in an analytics hub which can flexibly manage the workflow to ensure a strong, responsive and cohesive overview of business performance.
- The team is able to provide practical delivery support to the business as well as operational thinking, to ensure they remain embedded in the business.
- The group is fused as one team to prevent silo-ed thinking and create a “hub” of analytics support which is responsive to business demand.

This thinking has evolved from the recommendation of RDC to form two separate teams (Planning and Reporting / Strategy, Risk & Assurance, and Evaluation) as we see strong advantages to leveraging the scale of the team in terms of capacity, capability development, flexibility to respond to business demand and career development opportunities.

3. ODS – Governance and Ministerials Group

I believe that the Office of the Deputy Secretary should be expanded beyond its current focus on the ELSA Mailbox and business performance to provide a fuller range of enabling functions for ELSA.

This includes a proposal for an expanded role of the Ministerials group to include internal communications, Governance and some administrative support. This team will work closely with the strategy planning and analytics team, but retain a focus on day-to-day response to demands and workflow.

This provides the following benefits:

- Clear distinction between the immediate response and focus of the Ministerials team versus the longer term focus of the Strategy, Planning and Analytics team.
- Increased opportunities for growth and personal development for the Ministerials team, through the increased range of work.

This thinking has evolved from the recommendation of RDC to expand the role of this team to include governance.

4. Portfolio Delivery Group:

As envisaged by the 2016 restructure the Pathway Directors and the Principal Advisor Change are specialist resources who work across ELSA, on issues of strategic importance. As such they need to be tasked and directed as strategic resources by the ELSA Leadership Team and I propose that in the new structure they will be administratively managed by the Group Manager, Office of the Deputy Secretary.

This provides the following benefits:

- Team remains a separate resource who are senior and expert strategic specialists that can be used to both contribute to the Leadership Team's decision-making about key issues and work in a cross-cutting manner to resolve issues and ensure key initiatives are delivered.

5. Innovation and Design Thinking:

Design thinking is a contributing enabler to the concept of innovation. However, it should not have a dominating or lead role. Responsibility for inculcating a culture of innovation across the Ministry (and sector) lies with the Ministry's Leadership Team and the ELSA Leadership Team. Innovation is about more than design thinking. It is about innovation in the approach to the design of pathways, curricula and services, innovation in the products and services themselves, and then in how they are delivered to teachers and students. As such it lies at the heart of everything ELSA does and therefore, should be fully integrated into the Group rather than held apart as a separate function.

Resulting impact of the changes

The changes I believe we need to make are intended to:

1. Embed innovation at the heart of ELSA's operating model.
2. Fully integrate design thinking into delivery groups.
3. Reinforce the role of the Pathways Directors and Principal Advisor Change as specialists working across ELSA, the Ministry on issues of strategic importance.
4. Integrate the Channels Team into the curriculum delivery groups to improve links with their key customers.
5. Improving our planning, prioritisation, co-ordination and oversight of the ELSA work programme and ensuring that it aligns to Ministry and ELSA strategies.

3. Proposed Changes

Summary of changes

In summary the changes I am proposing are to:

1. Restructure the Office of the Deputy Secretary (ODS)

- New
 - Establish the position of Group Manager, Office of the Deputy Secretary.
 - Establish the following function groupings and associated positions within the Office of the Deputy Secretary:
 - Executive Support
 - Strategy, Planning and Analytics
 - Governance and Ministerial Services
 - Portfolio Delivery Group
- Change in Reporting Line
 - Reorganise the current ministerials team to confirm the reporting line to the Group Manager, Office of the Deputy Secretary, and to reflect the changes to the roles to recognise existing governance responsibilities. These changes are not anticipated to be substantive.
 - Transfer the Pathways Directors and Principal Advisor Change positions to the Portfolio Delivery Group, reporting to the Group Manager, Office of the Deputy Secretary.
- Disestablish
 - Disestablish the following positions:
 - Director Office of the Deputy Secretary
 - Senior Manager Business Performance
 - Principal Advisor – Business Performance
 - Lead Advisor – Business Performance
 - Senior Advisor – Business Performance
 - Senior Support Officer – Business Performance
 - Junior Governance Advisor – Business Performance
 - Senior Advisor

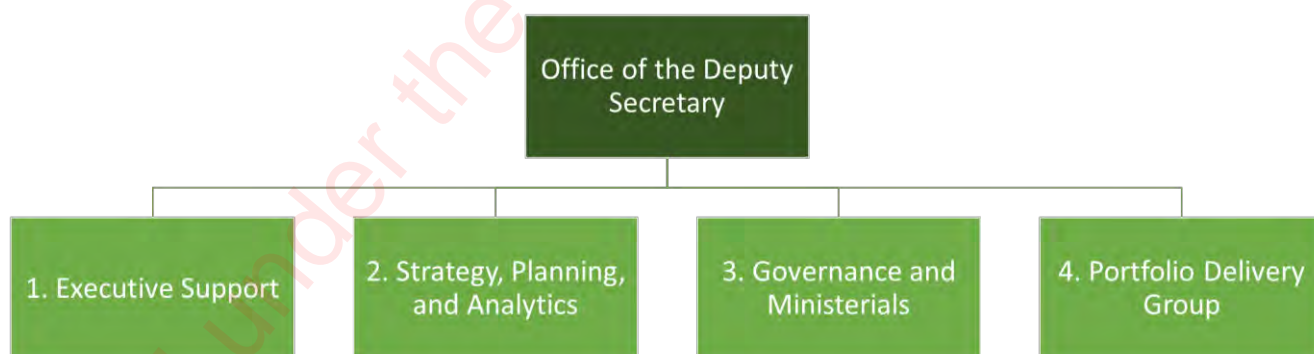
2. Disestablish the Investment and Innovation Group

- Change in Reporting Line
 - Transfer the Channels Team to be located within the Pathways and Progress Group, reporting to the Associate Deputy Secretary Pathways and Progress.
 - Transfer the Pathways Directors and Principal Advisor Change positions to be reporting to the Group Manager - Office of the Deputy Secretary
- Disestablish:
 - Disestablish the vacant position of Group Manager Investment and Innovation.
 - Disestablish the Design Team, currently consisting of five vacancies.
 - Disestablish the position Chief Advisor Investment
 - Disestablish the two Senior Portfolio Advisor positions

Description of changes - Office of the Deputy Secretary

Functional Structure Diagram

I propose to structure the Office of the Deputy Secretary into four functions: Executive Support; Strategy, Planning and Analytics; Governance and Ministerial Services; and Portfolio Delivery Group, which are outlined below. The core teams of Strategy, Planning & Analytics and Governance & Ministerials will operate at different stages in the strategy, planning, delivery, reporting, evaluation and improvement process, so their work will often be inter-linked. I therefore expected that they will work closely together to achieve joint outcomes.



1. Executive Support Team

The proposed role of the Executive Support Team is to provide:

- Executive support, coordination and administration to the Deputy Secretary.
- Advice on risks, issues and opportunities as they arise.

- Case management on identified pieces of work.
- Commissioning and follow up support for the Deputy Secretary
- ELSA operational support

2. Strategy, Planning, and Analytics

The strategy, planning and analytics function will provide advice and delivery support for ELSA, encompassing planning, delivery, monitoring, and reporting with a focus on the business lifecycle process to manage achievement of the long term business performance. The team will also assume the functions of the Chief Investment Advisor and Senior Portfolio Advisor positions and is responsible for the analytics required to support both forward thinking “strategic play” around investment decisions and the production of business performance dashboards and KPI’s for “business-as-usual”, including capability analysis and support where required.

The proposed team is responsible for:

- Strategy & Investment
 - the overall prioritisation criteria and process, and making decisions using an investment strategy based on data and evaluation to maximise achievement outcomes for learners at all levels
 - providing a portfolio approach to management and achievement of strategic outcomes
 - provide strategy, analysis and advice to ELSA leadership
 - ensure ELSA works strategically and constructively with other Ministry teams
 - contribute to ELSA work being quality, responsive, aligned and coordinated across the group
- Planning:
 - Plan, coordinate and deliver business cycle activities including budget planning, accountability/compliance documentation, and project and activity planning.
 - Assist delivery groups to plan and deliver projects and activities.
 - Coordinate and liaise with Corporate Strategy and Performance (SPG)
- Monitoring and reporting:
 - co-ordinate, monitor and report for ELSA to provide visibility about what the group is doing and performance against metrics
 - provide leadership and support for the strategy process to define the financial and non-financial performance metrics for ‘what good looks like’ across the group to give direction to forecasting
 - provide guidance about good process for effective and efficient reporting
 - work with corporate functions to ensure accuracy and consistency of data

- Analysis
 - Provision of data and trends analysis that supports effective leadership decision making, generates value for money investment propositions and proactively identifies trends within data and reports which enables early intervention.

3. Governance and Ministerial Services

The Governance and Ministerial Services function will continue to provide the management of ministerial correspondence and OIAs, and workflow management for ELSA, and be responsible for liaison with the Minister's office. The focus of this team is responding to the "day-to-day" demands of the work programme and resolving short-term needs through procurement and commissioning of services to the ELSA group.

The Ministerial Services role is responsible for:

Governance:

- secretariat support for ELSA Leadership team and other key meetings/workshops that are chaired by the Deputy Secretary
- connecting and co-ordinating with other Governance functions across the Ministry
- working strategically across ELSA and the Ministry to ensure a 'no surprises' environment

Ministerial Services

- managing responses to Ministers, the Leadership team and other parts of the Ministry of Education within the required time, ensuring the quality meets the required standards, eg, meet the standards for responding to Parliamentary Questions
- preparing ministerial and Chief Executive papers/task management
- ensuring the right people have been engaged and sign offs have happened before anything goes up or out
- coordinating and quality checking responses to media enquiries
- reprioritising quickly to provide timely responses
- engaging with officials in Ministers' offices

4. Portfolio Delivery Group

The Portfolio Delivery function will be largely unchanged from existing arrangements other than reporting line changes. Whilst the three positions will report to the Group Manager – Office of the Deputy Secretary, the deployment of this resource will be undertaken through the ELSA LT collective to ensure the expertise of the people is utilised within the highest priority areas for ELSA.

The team is responsible for:

Pathways

- pull all the components, people and other resources from across and outside of the group together to drive a project/initiative at the required pace
- deliver pieces of work that cross multiple areas, accountable to the appropriate sponsor or Group Manager for that piece of work
- may deal with systemic issues or respond to urgent / high stakes requests
- lead initiatives from concept to resolution
- provide expertise on change and implementation activities
- ensure that there is a robust and agile approach in place to resolve problems and explore opportunities
- develop and manage strategy - define a future direction and the approach for getting there
- provide support across the group

Proposed positions

Group Manager, Office of the Deputy Secretary	<ul style="list-style-type: none"> • Leads the Office of the Deputy Secretary. • Supports the Deputy Secretary to ensure the group is well positioned strategically to deliver on its overarching objectives. • Leads the resources and programme of initiatives to manage 'whole of group' change that span the different functions in the ELSA group. This may include using resources within the Group and/or drawing on resources within the ELSA teams as agreed with members of the ELSA SLT. • • Manages group wide risks and issues. • Provides strategic advice to the Deputy Secretary as required. • Advice on risks, issues and opportunities as they arise. • Stakeholder and Engagement expertise and advice.
Personal Assistant / Administration Officer	<ul style="list-style-type: none"> • Manages correspondence coming into the Office of the Deputy Secretary. • Manages the Group Manager ODS, calendar and inbox. • Co-ordinates transactional documents such as delegation forms, travel and expenses. • Ensures the Group Manager ODS has all necessary documents and briefings prior to each meeting. • Travel arrangements for the ODS team. • Other EA support as required.

- Process all financial transactions – such as invoices for payment, MasterCard reporting.
- Monitor expenditure against budget and Invoice processing (Oracle)
- Arrange travel bookings and itineraries for domestic and international travel for the Group Manager and group.
- Manages the office facilities to ensure a professional, efficient office environment Maintain strong relationships at all levels across the Ministry and with external stakeholders.

1. Executive Support Team

Principal Advisor

- Provides advice to the Deputy Secretary as required.
- Advises on ELSA risk and issues.
- Supports ELSA teams to deliver quality connected advice to the Deputy Secretary.
- Works closely with the ELSA Management team to ensure that work is connected and customer focused.
- Manages Estimates and Annual Review responses

Executive Assistant to Deputy Secretary

- Manages correspondence coming into the DepSec Office.
- Manages the Deputy Secretary's calendar and inbox.
- Co-ordinates transactional documents such as delegation forms, travel and expenses.
- Ensures the Deputy Secretary has all necessary documents and briefings prior to each meeting.
- Travel arrangements for the Deputy Secretary.
- Other EA support as required.

2. Strategy, Planning and Analytics Team

Senior Manager, Strategy, Planning and Analytics

- Provide pastoral care, direction and leadership to maintain a stable, engaged, high-performing and customer focused Strategy, Planning and Analytics team.
- Leads the development of strategic investment advice and support to the ELSA Leadership team.
- Manages the business planning cycle, budget coordination and development for the ELSA group.
- Understands customers and the issues and challenges they are facing, uses local and global knowledge to help challenge conventions and support the development and delivery of ELSA strategies.

- Identifies and proposes potential Investment initiatives that could deliver benefits by improving delivery, systems and processes, and improving outcomes for learners or efficiencies for the Business.
- Ensures that the business cases for agreed business improvement and change initiatives is financially sound and in line with ELSA strategic investment priorities.
- Manages the business planning cycle to ensure all plans across ELSA are consolidated and integrated into an operational plan within is aligned with Ministry corporate planning cycle and requirements.
- Maintain, monitor and provide reports with appropriate analysis to support effective leadership decision making and monitoring of trends.
- Develop and drive consistent planning, evaluation, and analysis standards through training and delivery support for the ELSA teams to uplift capability across the group.
- Holds the relationships with the relevant Ministry corporate teams to ensure alignment and integration of consistent practices.

Senior Business Analyst

- Supports the business to ensure that ELSA plans the implementation of projects to minimise impacts on customers and achieves the successful delivery of projects.
 - Works with Ministry Counterparts to develop operational planning and change management capability across ELSA with advice, tools, and templates.
 - Supports the business planning cycle, budget coordination and development for the ELSA group.
 - Coaches and advises ELSA managers on the creation and modification of business plans and ensures consistent messaging and standards.
 - Identifies, analyses and develops potential business investment initiatives.
 - Takes the lead accountability (working to the business owner) at the early stages of a new business initiative and engages with all appropriate stakeholders to support investment case development, or similar documentation.
 - Defines requirements for business, processes and system improvements including cost reduction, sustainability and benefit targets.
 - Engages with other teams in the Ministry to co-ordinate deliverables.
 - Assists the group Manager to develop and manage the “pipeline” of work across ELSA.
-

Business Analyst

- Supports the business through the provision of relevant analysis which enables data and trends based decision making and risk identification and management.
- Ensures all business as usual dashboards, requirements, standards and documents across ELSA.
- Undertakes analysis required in business case development and investment logic mapping.
- Undertakes analysis on reports to assess trends, opportunities and risks.
- Supports team to audit and assure planning and reporting standards projects and programmes, including business case delivery and ROI evaluation.
- Supports ELSA managers with ad-hoc queries, projects and monitoring through hands on delivery of analytics support capability.
- Works with Ministry Counterparts to implement operational reporting and change management across ELSA with advice, tools, and templates.
- Undertakes methodical investigation, analysis, review and documentation of all or part of a business in terms of business functions and processes, the information used and the data on which the information is based.
- Engages with other teams in the Ministry to co-ordinate deliverables and provide consistent messaging and standards.

Junior Business Analyst / Administration Officer

- Supports the team through the provision of relevant analysis which enables data and trends based decision making and risk identification and management.
 - Ensures all business as usual dashboards, requirements, standards and documents across ELSA.
 - Undertakes analysis on reports to assess trends, opportunities and risks.
 - Provides quality, efficient and professional **internal communications** support for the group including drafting memos, newsletters, internal notices etc.
 - Supports the ODC group teams , working with the Personal assistant to the ODS including:
 - Maintain agendas and meeting schedules.
 - Workshop and event co-ordination.
-

3. Ministerial Team

Manager, Governance and Ministerials

- Provide pastoral care, direction and leadership to maintain a stable, engaged, high-performing and customer focused Governance and Ministerials team.
- Develop and maintain systems to commission, track, and quality-assure and finalise all ELSA responses to internal and external requests for advice or information.
- Identify and recommend improvements to both ELSA and wider Ministry systems to enhance the co-ordination and customer focus of both ELSA and wider Ministry responses to Ministers and the public
- Co-ordinate or provide advice to internal and external stakeholders on issues management and responses relating to high risk or complex Ministerial requests, correspondence, media enquiries, Official Information Act requests, Ombudsman and Privacy Act complaints.
- Analyse the issues and questions contained in correspondence and other requests for information to ensure appropriate commissioning of Subject Matter Experts (SMEs) and the development of responses.
- Co-ordinate, commission or provide high quality written responses to requests for ELSA information or advice in a way that manages risk and maintains focus on relevant Ministry strategies or positions on issues.
- Co-ordinate or provide information and assistance for the Deputy Secretary ELSA as required.
- Build sustainable relationships with a variety of internal and external stakeholders and ensure that they are all kept informed on progress in responding to relevant issues, seeking their contributions and validation of information as appropriate.
- Contribute to the direction of the Office of the Deputy Secretary ELSA and promote an understanding of ELSA's, or the Ministry's, relevant strategies or positions on issues both internally and externally.

Senior Business Advisor

- Provide support to internal and external stakeholders on issues management and responses relating to Ministerial requests, correspondence, media enquiries, Official Information Act requests, and Ombudsman and Privacy Act complaints.
- Analyse the issues and questions contained in correspondence and other requests for information to ensure appropriate commissioning of Subject Matter Experts (SMEs) and the development of responses.
- Facilitate or provide high quality written responses to requests for ELSA information or advice in a way that manages risk and maintains focus on relevant Ministry strategies or positions on issues.
- Provide information and assistance for the Deputy Secretary ELSA as required.
- Build sustainable relationships with a variety of internal and external stakeholders and ensure that they are all kept informed on progress in responding to relevant issues, seeking their contributions and validation of information as appropriate.
- Contribute to the direction of the Office of the Deputy Secretary ELSA and promote an understanding of ELSA's, or the Ministry's, relevant strategies or positions on issues both internally and externally.

- Acts as 2IC for the Manager when called upon to do so and assists in balancing workloads and managing workflows across ELSA Ministerial and Commissioning Services.
- Contributes to training and workshops delivered by ELSA Ministerial and Commissioning Services, or the Ministry's GEMS Team, as required

Business Advisor

- Analyse the issues and questions contained in correspondence and other requests for information to support appropriate commissioning of Subject Matter Experts (SMEs) and the development of responses.
- Facilitate or provide high quality written responses to requests for ELSA information or advice in a way that manages risk and maintains focus on relevant Ministry strategies or positions on issues.
- Works with managers and writers to ensure that proposals and other papers are of consistent and high quality.
- Provides secretariat services for all Governance Boards and key meetings that are chaired by the Deputy Secretary. Includes preparation, collation, quality review and distribution of meeting pack documentation; liaising with business contacts to ensure fit for purpose briefing papers and reports are submitted to the Governance Boards. Maintenance of action and decision registers; follow up on outstanding actions and provision of meeting outcomes to interested parties.
- Advises business units, programme and project managers on ELSA governance processes.
- Provides support and advice to business groups submitting papers to and attending Governance Board and other meetings chaired by the Deputy Secretary.

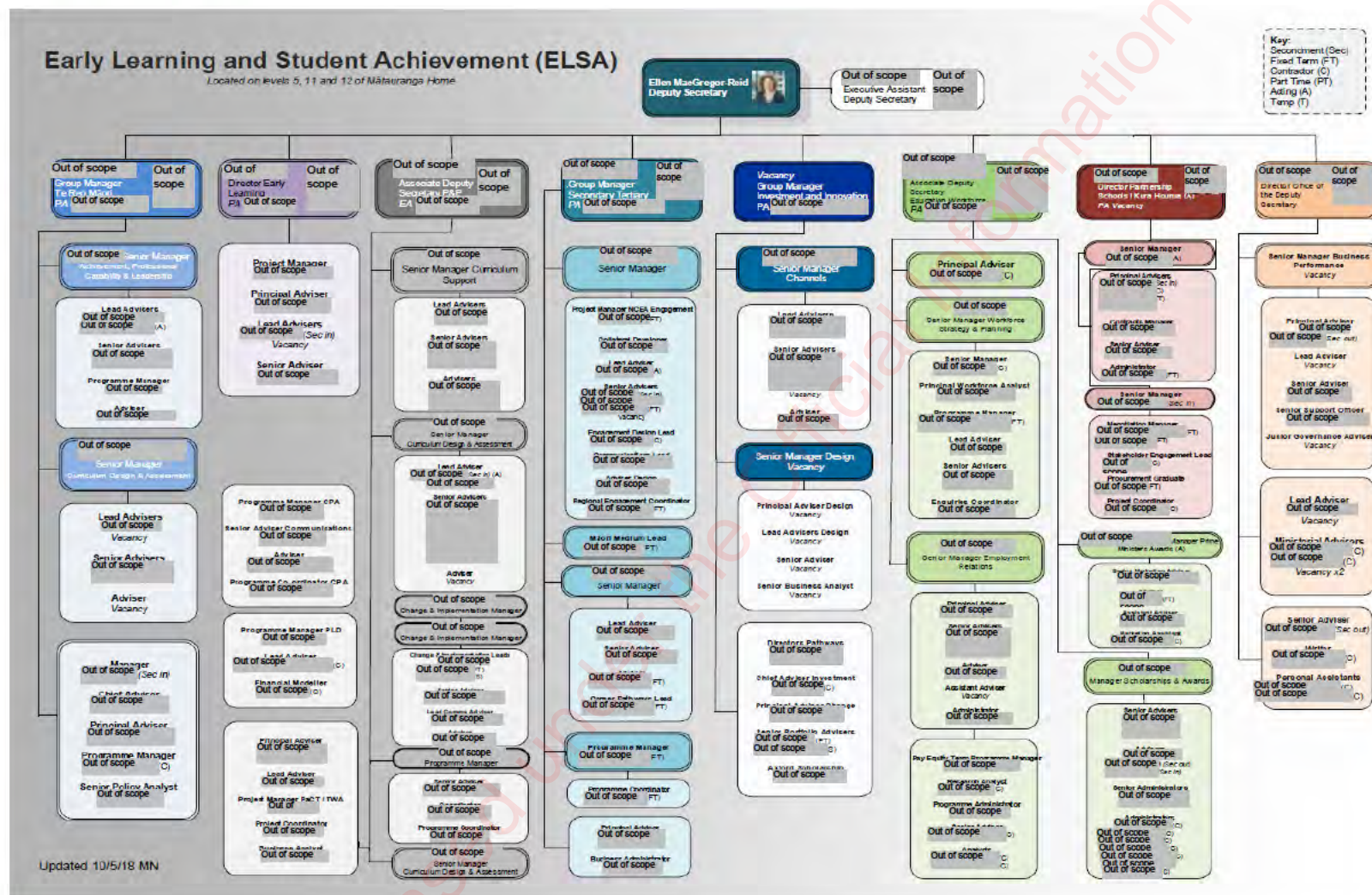
Junior Business Advisor / Administration Advisor

- Support analysis of the issues and questions contained in correspondence and other requests for information to support appropriate commissioning of Subject Matter Experts (SMEs) and the development of responses.
 - Advises business units, programme and project managers on ELSA governance processes.
 - Works with managers and writers to ensure that proposals and other papers are of consistent and high quality.
 - Provides quality, efficient and professional internal communications support for the group including drafting memos, newsletters, internal notices etc.
 - Supports the ODC group teams, working with the Personal assistant to the ODS to:
 - Maintain agendas and meeting schedules.
 - Workshop and event co-ordination.
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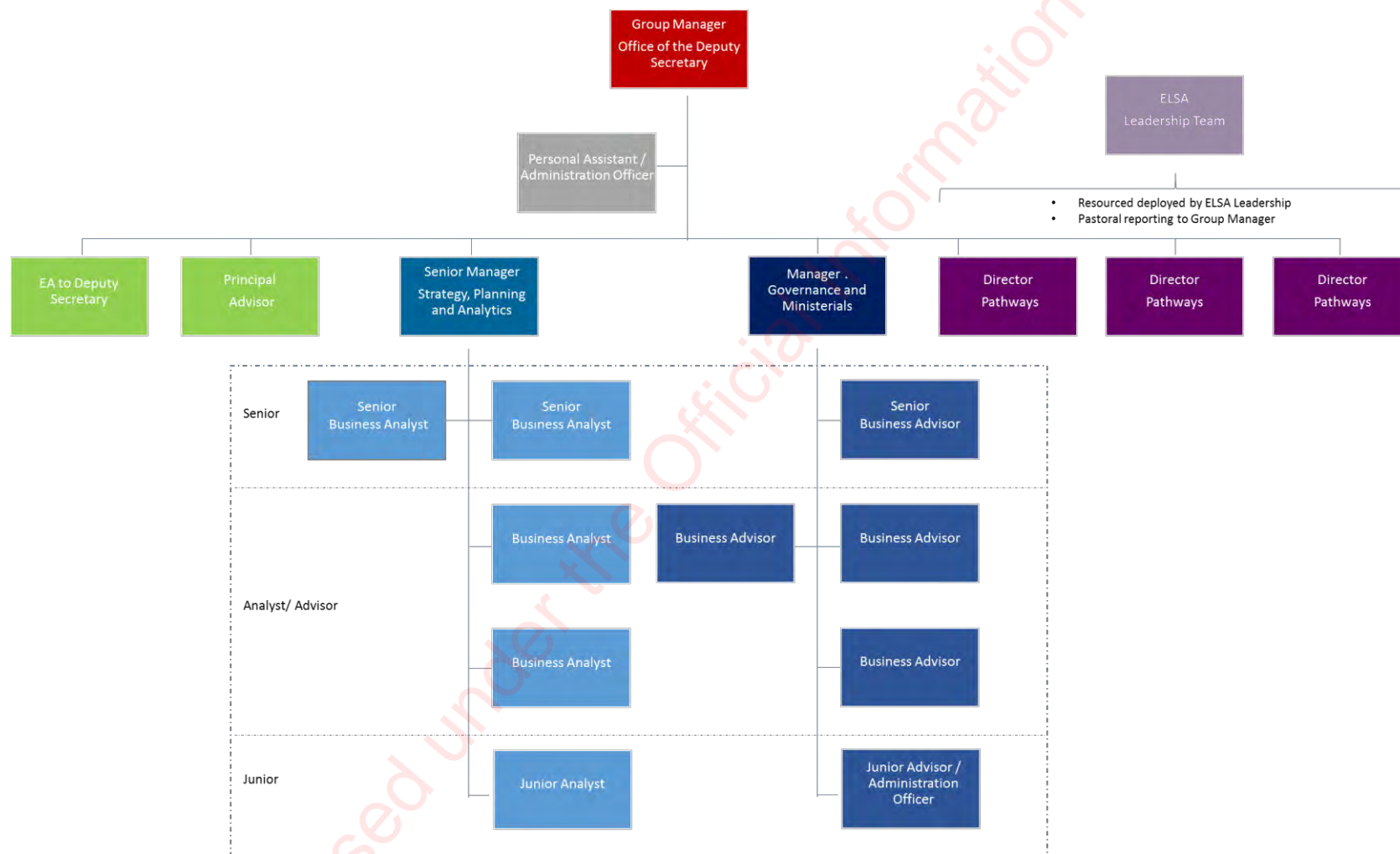
4. Portfolio Delivery Group

- Positions will be unchanged from existing responsibilities
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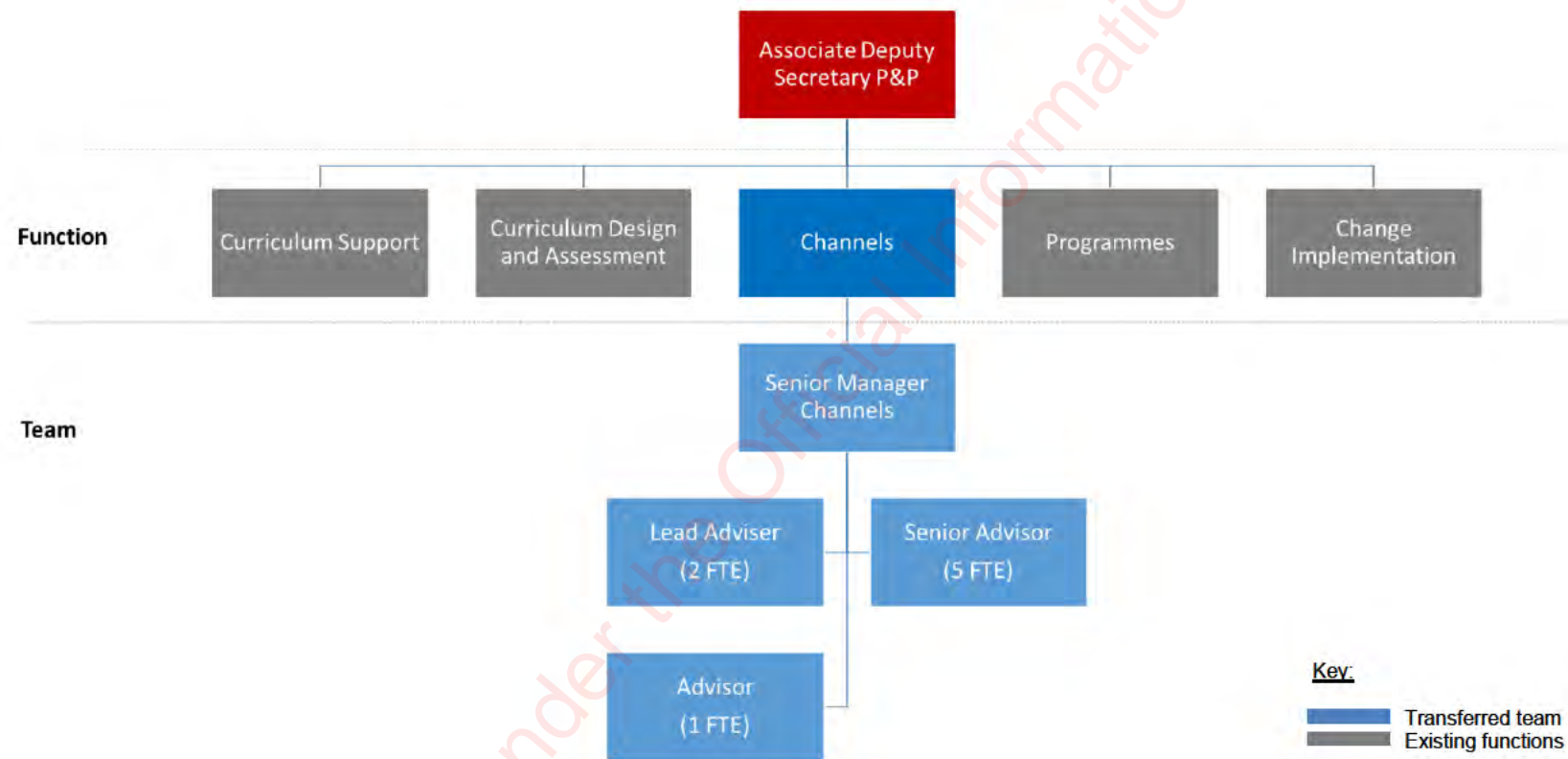
Current structure



Proposed Structure - Office of the Deputy Secretary



Proposed Structure - Channels Team



5. Proposed implications for existing teams and positions

The following information outlines the impact on existing positions should the proposals be confirmed. It's important to understand that this is currently a proposal only and impact on existing positions and people will not be known until final decisions have been reached.

Office of the Deputy Secretary

Team/Positions	Action	Proposed changes
Director, Office of the Deputy Secretary	Disestablish	We are proposing to disestablish this role and replace this with the Group Manager Office of the Deputy Secretary. The proposed role is substantially different to the current role due to the change to the management portfolio.
Business Performance		
Senior Manager Business Performance Advisor	Disestablish (Vacancy)	Propose to disestablish and replaced by the Senior Manager Strategy, Planning and Analytics
Principal Advisor	Disestablish (Vacancy)	Propose to disestablish and replace with new positions in Strategy, Planning and Analytics team and the Governance and Ministerials team.
Lead Advisor	Disestablish (Vacancy)	Propose to disestablish and replace with new positions in Strategy, Planning and Analytics team and the Governance and Ministerials team.
Senior Advisor	Disestablish (Vacancy)	Propose to disestablish and replace with new positions in Strategy, Planning and Analytics team and the Governance and Ministerials team.
Senior Support Officer	Disestablish	Propose to disestablish as the substantive content is split between new roles - Personal Assistant / Junior Business Advisor, in the proposed structure.
Ministerial		
Manager, Ministerials	Reconfirm	Position matched to Manager, Governance and Ministerials. Reporting line title change to reflect the new role of the Group Manager Office of the Deputy Secretary. Only minor changes to role.
Senior / Ministerial Advisors	Reconfirm	Position matched to Senior / Business Advisor role. Only minor changes to role.
Other roles		
Senior Advisor	Disestablish	Propose to disestablish as there is no similar role in the proposed structure

Investment and innovation Group

Team/Positions	Action	Proposed changes
Group Manager Investment and Innovation	Disestablish (Vacancy)	Propose to disestablish this role. This role is currently vacant therefore no employee will be affected.
Channel Team		
Senior Manager Channels	Reporting Line Change	Propose to transfer into the Pathways and Progress Group, reporting to the Associate Deputy Secretary Pathways and Progress. The reporting line will change to reflect this transfer, but the role will remain substantively unchanged.
Lead Advisors		Propose to transfer into the Pathways and Progress Group, reporting to the Associate Deputy Secretary Pathways and Progress. The reporting hierarchy will change to reflect this transfer, but the role will remain substantively unchanged and retain the existing reporting line.
Senior Advisors		
Advisor		
Design Team		
Senior Manager Design	Disestablish (vacancies)	We are proposing to disestablish these roles. These roles are currently vacant therefore no employees will be affected.
Lead Advisors Design		
Senior Advisor		
Senior Business analyst		
Other roles		
Directors Pathways	Reporting Line Change	Propose that these roles will transfer to Office of the Deputy Secretary, reporting directly to the Group Manager. The reporting line will change to reflect this transfer, but the role will remain substantively unchanged.
Chief Adviser Investment	Disestablish	Propose to disestablish - no direct match in new structure and some aspects of this role will be performed by the Senior Manager Strategy, Planning and Analytics
Principal Advisor Change	Reporting Line Change	Propose that this role will transfer to the Office of the Deputy Secretary, reporting directly to the Group Manager. The reporting line will change to reflect this transfer, but the role will remain substantively unchanged.
Senior Portfolio Advisors	Disestablish	N Propose to disestablish and replace with new positions in Strategy, Planning and Analytics team

6. Timetable

This is an overview of the indicative timeline relating to this proposal.

We will inform you if there are changes to this.

Change proposal	Date
PSA Briefing	31 st July 2018
Proposal announced and consultation period begins	2 nd August 2018
Drop in session with Ellen	9 th August 2018
Consultation closes	16 th August 2018
Post-Consultation Review	17 th - 27 th August 2018
Final decisions announced	End August
Proposed implementation activities	Date
Reconfirmation and/or Reassignment process (if required)	September 2018
Recruitment of new positions (if required)	September 2018
New structure commences	September 2018

7. Consultation and feedback

Overview

This consultation document has been written for staff within the Investment and Innovation Group and the Office of the Deputy Secretary. All feedback is welcome and encouraged, especially from staff who could be directly affected by the proposed changes. Your feedback will be carefully considered before a final decision on the structure is made and is a vital part of deciding the shape of change and final decision.

The proposed changes have been discussed with the Public Service Association (PSA), and the PSA has been invited to provide feedback and input on behalf of its members. PSA representatives will be available to assist members through this consultation process. ^{Out of scope} from the PSA has been nominated person to contact regarding this change and you can contact her on 04-463 8440, or at

^{Out of scope} [@education.govt.nz](mailto: @education.govt.nz).

The purpose of the consultation process is to:

- Provide you with the information you need to understand the proposed changes and their potential impact on you
- Obtain your feedback on the proposed changes.
- Hear any concerns and/or ideas.
- Allow me to think about and address the questions you raise and make final decisions

Questions

If you have any questions about this proposal, your own manager is the first person to raise these with. You may want to discuss the proposal with your manager and ask any questions you have, such as:

- The proposed structure and how it would work;
- The proposed new positions; and
- The impact that the implementation of this proposal might have on you.

You can also send your questions to ELSA.Change@education.govt.nz. This will be monitored by ^{Out of scope} ^{Out of scope} in People Capability. They will ensure the appropriate person responds to your question/s. If the questions are specific to you, we will respond to you only. If the questions are of general interest, we will circulate the questions and answers to all people being consulted.

Discussion and input

You are encouraged to make submissions on any aspect of this proposal. The deadline for submissions is **4pm, Thursday 16th August 2018**. You can email your feedback to ELSA.Change@education.govt.nz

Please try to be as succinct and clear as possible in your feedback, as this will help me understand your perspective.

8. Support

Organisational change can have a range of impacts on people and I am committed to supporting you to enable you to have the time and opportunity to consider the proposed change.

It is important that you take as much time as you need to read this proposal because being informed is one of the best ways to feel more in control of what is happening. If you need to, talk to your manager about finding time to do this alongside your work.

We encourage you to seek support any time you need it.

A number of support options, including your manager, colleagues and via the Ministry's Employee Assistance Programme (see below), are available to you. If you think you need support or assistance, please seek out one or more of these.

I have made myself available on 9 August 2018 to speak with you and hear any questions or concerns you have.

Employee Assistance Programme (EAP)

The Ministry's staff support programme provides a confidential service at all our work sites and a staff counselling service. This programme is available to you if you would like any help. You can contact EAP by phoning 0800 327 669.

These confidential services are provided by an independent organisation and further information on this service can be obtained from Te Tāhuhu at: <https://moeinside.cwp.govt.nz/catalogues/health-safety-and-security/keeping-healthy/employee-assistance-eap/>

Union Support

For any staff member who is also a member of the PSA, ^{Out of scope} from the PSA has been nominated person to contact regarding this change and you can contact her on 04-463 8440, or at ^{Out of scope} [@education.govt.nz](mailto:education.govt.nz) to discuss any issues or questions you have.

9. Impact of the Proposal

Change Implementation Process

If the proposal is approved, the change implementation process will involve the following key activities: Reconfirmation, reassignment and redeployment of employees who are affected by the final decision will be considered using the criteria set out in employment agreements.

Possible redeployment to other parts of the Ministry will be explored for employees who do not obtain a position in the new structure. Redundancy is the last option that the Ministry will consider and this will only occur if redeployment options are unsuccessful.

Employees who hold a position that is disestablished and have obtained a position in the new structure or other parts of the Ministry will transfer to that new position on the implementation date of the new structure or as otherwise determined.

Where the Ministry gives notice of redundancy to affected employees, this does not limit opportunities for other redeployment or applying for other positions. Options will continue to be explored throughout the notice period.

To help you understand this process, here are the definitions of some of the key terms:

Affected person	Individuals whose current or substantive position is disestablished
Reconfirmed	Formally confirming a position for individuals where there are minimal/small changes being made, such as reporting line changes.
Reassignment / Redeployment	Appointing a person to a position in the new structure for which they have skills and experience, possibly with some training support as necessary
Contestable process	We'll use this process where reconfirmation does not apply

Proposed impact on employees

When a final decision on structure and roles is reached following consultation, the relevant change / restructuring provisions of the applicable employment agreement will apply. Positions will be either proposed for reconfirmation or for reassignment. Positions will be proposed for reconfirmation where all of the following criteria apply:

- There is one candidate for the position the new structure
- The new job description is the same (or very nearly the same)
- The job is the person's substantive job (not a job they are seconded into / acting in)
- The person has been doing the job on an on-going basis (even though the job description may not be up to date)
- The salary / pay band for the new position is the same
- The terms and conditions, including career prospects are no less favourable
- The location is the same or in the same vicinity.

Positions are affected when the above criteria do not apply.

We are proposing a contestable process for the reassignment of employees who are not reconfirmed into the positions. Reassignment is considered on an individual basis and on the basis of level of skill and experience for specific positions. The following steps may be used:

- employees submit an expression of interest for a position or positions in the new structure, including their curriculum vitae and any other supporting information
- a reference check with their current manager including a discussion about performance
- a panel interview and / or other selection processes appropriate to the positions

- An assessment whether the employee is appointable.

The table in section 6 outlines the positions of all employees that this proposed change would impact on. All employees will receive a letter outlining the potential impact of this proposal on their position. If you are a temporary employee (via an agency) or a contractor we will advise you directly once the final decisions are made on this change proposal.

The final details of the process for change implementation and the impact on individuals will be confirmed when the final decision on structure and roles are confirmed following consultation.

Feedback Submission Form

To help structure your feedback you may want to complete this form to provide feedback on the *Change Proposal* released 2 August 2018. You may choose to provide feedback under all or some of the headings.

Closing date for submissions is 4pm, 16 August 2018

Email submissions to: ELSA.Change@education.govt.nz

Name	
Individual or Group submission	Individual / Group (<i>please delete one</i>)

1. Proposal of new functions

Do you generally agree with the proposed new structure?

Are there any aspects that you disagree with and why?

Do you have any recommendations that would enhance the proposal?

2. Do you have any specific feedback on the following aspects of the proposal and how they could be improved?

Disestablishing the Investment and Innovation Group

Reporting line Change for Channels function

Structure in roles in the expanded Office of the Deputy Secretary

3. Other feedback

Please specify what proposal(s) the feedback relates to (where applicable)

Is there any other feedback you think is important for us to know?



ELSA Enabling Functions

Change proposal

Decision Document

27 August 2018

Decision by:
Ellen MacGregor-Reid
Deputy Secretary
Early Learning and Student Achievement

Released under the Official Information Act 1982

Contents

Contents	2
1. Introduction	3
About this decision document	4
Benefits.....	4
2. Restructuring Decisions	5
Cross cutting aspects to my decisions	5
Process.....	5
Overall outcome	6
Summary of changes.....	6
Org Chart for new structure	8
3. Restructuring Rational	10
Office of the Deputy Secretary	10
Investment and Innovation group	15
Additional Feedback	16
4. Position Impacts	18
New established positions	18
Reconfirmed positions	19
Disestablished positions	20
5. Implementation of the new structure	22
Timeline	22
Expression of Interest and implementation process	22
Explanation of reconfirmation and reassignment	23
Expression of Interest.....	23
Application and assessment criteria	23
Overall change implementation process	24
Timetable for Expressions of Interest and Recruitment	24
6. Support	25
Appendix A – Job Descriptions	26

1. Introduction

Thank you for your feedback during the consultation period that ended on 16th August 2018. This document provides the decisions on the Enabling Functions Change Proposal, which was announced on 2nd August 2018.

I want to thank everyone who took time to engage in the consultation process. The submissions were high quality and having read through all of them I want to acknowledge the great level of thinking and engagement with my proposals for change. As a result of the submissions I am making some changes to the original proposals whilst some aspects will stay the same. What has also been very useful is that submissions have also highlighted to me where I need to communicate aspects underpinning some of my decisions. For example, many of the submissions highlighted the need for me to be clear about the purpose of the Office of the Deputy Secretary and in section 2, I provide some reasoning on what has driven my decisions about what is in the Office and what sits in different parts of the ELSA Group. This also acknowledges the important across curriculum role of the Associate Deputy Secretary, Curriculum Pathways and Progress.

I would like to acknowledge the impact this change has on people, in particular those people who are directly affected by this change. I want to emphasise that I have given serious consideration to my decisions and I commit to you being supported through the implementation of the decisions. I have arranged for specific support and services for staff who are substantially affected by the change.

I also want to acknowledge the role the PSA has played in both supporting members, collating views and providing feedback on behalf of members.

This Decision Document sets out the key themes and points raised in the submissions received during the consultation process, along with final decisions on functions and positions and changes to the original proposal as a result of the feedback.

The new structure and other changes will take effect on **1 October 2018**. I have included an updated timeline in Section 5, which describes the activities and timeframes for the change implementation process.

Change can be unsettling. I have appreciated your commitment to getting the job done and ensuring that our service to customers is not affected throughout this change process.

If you have any questions about the changes described in this document, please discuss these with your manager in the first instance. You can also send your questions to the ELSA.Change@education.govt.nz email address.

Ellen MacGregor-Reid
Deputy Secretary
Early Learning and Student Achievement

About this decision document

This document has been prepared for staff in the ELSA group, specifically those affected by the change in the Innovation and Investment area and the Office of the Deputy Secretary. However, it also acknowledges the flow on impact for teams and business units outside of ELSA.. It follows the proposal presented to potentially impacted staff on 2nd August 2018 and the consultation period that followed until 16th August 2018. The document describes the final organisational structure and new positions within the structure.

This document provides:

- My final decisions on the structure, teams and positions along with changes from the proposal document
- Feedback received by you and my responses
- New job descriptions and remuneration bands
- Details about the expression of interest and reassignment process

For ease of reading, I have outlined my final decisions first followed by the supporting information.

If you have any questions about these changes or any aspect of the process, please discuss these with your manager in the first instance. You can also send questions to ELSA.Change@education.govt.nz

Benefits

As set out the in the proposal document the changes will help ensure that we:

1. Embed innovation at the heart of ELSA's operating model.
2. Fully integrate design thinking into delivery groups.
3. Reinforce the role of the Directors, Investment and Innovation and the Principal Advisor Change as specialists working across ELSA and the Ministry on issues of strategic importance.
4. Integrate the Change and Channels Team into the curriculum delivery groups to improve links with their key customers.
5. Improving our planning, prioritisation, co-ordination and oversight of the ELSA work programme and ensuring that it aligns to Ministry and ELSA outcomes and priorities.

2. Restructuring Decisions

Cross cutting aspects to my decisions

Before getting into the feedback, decisions and reasoning I want to clarify some points that underpin many of the decisions. These points essentially relate to the role of the Office of the Deputy Secretary; versus the Groups directly delivering education outcomes; and the role of our corporate colleagues in Business Enablement and Support and Strategy, Planning and Governance.

The Office of the Deputy Secretary

My Office has essentially three interrelated roles:

- To provide services, advice and initiatives to ELSA teams that have a whole of ELSA view.
- To integrate and link with teams from BE&S and SPG on whole of ELSA work.
- Provide support to myself to help me focus on the most critical outcomes for ELSA and the Ministry.

Accordingly, any function that sits in my Office needs to have this whole of ELSA perspective. I am clear that functions that service one person, team, Group or issue set within ELSA should be structurally located with that need.

I also acknowledge that the resourcing in the Office has a significant interface with corporate teams and it is my intention to fully integrate with the services we receive from SPG and BE&S.

Curriculum Groups

The Early Learning, Pathways and Progress, Secondary Tertiary and Te Reo Māori teams need to be joined up and aligned to ensure that strategy and outcomes and delivery of initiatives or services take account of the whole Pathway in both English and Māori Medium. The Curriculum Oversight Group (which comprises Pauline Cleaver, Kiritina Johnstone, Jackie Talbot and Nancy Bell) has been working on this specifically. The role that Pauline Cleaver takes as Associate Deputy Secretary, Curriculum, Pathways and Progress is a leadership role to make sure this is joined up. As a result of the decisions in this document there will be some functions that report to the Associate Deputy Secretary that deliberately need to work across curriculum teams – not just teams in Pathways and Progress. The Curriculum Oversight Group must find ways to make this happen.

Ministry Strategy and Operating Model

It is important to acknowledge the Strategy and Operating Model work for the whole of the Ministry. I believe that the decisions made within this change process will be consistent with that work.

Process

The consultation on the proposed changes started on 2nd August and closed at 4pm, Thursday 16th August 2018. Staff had the opportunity to ask questions, provide submissions on the proposal and also provide any suggestions for how the design might be improved. I also met with some of you to discuss your feedback in person.

I received 17 submissions in total:

- One submission from the PSA
- 12 of these were individual responses, and

- Four were a team response

This was a great response rate and the submissions received were of high quality and all feedback was considered in detail before decisions were reached. This feedback has enabled me to enhance the original proposed design.

Overall outcome

Overall the feedback I received broadly agreed with the proposed structure as making sense based on the current maturity of ELSA and the proposed direction of the group. I acknowledge that some disagreed with some aspects of the change proposals.

I received constructive feedback on how to improve and refine the original job outlines in order to ensure clarity of roles and understanding of the purpose of each team, the number of roles required within each team, and roles that you felt were missing from the structure. I have reviewed the structure with these considerations in mind and my decisions are outlined in this document.

Summary of changes

In summary the changes to structure and roles are as follows:

Changes in the Office of the Deputy Secretary

- Establish the new position of Group Manager, Office of the Deputy Secretary.
- Establish the following function groupings and associated positions within the Office of the Deputy Secretary:
 - Deputy Secretary Support
 - Strategy, Planning and Investment
 - Governance, Commissioning and Ministerials
 - Directors, ELSA
- Establish the following positions in the Strategy, Planning and Investment team
 - Senior Manager, Strategy Planning and Investment – 1 FTE
 - Senior Advisor, Strategy Planning and Investment – 2 FTE
 - Advisor, Strategy Planning and Investment – 2 FTE
 - Assistant Advisor – 1 FTE
- The current Ministerial and Commissioning Services team will report to the Group Manager, Office of the Deputy Secretary. Team name will be changed to Governance, Commissioning and Ministerials. The impact on positions in the team is not substantial.
- The Executive Assistant to the Deputy Secretary and the Personal Assistant will report to the Group Manager, Office of the Deputy Secretary.

- The Director, Investment and Innovation positions will change reporting line and report to the Group Manager, Office of the Deputy Secretary. Position title to be renamed to “Director – Early Learning and Student Achievement”.
- Disestablish the following positions:
 - Director Office of the Deputy Secretary
 - Senior Manager Business Performance (vacant)
 - Principal Advisor – Business Performance (vacant)
 - Lead Advisor – Business Performance (vacant)
 - Senior Advisor – Business Performance (vacant)
 - Senior Support Officer – Business Performance
 - Senior Advisor – Reporting

Disestablish the Investment and Innovation Group

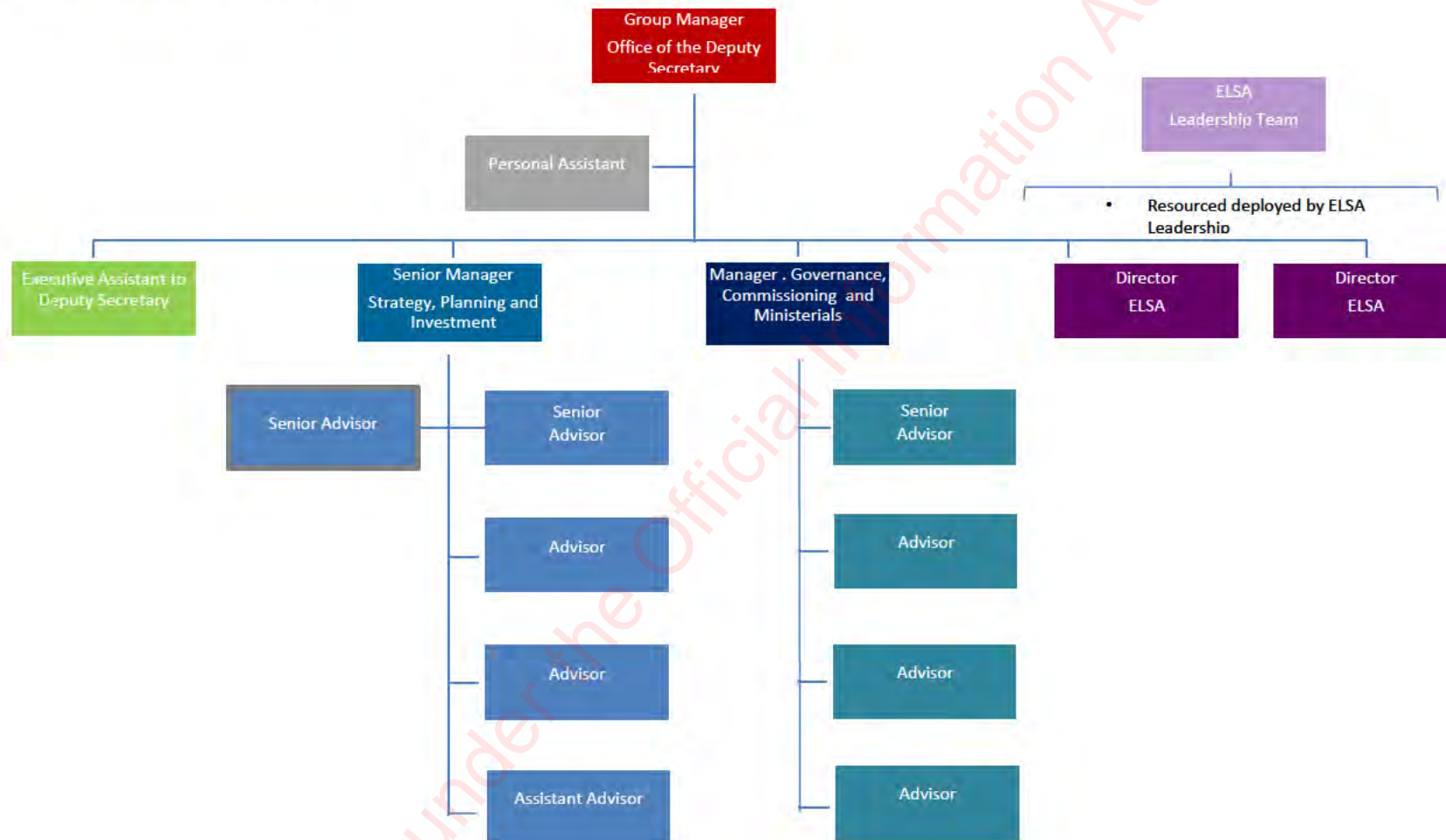
- Transfer the Change and Channels Team to report to the Associate Deputy Secretary Pathways and Progress. Team name will change to “Curriculum Publishing Channels”.
- Transfer the Directors to the Office of the Deputy Secretary. These two positions will be renamed “Director, Early Learning and Student Achievement”.
- Transfer the Principal Advisor Change to report to the Senior Manager Change and Implementation in the Pathways and Progress Group, with the understanding that this position will need to work across curriculum groups.
- Disestablish the following positions:
 - Group Manager Investment and Innovation (vacant).
 - The Design Team, currently consisting of five vacancies.
 - Chief Advisor Investment (currently filled by a contractor)
 - Two Senior Portfolio Advisor positions (one currently filled by a secondee)
 - Personal Assistant to the GM Investment & Innovation (vacant)

Further Considerations beyond this review

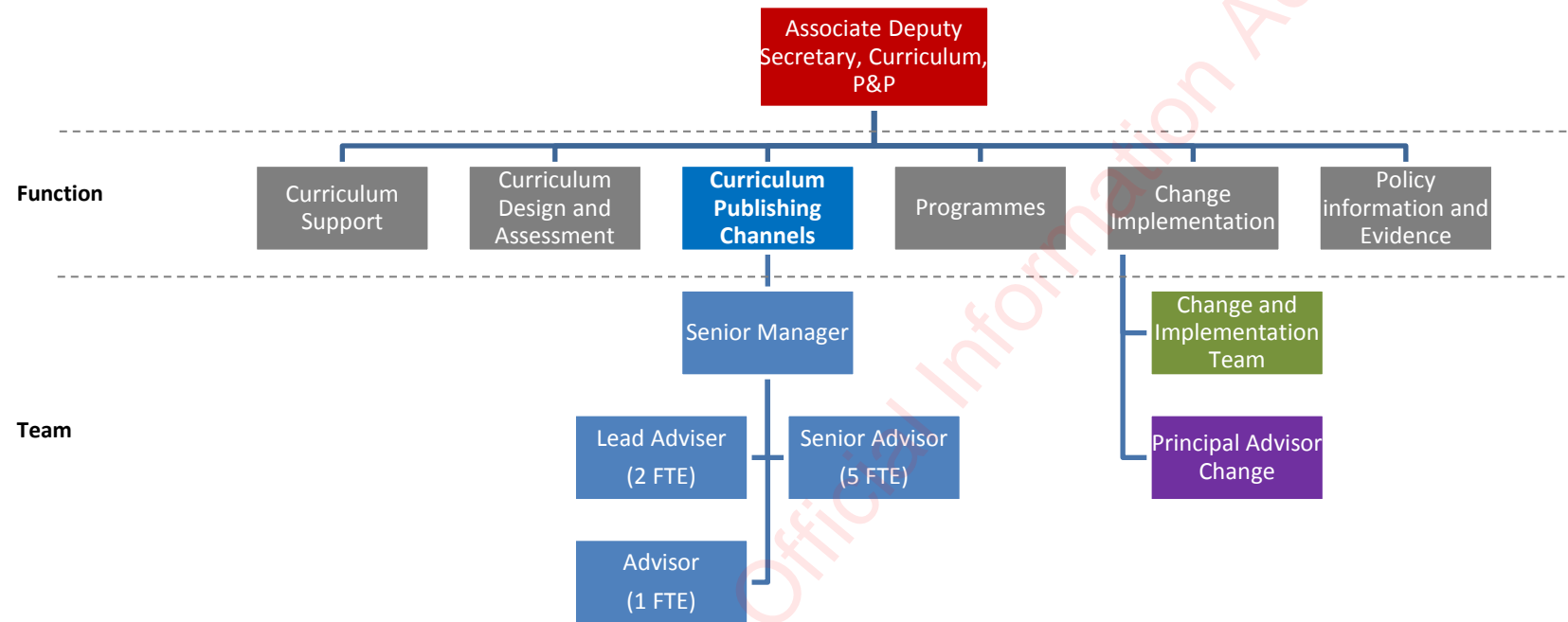
- Further explore how a position in my Office could enable better Māori outcomes across ELSA.
- Further work to ensure Curriculum Publishing Channels team works across curriculum groups and further consideration of team resourcing required.
- Further explore how Change and Implementation team could work across curriculum groups.
- Ongoing and deliberate interface with BE&S and SPG teams will be required.

Org Chart for new structure

Office of the Deputy Secretary



Associate Deputy Secretary Curriculum Pathways & Progress



3. Restructuring Rational

The following summarises feedback themes, my considerations and the resulting outcome. The points addressed represent the most significant areas of feedback received. All the detail of the feedback may not be fully represented but I assure you that I have read and fully considered every submission.

Office of the Deputy Secretary

Group Manager

Role title change & span of control: Feedback received supported the action to create this role. Your feedback recognised the need to give due mana to the role, given the addition of new functions. There was some concern expressed that the span of control for this role was quite large, however I have taken into consideration the fact that the direct reports are senior roles, and the Directors are only reporting to this role in a "pastoral-care capacity". As a result of overall feedback on the change the number of direct reports has also reduced.

I am confident that this is the right span of control and balance of responsibility without unduly increasing the size of the Office of the Deputy Secretary.

Stakeholder and Engagement expertise: There was some feedback relating to the stakeholder engagement requirements of this role outlined in the proposals. The Group Manager role will have significant responsibility to provide advice and support to the Deputy Secretary and have strong working relationships with a wide range of senior roles within the Ministry. The inclusion of "stakeholder and engagement" expertise in this role reflects diplomacy and negotiation skills needed as a requirement for this role to work with our internal team through commissioning of reports, data sourcing and ensuring the smooth running of the ELSA group.

There is no change to the existing ways of working, rather a recognition of the mana of this role in working with our complex internal stakeholders.

Outcome:

- Establish the position of Group Manager, Office of the Deputy Secretary.
- Disestablish the Director, Office of the Deputy Secretary.

Deputy Secretary Support

Job description: Your feedback suggested that the Deputy Secretary Support function description could be broadened to specifically include some references to leading cross-ELSA thinking in this team e.g. H&S, staff induction, administrative processes so that we maximize cross-team support alongside to managing the general office facilities.

I agree with the across ELSA support on things like induction, health and safety and other ELSA group wide requirements. This work will be undertaken within the broad remit of the Office of the Deputy Secretary but not specifically the Deputy Secretary Support.

Outcome:

- No specific change other than recognising this is a role for the Office of the Deputy Secretary

Principal Advisor to Deputy Secretary

Clarification of process responsibility: Feedback was provided that felt there was potential for misunderstanding and confusion around the Estimates and Annual Review responses. The responsibility for managing the Estimates and Annual Review select committee responses has traditionally sat with Business Performance. During the Estimates process this year, the Ministerial and Commissioning Services Team supported Business Performance to complete the pre and post hearing questions. This process worked well.

I agree that the function of “Managing Estimates and Annual Review responses” should sit with the Manager Governance, Commissioning and Ministerials in the new structure as that team is likely to be asked to commission, collate and finalize the responses for the upcoming Annual Review.

Requirements for the Principal Advisor role: In addition, some feedback recognised that the size of the Office of the Deputy Secretary is large. On the basis of this I have decided not to establish the position of Principal Advisor to the Deputy Secretary. Advice that would otherwise have been sourced from this position will be sourced from across the Office of the Deputy Secretary.

Outcome:

- The original proposal to establish the position of Principal Advisor to the Deputy Secretary is not happening.
- Update job description Manager Governance, Commissioning and Ministerials to clarify responsibility for select committee estimates and annual review

Strategy, Planning and Investment

Originally proposed as Strategy, Planning and Analytics, feedback received supported the proposal to create this team. The following recommendations were considered:

Change in team name: The proposed name of the team (Strategy, Planning and Analytics) was not felt to be a strong representation of the function that the team will provide and that the Investment function of the team needed to be better represented.

Your feedback recognised that the need for Investment advice and support will be key in ELSA moving forward and there is a need to continue the maturity growth in this space maintaining current momentum. Your feedback also highlighted, the Ministry has just approved the Investment Management Framework, and the investment maturity of each Group will come under increased focus.

As a result of the consultation feedback I have decided to change the team name in line with your recommendation to “Strategy, Planning and Investment”. The job titles within the team will reflect the new name.

Duplication of Corporate functions: Feedback was received that recognised the benefits of strengthening the business lifecycle functions of the ELSA Group into one function, and a stronger servicing team able to provide practical delivery support to the ELSA business. However, you also raised the risk that expanding the role of internal communications, governance, and business performance teams within one business group could duplicate centralized corporate functions and/or create confusion amongst the people we serve.

I would like to confirm that the proposal is fully intended to deliver the practical interface between the BE&S and SPG teams and ELSA group that is required to support our internal demands, and build ELSA specific capability that is contextual to ELSA. This team largely absorbs the existing roles of the business performance team and investment function to join together the roles in one team and create efficiencies and synergies to improve our capacity to effectively service our ministry and business support demands. I further note that I do not believe that creating this team will be inconsistent with the broader Ministry Strategy and Operating Model work.

Change in Job titles: A concern was raised that this team needed 'Advisors' to support the business not Analysts. The intention job title 'Analyst' was to recognise the higher proportion of data analytical skill as well as business analysis that these roles will require in order to support the planning, reporting and investment analysis. However, I accept that feedback has pointed out the potential to simplify our naming of jobs and so positions in this team will be titled Snr/Advisor rather than Snr/Analyst.

Junior Roles: It was recommended to change the naming of positions from Junior to Assistant as it perceived that the title "Junior" is normally associated with an employee under 21 years of age. The intent of these roles is to provide a suitable new graduate entry position for each team. And therefore we will align the job titles to similar Ministry positions as recommended and use the job title "Assistant Advisor"

Outcomes:

- o Establish the Strategy, Planning and Investment team and the following positions
 - i. Senior Manager, Strategy Planning and Investment – 1FTE
 - ii. Senior Advisor, Strategy Planning and Investment – 2 FTE
 - iii. Advisor, Strategy Planning and Investment – 2 FTE
 - iv. Assistant Advisor – 1 FTE

Governance, Commissioning and Ministerials team

Change in Job titles: The proposal suggests renaming the "Senior Ministerial Advisor" role to a "Senior Business Advisor" role and the "Ministerial Advisor" role a "Business Advisor" role.

You provided me feedback that the proposed titles do not correctly reflect the nature of the role and that you felt there was a possibility that people will confuse the Business Advisors with the Business Analysts in the proposed Strategy, Planning and Analytics Team. It is suggested either retaining the current titles or simplifying them to Senior Advisor and Advisor respectively.

I have decided to adopt your recommendation to update the job titles to "Senior Advisor" and "Advisor".

Junior Business Advisor/Administration Advisor role: Feedback received suggested that you did not at this time feel there was a need for an additional role within this team. Recommendations commented that even if ministerial volumes were to return to their usual levels (double what they are now) there would still be capacity to undertake all of the functions proposed for the Junior Business Advisor/Administration Advisor, without the need for an extra resource.

As a result of this feedback, I will remove this role from the proposed structure, and distribute the responsibilities across the Governance, Commissioning and Ministerial team. If required capacity can also be managed through the Strategy, Planning and Investment team

Outcomes:

- o Confirm the following existing function groupings and associated positions within the Office of the Deputy Secretary: Governance, Commissioning and Ministerials Team
 - i. Manager, Governance, Commissioning and Ministerials - 1FTE
 - ii. Senior Advisor, Governance, Commissioning and Ministerials - 1FTE
 - iii. Advisor, Governance, Commissioning and Ministerials - 3FTE

Directors, Innovation and Investment

Clarification of Job titles: It was noted in the feedback these roles are currently titled Director, Investment and Innovation (not Pathway Directors as outlined in the change proposal), although there was no change made to the duties of the role when they were retitled following the previous restructure.

Positioning of the Directors within the Office of the Deputy Secretary: Feedback received was split between agreement with the proposal to transfer these roles to the Office of the Deputy Secretary; or to move these Directors where they can have influence across the learning pathway and report into Business Groups.

After further consideration, I have decided that the Director positions will transfer to report to the Group Manager, Office of the Deputy Secretary as per the proposal, because their role responsibility encompasses supporting a wider remit of work across the whole of ELSA. The Directors roles will be deliberately tasked by the ELSA Leadership, rather than a specific work stream.

To further reinforce this positioning, I will be changing the job title to “Director, Early Learning and Student Achievement”, to signal that these roles have a wider purpose and are not aligned to a specific work group.

Outcomes:

- Transfer the Directors, Innovation and Investment positions to be reporting to the Group Manager - Office of the Deputy Secretary.
- Rename Position to Director, Early Learning and Student Achievement

Principal Change Advisor Role

Positioning of the Principal Change Advisor Role in Office of the Deputy Secretary: Feedback I received challenged this change, and instead proposed that this role would be better placed within the Change and Implementation Team within Pathways and Progress to build strategic coherence across ELSA. It was recommended that the existing ELSA aspect of the role would be included within the job description.

I believe that the recommendation and reasoning provided were strong and valid and this role will be better able to support our ELSA objectives from within the Change and Implementation team. However, I am clear that this role will reinforce the ability of the team to work across ELSA. My intent in supporting this move is that the role is able to focus the efforts of the Change and Implementation team across all curriculum focused Groups in ELSA.

In addition to this, feedback I received has caused me to consider how the Change and Implementation team works across Curriculum groups. As a follow on to this I will ask Out of scope and the Change and Implementation team to consider how they could work across curriculum groups. I realise this will need further examination of work planning and resource requirements and consequential impacts on other teams.

Outcome:

- Transfer the Principal Advisor Change position to be reporting to the Senior Manager Change and Implementation within Pathways and Progress.

Disestablishment of Roles within existing Office of the Deputy Secretary

Feedback was received which supported the disestablishment of these groups recognising that the needs of the business have evolved and the current maturity of ELSA. However, I also received feedback about the disestablishment of two roles which I will address below.

Senior Support Officer Role: Feedback was received which expressed concern that the proposed changes to the structure which distributes the work carried out by the SSO position across other roles in the structure would not be successful because people may not want to take responsibility for tasks seen as operational or administrative.

Following further consideration, I have chosen not to reinstate the position of the Senior Support Officer for the following reasons.

- The role of the Office of the Deputy Secretary is to ensure that the essential services are provided that enable the ELSA group, as a whole, to function. These core tasks of an SSO within the Office, with this focus are less than one FTE.
- Our existing structure creates the risk of a single point of fail, which will be resolved by the distributing of the tasks across a wider team with responsibility for providing each other cover in case of absence.
- It is apparent that there is inconsistency in terms of how the SSO role has been utilised with some people using the resource as a “general administrator”, rather than the role being focused on administration for whole of ELSA activities. I do not intend that my Office carries out administrative tasks on behalf of managers or teams generally. The existing capacity of this position to carry out these various administrative tasks for particular teams reinforces that the ‘whole of ELSA tasks’ are insufficient for a full time role.
- The feedback states that without an SSO role no one will want to take responsibility for administrative tasks. However, this will be resolved in the new structure as the existing responsibility for the Office of the Deputy Secretary administrative tasks will be clearly distributed across roles. Equally these roles will be supported to focus on administrative tasks for the whole group rather than ad hoc administrative support for particular teams or managers.

Further feedback was received that indicated that the Junior Business Advisor (now Assistant Advisor) role could be rescoped so that the SSO role could be reconfirmed as the Assistant Advisor. However, I do consider that responsibility and skill is substantially different between an SSO and an Assistant Advisor position. The Assistant Advisor position will have a series of requirements around business analysis and advice that is different to the SSO position.

Senior Advisor Reporting: Feedback was received which proposed an alignment between the existing role and the proposed Senior Business Advisor, Ministerial team. Further it was proposed that the position had a greater breadth of responsibilities; the requirement to work at a high level with the ELSA Deputy Secretary, GEMS, and Ministers’ Offices; and the requirement to act as 2IC for the ELSA Ministerials and Commissioning Services Manager when required.

Following further consideration I have come to the following conclusions:

- The existing role of Senior Advisor Reporting has not been utilised for a number of months without any business demand to backfill the role. This leads me to the conclusion that this position in its existing format is no longer required in the Office of the Deputy Secretary. The position is different in nature to the position of Senior Advisor, Governance, Commissioning and Ministerials

Outcome:

- The existing SSO position in the Office of the Deputy Secretary will be disestablished

- The existing position of Senior Advisor Reporting in the Office of the Deputy Secretary will be disestablished.
- Support will be provided to assist reassignment and redeployment of individuals affected.

Investment and Innovation group

Investment and Innovation Group

Feedback received broadly supported the action to disband this group and disestablish the vacant roles. There were recommendations around where the Change and Channels team, Directors and the Principal Advisor Change should be located. I have addressed the Directors and the Principal Advisor Change above. I address the placement of the Change and Channels team below.

As a result of the proposal the following changes will be made to the team structure:

- Disestablish:
 - Disestablish the vacant position of Group Manager Investment and Innovation.
 - Disestablish the Design Team, currently consisting of five vacancies.
 - Disestablish the position Chief Advisor Investment
 - Disestablish the two Senior Portfolio Advisor positions
 - Disestablish the PA to GM I&I role.

Change and Channels Team

The positioning and name of the Change and Channels team was a topic that many of the recommendations covered during this consultation. Feedback was very thorough and I have considered all points made.

Team Name: As a result of the consultation feedback I have decided to change the team name in line with some recommendations to “Curriculum Publishing Channels” to better clarify the team’s work.

Reporting line: Firstly I would like to acknowledge that there were several different recommendations regarding the positioning of the Curriculum Publishing Channels team:

- Option 1 : Report to the Associate Deputy Secretary in P&P
- Option 2 : Report to the Group Manager, Office of the Deputy Secretary – in a new ‘Enabling Functions’ role
- Option 3 : Report directly to the Deputy Secretary of ELSA

A concern underlying these recommendations is a belief that the proposal to embed the Change and Channels team within Pathways & Progress may make the Change and Channels team less able to deliver services across the ELSA group, or at least could lead to a perception by other groups that this is the case. We also need to ensure our reporting line allows for expedient approval processes because of the high profile, fast change and sector facing nature of our work.

After considering your submissions I have decided that the original option proposed, to move the Change and Channels team to report to the Associate Deputy Secretary, Curriculum, Pathways and Progress is still the right choice. I have outlined my reasoning below.

- The purpose of the office of the Office of the Deputy Secretary is to provide support to the Deputy Secretary and services that are provided to the whole of ELSA.
- The Curriculum Publishing Channels team submission highlights the two key areas of delivery: Curriculum content support and provision of the tools, services, and infrastructure that allow the sector to access and use that content. These are strongly schools facing and delivery focused in support of the national curriculum. I therefore have decided they should sit with the customers they support.
- The team will continue to operate as a group and provide support across the all three Curricula used by NZ schools, Kura and ECEs working closely with all ELSA business units to deliver to the needs of their sector. This will help break down the perceived barriers between the curricula and reinforce the position of the Associate Deputy Secretary as having an overview across all curricula and an integration responsibility.
- I am confident in the ability of the Managers within this team to manage the perceived concerns around operational working style, span of control and possibility of “capture” within a single team.
- I do not believe at this time, there is a strong benefit in separating this team to report directly to me, as it creates further perceived barriers rather than working to resolve the existing issues.

I recognise that your submissions go beyond the remit of the original question of where the team should be located and provide further information around the capability, capacity and workload concerns this team is currently experiencing. These issues cannot be adequately addressed without further review and consideration. But this would unnecessarily delay the current proposal.

I therefore intend to ask the Associate Deputy Secretary to work with the Curriculum Publishing Channels Senior Manager further over the next few months to understand the wider workload issues and concerns that are impacting this team and to work through in detail the capability and capacity submissions received recommending additional positions.

Outcome:

- Transfer the Change and Channels Team to be located within the Pathways and Progress Group, reporting to the Associate Deputy Secretary, Curriculum, Pathways and Progress.
- Change the Change and Channels team name to “Curriculum Publishing Channels”

Additional Feedback

Māori representation in the Office of the Deputy Secretary

Feedback was received from the Te Reo Māori Group and other members of the ELSA group regarding additional support for the Māori function within this structure.

These focused on around three points:

- Ensure that the Change and Channels team and Directors will work with the Te Reo Māori team to be able to meet the specific needs and work programme.

- Establish a Māori advisory position within the Office of the Deputy Secretary which caters for the 'enabling across ELSA' and can provide the Deputy Secretary with advice as needed.
- Ensure that all new roles and teams established have clear capabilities and expectations to cater for Te Reo Māori learners and therefore have the skills required and can clearly demonstrate this before appointment.

Throughout this change proposal I have been very clear around my expectations that the cross functional groups within ELSA are enabled to support all Curricula groups, therefore I feel that this point is well-covered by these changes.

I feel there is a further discussion to be had regarding the establishment of a Māori function within the Office of the Deputy Secretary, and see that there could be a positive benefit to having a clear coordination point that ensures the Māori voice is represented by my Office. I therefore intend to ask the Group Manager, Office of the Deputy Secretary once appointed to work with the Te Reo Māori Group and other interested parties (Including Out of scope) to explore options and create me a more detailed proposal around how we can better integrate our Māori work within the Office and address the concerns raised.

Alignment with Business Enablement and Support and Strategy, Planning and Governance

Feedback was received from some people in these groups. Feedback was generally supportive and asked that we continue to partner and work with them. I fully intend that my Office is set up to integrate effectively with these important Groups in our organisation and it will be an ongoing expectation on the Group Manager of my Office to be acting to avoid duplication and get the most out of our relationships with our colleagues in BE&S and SPG.

4. Position Impacts

The decision will result in changes to teams and individual positions. There are a number of new positions that will be established, some positions that will be disestablished and some that will be reconfirmed.

See a summary of these changes in the table below:

Change Impact	Positions
Established new positions	7
Reconfirmed positions	19
Disestablished positions	17 (14 are vacant or filled by contractors/temps)

New established positions

See final job descriptions in Appendix A.

Position	Changes	Remuneration Band
Group Manager, Office of the Deputy Secretary	As per the proposal, I am establishing Group Manager, Office of the Deputy Secretary.	GM21
Senior Manager, Strategy Planning and Investment	As per the proposal, I am establishing a Senior Manager, Strategy Planning and Investment position. Note, the title has changed to reflect the consultation feedback around Investment.	M5
Senior Advisor, Strategy Planning and Investment (2 FTE)	As per the proposal, I am establishing two Senior Advisor positions.	A8
Advisor, Strategy Planning and Investment (2 FTE)	As per the proposal, I am establishing two Advisor positions.	A6
Assistant Advisor, Strategy Planning and Investment (1 FTE)	As per the proposal, I am establishing one Assistant Advisor position. Note, the title has changed to reflect the concerns around the positioning of the role as "Junior".	A4

Reconfirmed positions

Position	Rationale for reconfirmation
Personal Assistant	This role remains the same as the existing PA to the Director, Office of the Deputy Secretary position, with minimal additional responsibilities. This position is currently filled by a temp staff member.
Executive Assistant	This role remains substantially the same.
Manager, Governance, Commissioning and Ministerials	This role remains the same, with minimal additional responsibilities. Note, the title has changed to reflect the governance responsibility of the role.
Senior Advisor, Governance, Commissioning and Ministerials	These roles remains the same, with minimal additional responsibilities. Note, the title has changed to reflect the governance responsibility of the role and feedback around potential confusion of job titles.
Advisor, Governance, Commissioning and Ministerials Team (3 FTE)	
Director, Early Learning and Student Achievement (2FTE)	This role remains substantially the same. Note, the title has changed from Director, Innovation and Investment to reflect the wider ELSA responsibility of the role and feedback around potential confusion of job titles.
Principal Advisor Change	This role remains substantially the same. Note the reporting line change to the Senior Manager, Change and Implementation.
Senior Manager, Curriculum Publishing Channels	This role remains substantially the same as Senior Manager Change and Channels. Note the reporting line change to report to the Associate Deputy Secretary, Curriculum Pathways & Progress and the change of team name requested in the consultation feedback to reduce confusion.
Lead Advisors, Curriculum Publishing Channels (2FTE)	These role remains substantially the same. Note the reporting line change for the team to report to the Associate Deputy Secretary P&P and the change of team name requested in the consultation feedback to reduce confusion.
Senior Advisors, Curriculum Publishing Channels (5FTE)	
Adviser, Curriculum Publishing Channels	

Disestablished positions

Position	Rationale for disestablishment
Director, Office of the Deputy Secretary	The new Group Manager role is substantially different to the current role due to the change to the management portfolio.
Senior Manager Business Performance (vacant)	I am disestablishing this position. It will be replaced by the Senior Manager Strategy, Planning and Investment.
Principal Advisor, Business Performance (vacant)	I am disestablishing these positions. They will be replaced by now positions in the Strategy, Planning and Investment team and the Governance, Commissioning and Ministerials team. Some aspects of the Senior Support Officer role will also be undertaken by the PA to the Group Manager.
Lead Advisor, Business Performance (vacant)	
Senior Advisor, Business Performance (vacant)	
Senior Support Officer, Business Performance	
Senior Advisor Reporting	I am disestablishing this position as there is no similar role in the proposed structure and the responsibilities of the position are not required.
Group Manager Investment and Innovation (vacant)	Disestablished due to disestablishing I&I Group
PA to the Group Manager Investment and Innovation (vacant)	Disestablished due to disestablishing I&I Group
Chief Adviser, Investment (filled by Contractor)	Responsibilities will be performed by the Strategy, Planning and Investment team.
Senior Portfolio Adviser (2 positions – one filled by secondee)	Responsibilities will be performed by the Strategy, Planning and Investment team.
Senior Manager, Design (vacant)	Design function to be incorporated into Business Group requirements.

Position	Rationale for disestablishment
Lead Advisors Design (2 positions – both vacant)	Design function to be incorporated into Business Group requirements.
Senior Advisor Design (vacant)	Design function to be incorporated into Business Group requirements.
Senior Business Analyst (vacant)	Design function to be incorporated into Business Group requirements.

5. Implementation of the new structure

This section describes how staff will transition to the new structure. This includes:

- A timeline for change implementation, and
- The key steps for the transition of staff into the new structure.

Timeline

The following is the high level timeframe for implementation. Further timeframes regarding the EOI process are indicated on page 24.

Milestone	Date
Consultation closed	16 August 2018
Final decisions announced	27 August 2018
Staff who are being reconfirmed advised by letter	27 August 2018
EOI process commences	28 August 2018
EOI processes conclude	26 September 2018
New structure commences	1 October 2018
Recruitment to new positions	October 2018 onwards

Expression of Interest and implementation process

This section describes the expression of interest (“EOI”) process. In summary, the priority is to place affected permanent staff into available positions prior to other applicants being considered.

Where possible, we will be seeking to align peoples’ preferences with the available positions. The first step in the EOI process is to have one on one conversations with affected staff to discuss options and preferences for roles in the new structure. Following this we may ask for formal expressions of interest where staff submit information in writing on their skills and experience and preferences for roles in the new structure.

If you are a permanent staff member and have not been offered reconfirmation into a position, we encourage you to express an interest in available positions.

You can express an interest in available positions by emailing an expression of interest form to ELSA.Change@education.govt.nz by the 14 September 2018, along with your curriculum vitae and any supporting material you would like to provide. If you have been offered reconfirmation into a position, you are not able to access the expression of interest process.

Explanation of reconfirmation and reassignment

Reconfirmation

Reconfirmation applies when there is one clear candidate for a position that is to be transferred into the new structure. While subject to your specific employment agreement, reconfirmation generally occurs where the below criteria is met:

1. The new job description is the same (or very nearly the same);
2. The salary for the new position is the same;
3. The terms and conditions are no less favourable;
4. The impact of the change is on the person's relevant substantive job (not a job they are seconded into/acting in); and
5. The location is the same or in the same vicinity

Reassignment

This process means that you will be considered for any vacant and suitable position. You can refer to your employment agreement for a more detailed explanation of reassignment and redeployment.

Expression of Interest

To facilitate the process of considering staff for reassignment opportunities, an expression of interest form has been created and will be provided direct to affected staff. The expression of interest form enables staff to indicate the position/s they would like to be considered for and to list them by preference. The EOI round can only be accessed by affected permanent staff.

As part of expressing an interest, staff should:

1. Specify each position they are interested in, with a ranking in preferential order
2. State what experience they have that would make them suitable for each of the positions they express an interest in, including attaching an up to date curriculum vitae and any other supporting information they think is relevant to their application.

CV and interview skills support are available for the EOI process. See section 6 for the support available.

Application and assessment criteria

Selection panels are responsible for reviewing the expressions of interest and making decisions regarding the reassignment of affected staff. Overall, the following assessment process and criteria will apply:

- Submission of a written application (expression of interest form) including an updated curriculum vitae
- Interview with the selection panel which will focus on an assessment of technical and behavioural questions relating to the specific position
- Reference checks with current managers may be undertaken if the panel considers this necessary to clarify or elaborate on any aspect from the interview

Selection panels will be advised to candidates prior to their interview taking place.

Overall change implementation process

In filling the new structure, there are a number of sequential steps which are outlined below.

Please refer to your specific employment agreement for any other relevant information.

1. Affected permanent staff who have not been reconfirmed into a position will have one on one conversations with their manager about options and preferences. Following this affected staff may be asked to complete an Expression of Interest form. Staff are able to prepare expressions of interest and CVs during work hours and are encouraged to discuss with their manager how to complete this and manage their current responsibilities.
2. Selection panels consider EOIs, conduct interviews and make preliminary decisions on outcomes. Following a ten working day review period, decisions are confirmed and selected staff are offered new positions with new job descriptions.
3. Affected staff who are not successfully appointed to a position due to no position being considered suitable will be provided with written notice that their employment will end at the end of their notice period in accordance with their employment agreement. Possible redeployment to other parts of the Ministry would continue to be explored during the notice period as per the applicable employment agreement.
4. Any remaining available positions after both EOI rounds will be advertised publicly. Whilst recruitment to roles will likely happen once the EOI process has concluded, some roles may be available to recruit sooner.

Timetable for Expressions of Interest and Recruitment

Activity	Indicative Date
Final decision document including Job Descriptions and EOI form available	27 August 2018
Follow up conversations with affected staff on options and preferences in the new structure	Completed 3 September 2018
CV, interview and EOI preparation coaching with external consultancy.	3 September – 14 September 2018
Written EOI's to be received by	14 September 2018
Selection process for roles will be managed on a case-by-case basis	17 September- 26 September 2018
New structure commences	1 October 2018
Remaining available positions recruited	October onwards

6. Support

I am aware of the impact this decision could have on you, especially if you are one of those most affected by it. The Ministry is committed to giving you as much support as I can.

I encourage you to seek support any time you need it.

A number of support options, including your manager, colleagues and the Ministry's Employee Assistance Programme (see below), are available to you. If you think you need support or assistance, please seek out one or more of these.

Please also be empathetic towards your colleagues – they may also be potentially affected as a result of these changes and may be processing things in different ways.

Employee Assistance Programme (EAP)

The Ministry's staff support programme provides a confidential service at all our work sites and a staff counselling service. This programme is available to you if you would like any help. You can contact EAP by phoning 0800 327 669.

These confidential services are provided by an independent organisation and further information on this service can be obtained from Te Tāhuhu by searching for 'EAP'.

CV, EOI and interview and coaching support

Interview and Curriculum Vitae writing support is available to affected staff. Details on how to access this support will be confirmed directly with individuals.

PSA

For any staff member who is also a member of the PSA, Out of scope is able and available to discuss any issues or questions you have. The PSA have been pre briefed on these decisions.

Appendix A – Job Descriptions

The following table and subsequent section sets out the job descriptions for the new positions and otherwise vacant positions in the new structure

Job Description
Group Manager, Office of the Deputy Secretary
Senior Manager, Strategy, Planning and Investment
Senior Advisor, Strategy, Planning and Investment
Advisor, Strategy, Planning and Investment
Assistant Advisor, Strategy, Planning and Investment
Manager, Governance, Commissioning and Ministerials
Senior Advisor, Governance, Commissioning and Ministerials
Advisor, Governance, Commissioning and Ministerials
Personal Assistant to the Group Manager



Office of the Deputy Secretary, Business Enablement & Support

Change Proposal

April 2018

Proposed by:
Zoe Griffiths
Deputy Secretary
Business Enablement & Support

Released under the Official Information Act 1982

Contents

1. Introduction	3
How to read this document	4
2. The case for change.....	5
Why we need to change	5
What are our design principles?	5
3. Proposed Changes.....	6
Proposed roles.....	6
Proposed positions	7
Linkages.....	11
Proposed implications for existing teams and positions	13
Proposed new positions.....	14
4. Current and proposed structure	15
Current structure	15
Proposed structure.....	16
5. Timetable.....	17
6. Consultation and feedback.....	18
Overview	18
What this means for you in your role:	18
Questions.....	18
Discussion and input.....	18
7. Support.....	19
Feedback Submission Form	20

1. Introduction

This consultation document provides detailed information on a proposal to change the structure of my Deputy Secretary Office. It includes the recent line management changes that included the Value for Money team from Finance, the change specialist from Properties and the Enterprise Business Analyst roles from IT. This proposal also impacts on a Governance role that currently resides in IT.

On my behalf I asked **Out of scope** to work with the new team to understand the work, challenges and opportunities. I received input from my Senior Leadership Team how the new group should operate, the services it should deliver and the support it should provide to BE&S, the Ministry and to the Sector.

In December I said that I wanted to:

1. Improve the co-ordination and phasing of initiatives across multiple BE&S functions and particularly those that have significant impacts on our Ministry customers.
2. Strengthen implementation and change management practices across BE&S to improve the consistency of approach and style.
3. Improve BE&S Senior Leadership team oversight of, and sponsorship of the pipeline of work across BE&S.
4. Allocate specialist resources to projects including analysts, change management and process improvement specialists.

This has not changed but now I can provide further detail on what this means and how I propose to organise ourselves so this can be achieved. This document sets out the rationale and background for the proposal so that you understand the proposed changes, including the possible implications for particular positions.

Change is never easy and we know some of you have been through previous changes in recent years. I and your managers are committed to supporting you through this change process and keeping you informed every step of the way.



How to read this document

This proposal provides:

- information about the changes proposed for the Office of the Deputy Secretary, BE&S. This includes information about the current and proposed structure and potential impacts to positions including proposed new positions, changes to existing positions and disestablishment of existing positions.
- an overview of the consultation process, including timeframes, activities, support options and our proposed next steps.
- feedback form. To help structure your feedback you may want to complete this form to provide feedback. Please email to ODS.Change@education.govt.nz **Out of scope** Senior Advisor and **Out of scope** Strategic Business Partner in People Capability will receive any requests and feedback to this email).

The proposal does not address:

- processes within each of the proposed teams. It is expected that these will be developed once a new structure is in place.
- BE&S and Ministry-wide processes such as identification of business improvement and process initiatives and how the pipeline of work is managed. Again it is expected that these will be developed once a new structure is in place.

Please read everything in this proposal, ask questions and provide feedback about any aspect. The ways you can respond are described in section 6.

The current team is made up of people with different employment statuses. To understand how this proposal relates to you, please refer to the accompanying letter you will receive today and the information provided on page 18.

2. The case for change

Why we need to change

In the last two years we have made significant improvements to the systems and services that are provided across each of our functions in BE&S. We have also had some successes in working across our functions such as working together on regional building co-locations. Now we need to further improve the consistency of our approach and style.

The changes I believe we need to make are:

1. Improving our planning, prioritisation, co-ordination and oversight of the BE&S work programme and ensuring that it aligns to Ministry and BE&S strategies.
2. Improving consistency across BE&S groups in how change is led, implemented and managed.
3. Improving the co-ordination and phasing of initiatives across multiple BE&S functions and increasing the focus on benefit realisation.
4. Ensuring we have the experience and skills we need in BE&S for change management and business improvement and reducing our reliance on temporary resources.
5. Improving the consistency and quality of secretariat functions across the boards and committees that are chaired by the Deputy Secretary BE&S.

As a first step to address these challenges, the Value for Money team from Finance, the Enterprise Business Analysts from IT and the Senior Change Advisor from Property were transferred to the Office of the Deputy Secretary (Office of the Deputy Secretary) in January 2018. As a result of these shifts, there are currently ten direct reports to the Director Office of the Deputy Secretary. Nine direct reports are single positions and only one (Director VFM) manages a team (refer current structure in section 4). This configuration is not optimal for the Director Office of the Deputy Secretary to manage and does not support the co-ordinated or consistent delivery of services.

I had always intended to propose a re-organisation of the Office of the Deputy Secretary group after the change in January. Workshops have been held with those staff in February to understand the work, challenges and opportunities to help inform this change document.

What are our design principles?

The proposed changes have been designed in line with the following key principles:

- **Customer centric:** Roles and structure strengthen customer focus.
- **Functional alignment:** Like functions are grouped together where logical and practical.
- **Clear responsibilities:** Accountabilities, authorities and duties are clear, where employees have the tools to do their job well.
- **Span of control:** Team size, number of direct reports and responsibilities are manageable.
- **Future proofed:** Structure is flexible and agile enough to respond to new opportunities and changing demands.
- **Fiscal responsibility:** Financially sustainable and affordable.
- **Delivery of advice / collaboration:** Capability and capacity are organised in the right way to deliver advice and support collaborative working within the Ministry, and across the sector.

3. Proposed Changes

Proposed roles

I propose that the new group comprising the Deputy Secretary Office, Programme and Change Management and Business Improvement is called Business Improvement and Support (BIS). This name reflects the new roles and functions proposed in this section. The acronym BIS will be used throughout this change proposal document.

The design proposal needs to support the role of the newly formed BIS. Based on the workshops in February with those affected by the January line management changes, and discussions with the BE&S Senior Leadership Team, I am proposing the following three key functions for BIS:

Deputy Secretary Office

The proposed role of the Deputy Secretary's Office is to provide:

- Executive support to the Deputy Secretary.
- Advice on risks, issues and opportunities as they arise.
- Stakeholder and Engagement expertise and advice.
- BE&S operational support
- Secretariat function for all Boards and key meetings that are chaired by the Deputy Secretary.

Programme and Change Management

It is currently difficult to get a line of sight of our initiatives across BE&S. This proposed functions is not intended to add another layer of complexity to our work but to better prioritise, plan and implement our work across BE&S and the Ministry. This will link into programmes and governance that are already in place such as the IT programme of work, ICT Governance Board and Investment and Finance Board. This will provide improved visibility of agreed initiatives by BE&S SLT and for our customers.

The proposed programme and change management role is to:

- Overview and report on change initiatives across BE&S for our customers. This is about how we communicate upcoming changes to our customers, what they can expect to see and how it will impact on them.
- Facilitate the development of and prioritise the BE&S work programme for BE&S SLT agreement.
- Provide additional support to change initiatives as required.
- Lift the quality and consistency of implementation change management across BE&S.
- Work with Project and Investment Advice to provide advice, tools, templates and processes to support project and change management across BE&S.
- Provide communication and stakeholder engagement services to support change initiatives.
- Provide quality assurance for the Deputy Secretary BE&S of projects and programmes across BE&S as required.

- Engage with other teams in the Ministry to co-ordinate deliverables and to meet reporting, audit and assurance requirements.
- Work across BE&S to ensure effective benefits realisation management.

Business Improvement

When referring to business improvement in this proposal it covers business, process and system improvements across BE&S, the Ministry and the Sector. The proposed business improvement role is to:

- Identify and propose potential business improvement initiatives that could deliver benefits by improving systems and processes, and reducing costs.
- Develop and analyse agreed business improvement initiatives to the stage where a decision can be made on whether/what type of business or programme case is required.
- Develop business cases for agreed business improvement and business change initiatives.
- Provide expertise in Investment Logic Mapping, process improvement, Lean Six Sigma, and other tools to support the development of strategy, change proposals and investment initiatives.

Proposed positions

It is proposed to re-configure the BIS Group into three teams: Deputy Secretary Office; Programme and Change Management; and Business Improvement, which reflect the three functions outlined above (refer proposed structure in section 4). The three teams will operate at different stages in the business improvement, change and programme management process, so their work will often be inter-linked. It is therefore expected that they will work closely together to achieve joint outcomes.

Contractors bring valuable expertise and if this proposal is confirmed we anticipate contractors will continue to be a fundamental part of our flexible resourcing model moving forward. Flexible resourcing may be contracted, on a short term basis, as and when particular expertise is required, or where a piece of work requires an extra pair of hands. The below roles reflect our proposed permanent resources only.

Deputy Secretary Office

Group Manager Business Improvement & Support

- Leads Business Improvement & Support teams.
- Supports the Deputy Secretary to ensure the group is well positioned strategically to deliver on its overarching objectives.
- Leads the resources and programme of initiatives to manage 'whole of group' change that span the different functions in the BE&S group. This may include using resources within the Group and/or drawing on resources within the BE&S teams as agreed with members of the BE&S SLT.
- Manages group wide risks and issues.
- Provides strategic advice to the Deputy Secretary as required.

Principal Advisor

- Leads the core Office of the Deputy Secretary team.
- Ensures the smooth running of the Office of the Deputy Secretary.
- Provides advice to the Deputy Secretary as required.
- Advises on BE&S risk and issues.
- Supports BE&S teams to deliver quality connected advice to the Deputy Secretary.

	<ul style="list-style-type: none"> • Works closely with the Programme and Change Management team to ensure that work is connected and customer focused. • Manages Estimates and Annual Review responses
Advisor, Deputy Secretary Office	<ul style="list-style-type: none"> • Manages the DepSec Office email inbox. • Tracks documents to Ministers and the Office of the Chief Executive. • Manages action logs / tracking sheets. • Co-ordinates Estimates and Annual Review responses. • Co-ordinates and tracks work across BE&S. • Manages correspondence coming into the DepSec Office. • Works with People Capability to monitor BE&S FTE and contractors.
Advisor, Governance	<ul style="list-style-type: none"> • Provides secretariat services for all Governance Boards and key meetings that are chaired by the Deputy Secretary. Includes preparation, collation, quality review and distribution of meeting pack documentation; liaising with business contacts to ensure fit for purpose briefing papers and reports are submitted to the Governance Boards. Maintenance of action and decision registers; follow up on outstanding actions and provision of meeting outcomes to interested parties. • Works with managers and writers to ensure that proposals and other papers are of consistent and high quality. • Advises business units, programme and project managers on BE&S governance processes. • Provides support and advice to business groups submitting papers to and attending Governance Board and other meetings chaired by the Deputy Secretary.
Executive Assistant to the Deputy Secretary	<ul style="list-style-type: none"> • Manages the Deputy Secretary's calendar and inbox. • Co-ordinates transactional documents such as delegation forms, travel and expenses. • Event management e.g. Break to Educate, meetings that the Deputy Secretary chairs • Commissions briefings that are required for non-Board meetings. • Ensures the Deputy Secretary has all necessary documents and briefings prior to each meeting. • Travel arrangements for the Deputy Secretary.

Programme & Change Management

Manager, Programme & Change

- Leads the Programme & Change Management team.
- Provides an integrated view of our change initiatives to our customers in a consistent way.
- Facilitate the development of and prioritise the BE&S work programme for BE&S SLT agreement.
- Works closely with the Business Improvement team to develop and manage the "pipeline" of work across BE&S.
- Develops and increases the consistency of change and implementation standards.
- Manages relationships with the Performance, Investment and Advice team; IT project management office; Strategy Planning and Architecture; Audit; and Change Assurance.

Change Specialist

- Ensures that BE&S phases the implementation of projects to minimise impacts on customers and ensure the successful delivery of projects.
- Works with Project and Investment Advice to support project and change management across BE&S with advice, tools, templates.
- Advises BE&S managers on the implementation and management of change initiatives and ensures consistent messaging and standards.
- Links to People Capability for people and structure changes.
- Works with Change Assurance and Audit to provide quality assurance to the Deputy Secretary and BE&S Senior Leadership Team of projects and programmes across BE&S.
- Engages with other teams in the Ministry to co-ordinate deliverables.
- Assists the Programme & Change Manager to develop and manage the "pipeline" of work across BE&S.

Stakeholder & Engagement Specialist

- Works with Project Leads and Senior Managers in communication and stakeholder engagement to support initiatives and the BE&S brand.
- Works with content owners across BE&S to ensure our web content is consistent with the BE&S brand.
- Provides stakeholder and engagement expertise and advice to the Deputy Secretary.
- Supports the Deputy Secretary, Group Manager BIS and initiative leads to communicate change.
- Supports the active production and dissemination of the BE&S newsletter and the presentation of BE&S to the Ministry.
- Works closely with the SPG Communications team ensuring consistency of standards, style and communications channels.

Senior Support Officer

- Provides administrative support to the Group Manager BIS.
- Supports the Programme & Change Management and Business Improvement teams including:
 - Processes invoices and purchase orders and maintains clear records of monthly accruals.

- Maintain programme schedules.
- Workshop and event co-ordination.
- Arranges travel and accommodation bookings for managers and staff.
- Provides quality, efficient and professional administrative support for the group including setting up meetings, preparing agendas and meeting minutes, completing correspondence such as mail merges or using templates to populate responses, formatting reports or sourcing and preparing other documents as required.

Business Improvement

Business Improvement Manager

- Leads the Business Improvement team.
- Understands customers and the issues and challenges they are facing, uses local and global knowledge to help challenge conventions and supports the development and delivery of strategies.
- Identifies and proposes potential business improvement initiatives that could deliver benefits by improving systems and processes, and reducing costs.
- Engages with business groups in BE&S and across the Ministry on proposed business improvement projects.
- Ensures that the Business Improvement team is able to work with business groups to develop business cases for agreed business improvement and change initiatives.
- Ensures that the Business Improvement team has the expertise (or has access to expertise) in Investment Logic Mapping, process improvement, Lean Six Sigma or other similar methodologies, and other tools to support the development of strategy, change proposals and investment initiatives.
- Manages relationships with Strategic Finance and Finance Business Partners.
- Links to People Capability where improvement impact is on people and/or roles.

Principal Advisor Business Improvement (X2)

- Assists the Manager Business Improvement to identify, analyse and develop potential business improvement initiatives.
- Takes the lead accountability (working to the business owner) at the early stages of a new business initiative and engages with all appropriate stakeholders to develop a business case, or similar documentation.
- Defines requirements for business, processes and system improvements including cost reduction, sustainability and benefit targets.
- Works with the Project and Investment Advice team to ensure that business groups have access to the tools, templates and processes they need to support their business improvement initiatives.

	<ul style="list-style-type: none"> Provides expertise in business case development and investment logic mapping.
Process Improvement Specialist	<ul style="list-style-type: none"> Provides expertise in process design, process mapping, Lean Six Sigma and other process improvement tools. Provides advice and high-level analysis of potential business improvement initiatives. Provides advice and high-level analysis to support the development of business cases for agreed business improvement and change initiatives. Undertakes methodical investigation, analysis, review and documentation of all or part of a business in terms of business functions and processes, the information used and the data on which the information is based.
Senior Analyst, Business Improvement	<ul style="list-style-type: none"> Provides detailed analysis for potential business improvement initiatives. Provides detailed analysis to support the development of business cases for agreed business improvement and change initiatives. Assists the Principal Advisors to complete business cases and similar documents. Assists the Process Improvement Specialist to analyse, review and document business functions and processes. Provides expertise in quantitative and business analysis.
Analyst, Business Improvement	<ul style="list-style-type: none"> Provides analysis for potential business improvement initiatives. Provides analysis to support the development of business cases for agreed business improvement and change initiatives. Assists the Business Improvement Team in providing support to complete business cases, and to analyse, review and document business functions and processes. Provides general quantitative and business analysis services to the Business Improvement Team.

Linkages

To be successful the proposed Business Improvement and Change Teams would need to interface with other groups across the Ministry on the following:

Strategy Planning & Governance	<ul style="list-style-type: none"> Corporate Strategy and Performance (includes Project and Investment Advice) <ul style="list-style-type: none"> Ministry reporting requirements. Links to Ministry strategy and business plans, and external reporting Project and Programme tools, templates and processes Tracking benefit realisation. Audit <ul style="list-style-type: none"> Audit programme for year and inclusion in BE&S programme.
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- Change Assurance
 - Additional support/advise on problem and/or high-risk projects.
 - Focus on internal quality assurance of larger projects and programmes from a change and implementation perspective.
- Communications
 - Ensuring consistency of standards, style and communications channels.

Business Enablement & Support

- IT project management office
 - Scheduling.
 - Resourcing.
 - Capital Planning.
- People Capability
 - Ensuring all people and/or role impacts are linked in with People Capability.
- Strategic Finance
 - Capital Plan.
 - Financial modelling.
 - Funding.
 - Budgets and appropriations.
 - Financial review of business cases.
- Finance Managers
 - Budgets and forecasts.
 - Financial processes.

Benefits

The proposed changes will deliver the following benefits:

- Improve the co-ordination and phasing of initiatives across BE&S functions and increase the focus on benefit realisation.
- Strengthen implementation and change management practices across BE&S and increase the consistency of approach and style.
- Improve prioritisation and management of the pipeline of work both in BE&S and the specialist Business Improvement services.
- Provide a team of specialist resources that can be allocated to projects as agreed by SLT (e.g. service design, Business Analysts and change management specialists).
- Increase the use of permanent resources and reduce the risk of loss of knowledge and experience in change management.

- Increase the consistency and quality of secretariat functions across the boards and committees that are chaired by the Deputy Secretary BE&S.

Proposed implications for existing teams and positions

Team/Positions	Proposed changes
Director, Office of the Deputy Secretary	We are proposing to disestablish this position as the proposed roles are substantially different to the current role.
Principal Advisor	We are proposing to keep this role substantially the same, adding two direct reports.
Senior Analyst	We are proposing to disestablish this role and replace this with the Advisor, Deputy Secretary Office role.
Senior Advisor, Governance	We are proposing to disestablish this position in the IT Project Services team. The proposed position of Advisor, Governance would take on some of these duties (approximately 60%), with the rest of these duties being dispersed across other existing positions in the IT Project Services Team.
Executive Assistant	No change
Director, Value for Money	We are proposing to disestablish this position as the proposed roles are substantially different to the current role.
Enterprise Business Analyst (3)	<p>We are proposing to disestablish these positions.</p> <p>The proposed Senior Analyst Business Improvement position is comparable to the Enterprise Business Analyst (see description of this role above).</p> <p>If this proposal is confirmed we will conduct a contestable reassignment process into the one Senior Analyst Business Improvement position. Affected staff will also have the opportunity to apply for the other proposed roles in the Business Improvement team.</p>

I recognise and value the skills and expertise that contractors bring to the Ministry. Using a flexible resourcing approach will be a fundamental to the success of the proposed new Group. Contractors will have the opportunity to apply for available roles if the structure is confirmed. We will also work with contractors once the mix of permanent and contractor resources for the proposed Group can be confirmed.

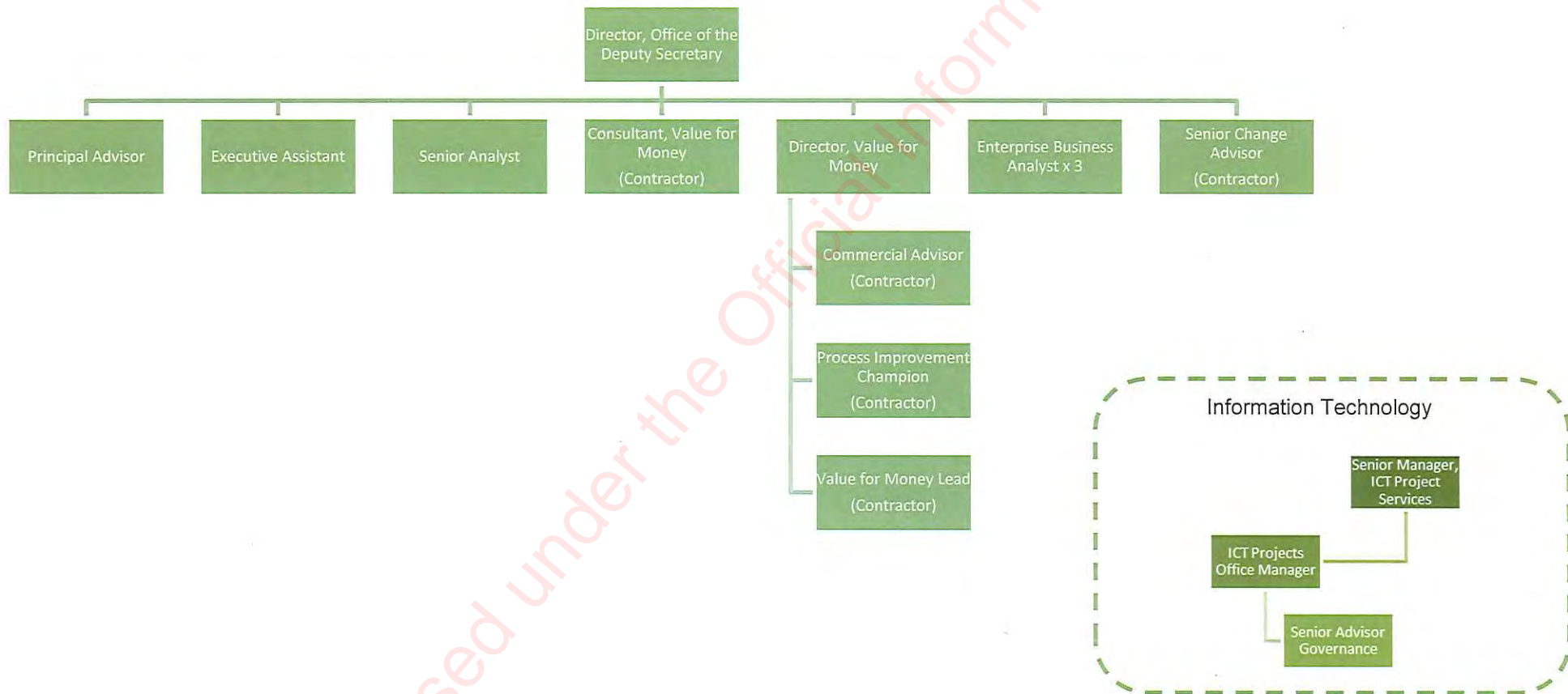
Proposed new positions

The following table is a summary of the proposed new positions which do not exist in the current structure.

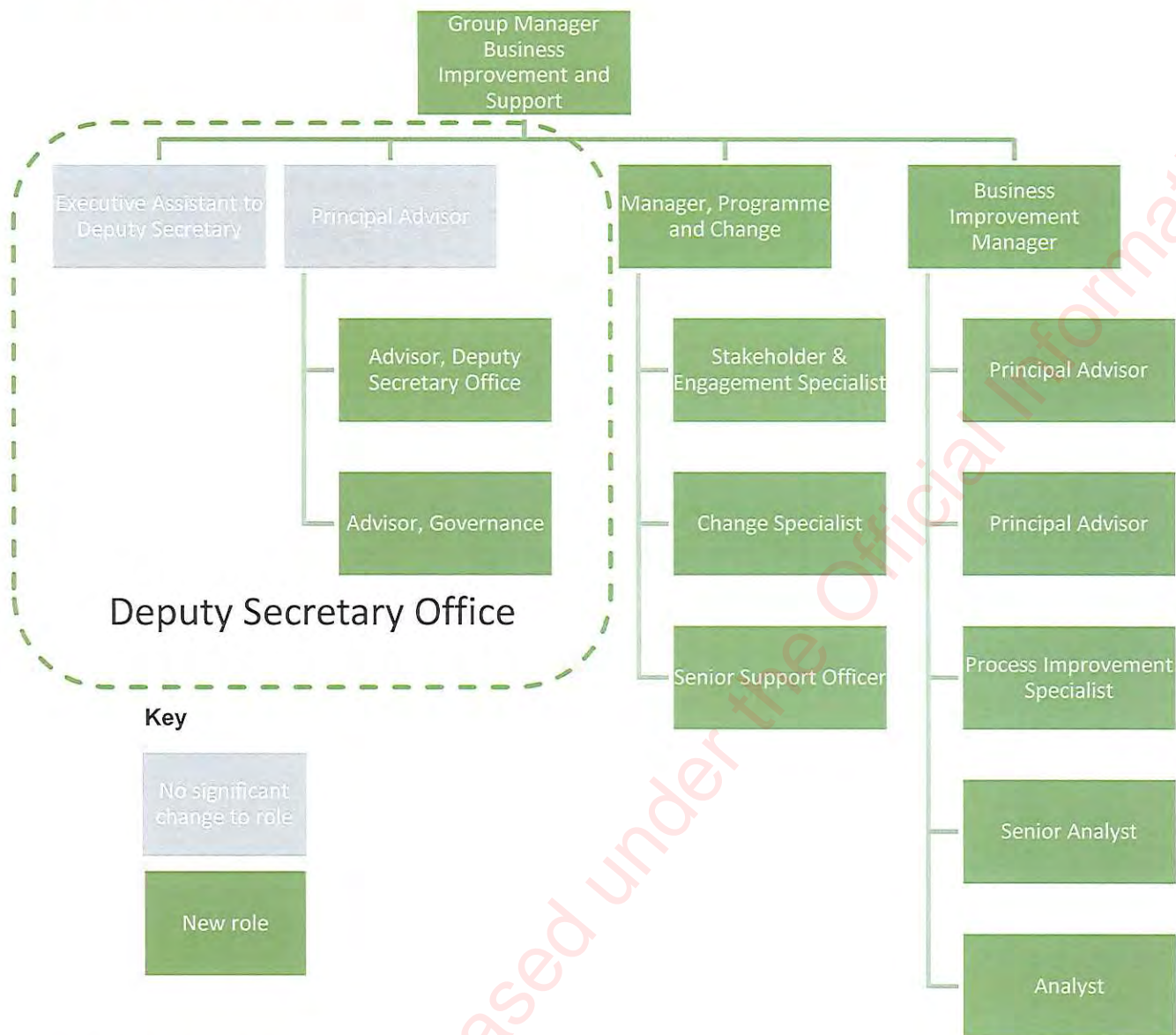
Title	Reports to
Group Manager, Business Improvement and Support	Deputy Secretary, Business Enablement & Support
Advisor, Deputy Secretary Office	Principal Advisor
Advisor, Governance	Principal Advisor
Manager, Programme and Change	GM Business Improvement and Support
Stakeholder and Engagement Specialist	Manager, Programme and Change
Change Specialist	Manager, Programme and Change
Senior Support Officer	Manager, Programme and Change
Business Improvement Manager	GM Business Improvement and Support
Principal Advisor, Business Improvement (x2)	Business Improvement Manager
Process Improvement Specialist	Business Improvement Manager
Senior Analyst Business Improvement	Business Improvement Manager
Analyst Business Improvement	Business Improvement Manager

4. Current and proposed structure

Current structure



Proposed structure



Flexible Resourcing

As required temporary resources will be engaged for short-term work due to either specialist skills required or due to peak work requirements.

5. Timetable

This is an overview of the indicative timeline relating to this proposal.

We will inform you if there are changes to this.

Change proposal	Date
Proposal announced and consultation period begins	30 April 2018
Zoe available to meet (team members to set up time through Karsten)	9-10am 8 May 2018
Consultation closes	3pm 11 May 2018
Final decisions announced	Late May 2018
Proposed implementation activities	Date
Job Description Development and job evaluation	Early June 2018
Reconfirmation and/or Reassignment process (if required)	Beginning early June 2018
Recruitment of new positions (if required)	TBC
New structure commences	TBC – likely to be early July 2018

6. Consultation and feedback

Overview

All feedback on these proposals is welcome and encouraged. Your feedback will be carefully considered before I make a final decision on the proposal and is a vital part of deciding the shape of change and final decision.

This proposal does not affect current Public Service Association (PSA) members, however we will notify the PSA of this proposal (and invite their feedback).

We will also be considering feedback from across Business Enablement & Support, specifically current and potential customers of the Office of the Deputy Secretary team.

What this means for you in your role:

Permanent employee

Permanent employees will have the opportunity to provide feedback on this proposal, and depending on the final decision/s reached, the Ministry will work closely with each permanent employee on an individual basis in accordance with the provisions in their employment agreement.

Fixed-term employee

Fixed-term employees will have the opportunity to provide feedback on this proposal. If some or all of the proposed changes in this document are confirmed, fixed-term employees will have the opportunity to apply for positions prior to public advertising. The Ministry will work with Fixed-term employees in accordance with the provisions in their employment agreement.

Contractor

The Ministry recognises the value contractors have brought to this team, including input into workshops leading up to this proposal. Contractors will have the opportunity to provide feedback on this proposal. Should the proposed changes be confirmed and a contractor wishes to apply for a permanent position with the Ministry, they will also have the opportunity to do so prior to public advertising.

Questions

If you have any questions about this proposal, your own manager is the first person to raise these with. You may want to discuss the proposal with your manager and ask any questions you have, such as:

- The proposed structure and how it would work;
- The proposed new positions; and
- The impact that the implementation of this proposal might have on you.

You can also send your questions to ODS.Change@education.govt.nz. This will be monitored by **Out of scope** in People Capability. They will ensure the appropriate person responds to your question/s. If the questions are specific to you, we will respond to you only. If the questions are of general interest, we will circulate the questions and answers to all people being consulted.

Discussion and input

You are encouraged to make submissions on any aspect of this proposal. The deadline for submissions is **3pm, Friday 11 May 2018**. You can email your feedback to ODS.Change@education.govt.nz

Please try to be as succinct and clear as possible in your feedback, as this will help me understand your perspective.

7. Support

Organisational change can have a range of impacts on people and I am committed to supporting you to enable you to have the time and opportunity to consider the proposed change.

It is important that you take as much time as you need to read this proposal because being informed is one of the best ways to feel more in control of what is happening. If you need to, talk to your manager about finding time to do this alongside your work.

We encourage you to seek support any time you need it.

A number of support options, including your manager, colleagues and via the Ministry's Employee Assistance Programme (see below), are available to you. If you think you need support or assistance, please seek out one or more of these.

I have made myself available on 8 May 2018 to speak with you in a one-on-one setting should you have any questions or concerns.

Employee Assistance Programme (EAP)

The Ministry's staff support programme provides a confidential service at all our work sites and a staff counselling service. This programme is available to you if you would like any help. You can contact EAP by phoning 0800 327 669.

These confidential services are provided by an independent organisation and further information on this service can be obtained from Te Tāhuhu at: <https://moeinside.cwp.govt.nz/catalogues/health-safety-and-security/keeping-healthy/employee-assistance-eap/>

Union Support

This proposal does not affect current Public Service Association (PSA) members, however we will notify the PSA of this proposal.

Feedback Submission Form

To help structure your feedback you may want to complete this form to provide feedback on the Office of the Deputy Secretary *Change Proposal* released 30 April 2018. You may choose to provide feedback under all or some of the headings.

Closing date for submissions is 3pm, 11 May 2018
Email submissions to: ODS.Change@education.govt.nz

Name	
Individual or Group submission	Individual / Group <i>(please delete one)</i>

1. Proposal of new functions

Do you generally agree with the three proposed new teams?

Are there any aspects that you disagree with and why?

Do you have any recommendations that would enhance the proposal?

2. Do you have any specific feedback on the proposed changes for the three teams of how they could be improved?

Deputy Secretary Office

Programme and Change Team

Business Improvement Team

3. Other feedback

Please specify what proposal(s) the feedback relates to (where applicable)

Is there any other feedback you think is important for us to know?



Office of the Deputy Secretary, Business Enablement and Support

Decision Document

Embargoed until 4.00 p.m. 18 June 2018

Decision by:
Zoe Griffiths
Deputy Secretary
Business Enablement & Support

Contents

1. Introduction	3
About this decision document.....	4
2. Final decisions	5
2.1 Final functions	5
2.2 Summary of position impacts	7
2.3 Position impacts	7
3. New Structure	10
4. Feedback, themes and responses	11
4.1 Consultation Process.....	11
4.2 Summary of the Change Proposal Response.....	11
4.3 Feedback and responses	12
5. Implementation of the new structure.....	18
5.1 Expression of Interest and implementation process.....	18
6. Support.....	22
7. Appendix A – Job Descriptions	23
8. Appendix B – Expression of Interest form.....	91
9. Appendix C – Information on de novo.....	94

1. Introduction

Thank you for your feedback during the consultation period that ended on 11 May 2018. This document provides the decisions on the Office of the Deputy Secretary, Business Enablement and Support (BE&S) Change Proposal, which was announced on 30 April 2018.

This Decision Document sets out the key themes and points raised in the submissions received during the consultation process, along with final decisions on functions and positions and changes to the original proposal as a result of the feedback. I appreciate the time and effort all of you have made to consider the proposal, and the high-quality submissions you have made during the consultation process.

As set out in the proposal document the changes will help ensure that we:

1. Improve our planning, prioritisation, co-ordination and oversight of the BE&S work programme and ensuring that it aligns to Ministry and BE&S strategies.
2. Improve consistency across BE&S groups in how change is led, implemented and managed.
3. Improve the co-ordination and phasing of initiatives across multiple BE&S functions and increasing the focus on benefit realisation.
4. Can work collaboratively with customers right across the Ministry and the Sector to deliver business improvement benefits.
5. Have the experience and skills we need in BE&S for change management and business improvement and reducing our reliance on temporary resources.
6. Improving the consistency and quality of secretariat functions across the boards and committees that are chaired, or supported, by the Deputy Secretary BE&S.

The new structure and other changes will take effect on Monday, 1 August 2018. I have included an updated timeline in Section 5, which describes the activities and timeframes for the change implementation process.

We will work closely with all affected staff to ensure you are supported during the change implementation process. I have arranged for specific support and services for staff who are substantially affected by the change.

Change can be unsettling. I have appreciated your commitment to getting the job done and ensuring that our service to customers is not affected throughout this change process.

If you have any questions about the changes described in this document, please discuss these with your manager in the first instance. You can also send your questions to the ODS.Change@education.govt.nz email address for a response by the BE&S Change Team.



Zoe Griffiths
Deputy Secretary
Business Enablement & Support

About this decision document

This document has been prepared for staff in the Office of the Deputy Secretary, Business Enablement & Support. It follows the proposal presented to potentially impacted staff on 30 April 2018 and the consultation period that followed until 11 May 2018. The document describes the final organisational structure for the new Business Improvement and Support group and the process for transition to the new structure.

This document provides:

- My final decisions on the structure, teams and positions along with changes from the proposal document
- Feedback received by you and my responses
- New job descriptions and remuneration bands
- Details about the expression of interest and reassignment process

For ease of reading, I have outlined my final decisions first followed by the supporting information.

If you have any questions about these changes or any aspect of the process, please discuss these with your manager in the first instance. You can also send questions to

ODS.Change@education.govt.nz.

2. Final decisions

I have outlined my final decisions in this section, which includes confirmation of the three final functions, the purpose of the functions, and position impacts including changes made from the proposal document. An organisational chart of the final structure can be found in section 3.

2.1 Final functions

The three final functions reflect the proposal with minor changes as I believe these are the right teams and feedback largely supported the way these were grouped.

2.1.1 Business Improvement

There was mixed feedback on the Business Improvement function so I have summarised why I have made the decision to keep the Business Improvement team as it stands with minor changes. My decision follows consideration of your feedback and advice that I have received from SageBush in the development of this document.

In many public sector organisations, 'value for money' has originated as a distinct function from within Finance. This has meant (initially at least) 'value for money' internal capability tended to operate from a functional specialist perspective, providing advice to business groups on things like business cases, Lean Six Sigma, cost reduction and avoidance, and value chain analysis.

What has evolved is that in general, business expectations of 'value for money' have moved from a finance-centred or efficiency focus to a broader business improvement focus. Part of this is a fundamental shift in responsibility from centralised, specialist expertise (on an internal consultancy basis) to being part of 'the way we do things around here' at governance and management levels across the organisation. I asked SageBush to undertake an environmental scan of other agencies to understand how they operate and most Government Agencies incorporate value for money within a broader business improvement focus rather than as a discrete function within their organisation. These changes support this.

In this new structure, I will expect the Business Improvement team to operate as 'trusted advisors' in how to use specialist tools and approaches to support business change and development. This will require working in partnership with leaders and managers to encourage business improvement becoming an integral part of the way business groups think and operate. In addition, I see 'value for money' as a management accountability within the Ministry and 'the way we do things around here'. Relationship management and influencing skills will be important, and the implementation of initiatives will remain the responsibility of relevant groups and line managers.

The Business Improvement team will engage external specialists on a consultancy or contracted basis where skills are needed for specific projects or purposes.

The job descriptions in Appendix A for this team describe the activities and capabilities required for the new roles.

The role of the Business Improvement team is to:

- Identify and propose potential business improvement initiatives across BE&S, the Ministry and the Sector, that could deliver benefits by improving systems and processes and reducing costs.
- Develop and analyse agreed business improvement initiatives to the stage where a decision can be made on whether/what type of business or programme case is required.

- Develop business cases for agreed business improvement and business change initiatives.
- Provide expertise in tools such as Investment Logic Mapping, process improvement, and Lean Six Sigma to support the development of strategy, change proposals and investment initiatives.

2.1.2 Deputy Secretary's Office

Feedback received supported this function. As a result of feedback, I have made a change to the Advisor, Governance role. There are no other changes to this function from the proposal.

The role of the Deputy Secretary's Office is to provide:

- Executive support to the Deputy Secretary.
- Advice on risks, issues and opportunities as they arise.
- Stakeholder and Engagement expertise and advice.
- BE&S operational support.
- Secretariat function for all Boards and key meetings that are chaired, or supported, by the Deputy Secretary BE&S.

2.1.3 Programme and Change

Feedback received largely supported this function. As a result of feedback on the capacity and capabilities in this team I have added a Programme Advisor position, and the Senior Support Officer position has become a Team Coordinator position reporting into the Group Manager. There are no other changes to this function from the proposal.

The role of the Programme and Change team is to:

- Maintain an overview and report on change initiatives across BE&S for our customers. This is about how we communicate upcoming changes to our customers, what they can expect to see and how it will impact on them.
- Facilitate the development of and prioritise the BE&S work programme for BE&S SLT agreement.
- Provide additional support to change initiatives as required.
- Lift the quality and consistency of implementation change management across BE&S.
- Work with Project and Investment Advice to provide advice, tools, templates and processes to support project and change management across BE&S.
- Provide communication and stakeholder engagement services to support change initiatives.
- Provide quality assurance for the Deputy Secretary BE&S of projects and programmes across BE&S as required.
- Engage with other teams in the Ministry to co-ordinate deliverables and to meet reporting, audit and assurance requirements.
- Work across BE&S to ensure effective benefits realisation management.

2.2 Summary of position impacts

The decision will result in changes to teams and individual positions. There are a number of new positions that will be established, there are some positions that will be disestablished and three that will be reconfirmed.

See a summary of these changes in the table below:

Change Impact	Positions
Established new positions	12
Disestablished positions	6
Reconfirmed positions	3

2.3 Position impacts

2.3.1 New established positions

See final job descriptions in Appendix A.

Position	Changes	Remuneration Band
Group Manager, Business Improvement and Support	As per the proposal, I am establishing a Group Manager, Business Improvement and Support position.	GM21
Team Coordinator	Based on feedback and further consideration, I am establishing a Team Coordinator position reporting to the Group Manager. This position will take on PA duties to the GM and assist with group-wide administration. My view is that support at this level is required for the BIS group.	A5
Advisor, Deputy Secretary Office	As per the proposal, I am establishing an Advisor, Deputy Secretary Office position.	A6
Manager, Programme and Change	As per the proposal, I am establishing a Manager, Programme and Change position.	M4
Stakeholder and Engagement Specialist	As per the proposal, I am establishing a Stakeholder and Engagement Specialist position.	A8
Change Specialist	As per the proposal, I am establishing a Change Specialist position.	A8

Position	Changes	Remuneration Band
Programme Advisor	Based on feedback, I agree that more expertise and capacity is required in the Programme and Change team. I am establishing a Programme Advisor position to provide this by using the FTE originally assigned to an Analyst role in the Business Improvement team which will no longer be established as part of this change.	A6
Manager, Business Improvement	As per the proposal, I am establishing a Manager, Business Improvement position. Note, the title has changed to reflect standard naming conventions however the role remains the same.	M4
Principal Advisor, Business Improvement (x 2)	As per the proposal, I am establishing two Principal Advisor positions. The title has been updated to include 'Business Improvement' to differentiate this from other Principal Advisor roles in the Ministry.	A9
Process Improvement Specialist	As per the proposal, I am establishing a Process Improvement Specialist position.	A9
Senior Analyst	As per the proposal, I am establishing a Senior Analyst position.	A8

2.3.2 Disestablished positions

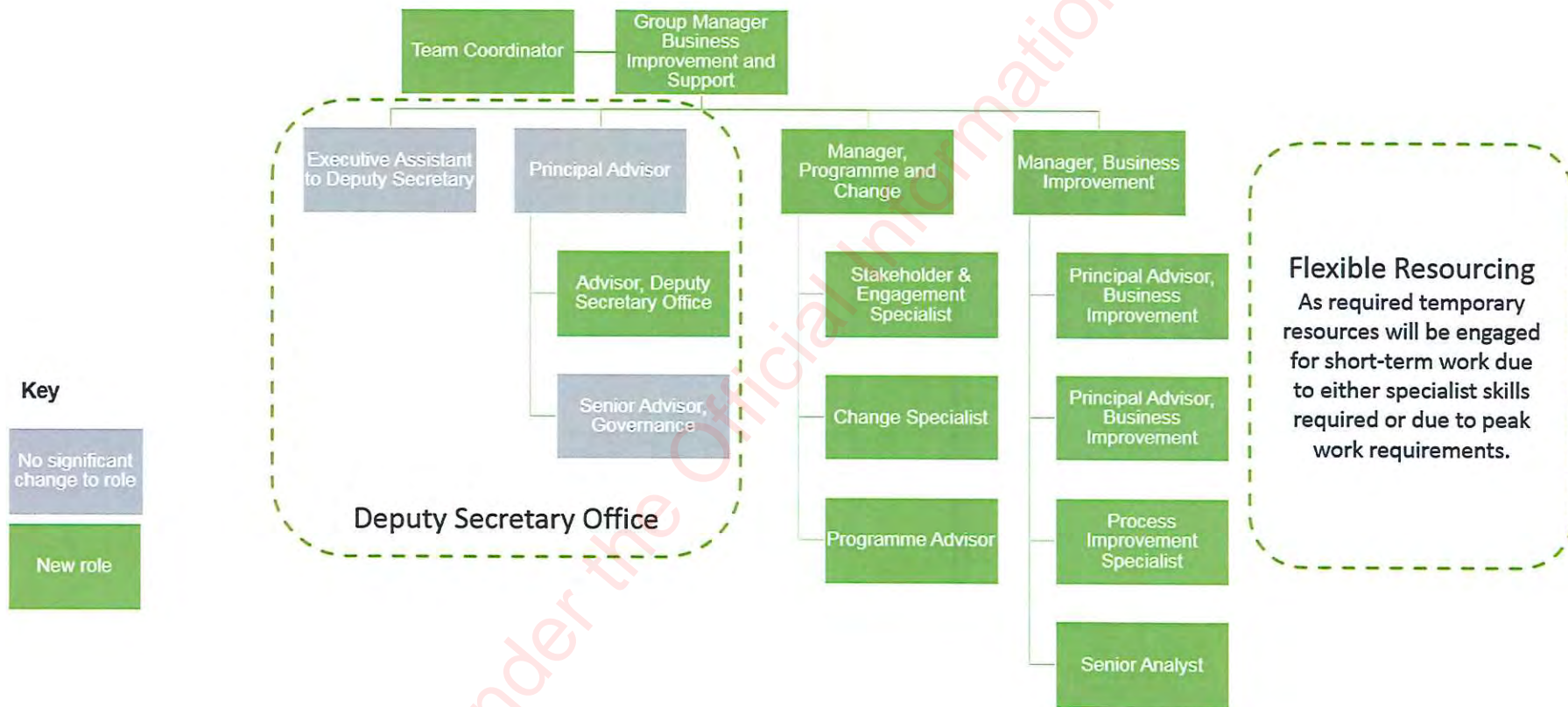
Position	Rationale for disestablishment
Director, Office of the Deputy Secretary (Business Enablement & Support)	I am disestablishing this position as the new roles are substantially different to this role.
Senior Analyst (Office of the Deputy Secretary)	I am disestablishing this position as this is substantially different to the new Advisor, Deputy Secretary Office role.
Director, Value for Money	I am disestablishing this position as the new roles are substantially different to this role.
Enterprise Business Analyst (x 3)	I am disestablishing these three positions. The new Senior Analyst role is comparable to the Enterprise Business Analyst role. A contestable reassignment process will be undertaken as part of the EOI process to appoint to the new Senior Analyst position.

2.3.3 Reconfirmed positions

See final updated job descriptions for these roles (including remuneration band) in Appendix A.

Position	Rationale for reconfirmation
Principal Advisor (Office of the Deputy Secretary)	This role remains substantially the same, with the addition of two direct reports.
Executive Assistant	This role remains the same.
Senior Advisor, Governance	Based on feedback and further research, I am changing the originally proposed Advisor Governance position to a Senior Advisor Governance position. This reflects the need for this role to support the Deputy Secretary at the right level, and have more influence with stakeholders. Due to the update to level, this role is now substantially similar to the existing role in IT. Therefore, with a reporting line change, this will now be part of a reconfirmation process.

3. New Structure



4. Feedback, themes and responses

4.1 Consultation Process

The consultation on the proposed changes started on 30 April 2018 and closed at 3pm, Friday 11 May 2018. Staff had the opportunity to ask questions, provide submissions on the proposal and also provide any suggestions for how the design might be improved. I also met with some of you to discuss your feedback in person.

I received 10 submissions in total:

- 9 of these were individual responses, and
- 1 was a team response

This was a great response rate and the submissions received were of high quality. This feedback has enabled me to enhance the original proposed design.

All feedback was considered in detail before decisions were reached. I also engaged with SageBush in the development of the resulting decisions.

4.2 Summary of the Change Proposal Response

4.2.1 Summary of responses

The feedback demonstrates that there is overall agreement that the structure needs to change. For my final decisions regarding the three functions please refer to section 2.1.

There were a range of suggestions and recommendations received regarding specific aspects of the proposal, including structure, levels of resourcing, position titles, and impact on existing ICT governance arrangements.

I have also received a response that disagrees with the proposed changes regarding the Business Improvement team. This included concerns about how the Ministry will continue to have access to value for money expertise if a dedicated Value for Money unit is disestablished. I have responded to these concerns in sections 4.3.1 and 4.3.2.

4.3 Feedback and responses

4.3.1 Table of themes and key points

The following tables provides themes and key points that were raised as part of the consultation process and my response to these.

Ref	Themes and key points raised	My Response
1	Additional communications role(s) are required for media, branding, complaints, intranet and emails.	<p>The core function of communications will remain with the Communications Team that resides in the Strategy Planning and Governance Group. For example they will assist with Ministry wide communications that I am responsible for.</p> <p>My emails will continue to be managed by the Executive Assistant role.</p> <p>The new Stakeholder and Engagement Specialist position will work across all three Business Improvement and Support teams including how we communicate effectively to our customers across all BE&S initiatives or supporting me in engaging across BE&S. This position will also work closely with communications on our branding and Te Tāhuhu.</p>
2	The Programme and Change Team is under-resourced. This could be mitigated with an additional position focused on the planning, assurance and benefits management components of the work. This role could be provided by transferring one of the positions from the Business Improvement team	<p>I agree that the proposed Programme and Change Team is under-resourced.</p> <p>An additional position (Programme Advisor) will be added to the structure for this team by using the FTE previously set aside for an Analyst role in the Business Improvement team. This position will be responsible for programme scheduling, monitoring and management of the pipeline, benefit realisation, and risk and issue reporting.</p> <p>Feedback supported using one of the resources in the Business Improvement team to provide more capability and capacity in the Programme and Change Team.</p>
3	Do we need a Senior Support Officer role and if we do would it be better placed in the Deputy Secretary Office.	<p>I agree that a broader administrative support role is required. The Senior Support Officer role proposed for the Programme and Change team will now be a Team Coordinator and will support the wider BIS group with administrative work. The Team Coordinator will instead report to the Group Manager, Business Improvement and Support to ensure a whole-of-group view, and to provide some Personal Assistant duties to the GM.</p> <p>The Executive Assistant role does not have any capacity to pick up any further administrative requirements and it's important that they continue to support me directly.</p>
4	Add additional advisor role(s) from ICT to the programme and change team.	At this stage, no further positions will be created or transferred from other groups. I plan on reviewing this new function once it has been embedded to assess whether the benefits have been achieved and that we have the right level of resources to support the BE&S priorities and work programme.

Ref	Themes and key points raised	My Response
5	<p>Do we need an Analyst role in the Business Improvement Team and could one of the Principal Advisor roles be used in the Programme and Change Team.</p> <p>With the volume and complexity of process improvement work to be undertaken, one Principal Advisor role should be removed from the proposed structure and replaced with a Process Improvement Advisor to work alongside the Process Improvement Specialist to assist with re-engineering processes</p>	<p>I have reduced the Business Improvement team by one position (Analyst) and created a new position in the Programme and Change team (Programme Advisor – see point 2 above for further information).</p> <p>The two Principal Advisor roles are needed in the Business Improvement team to provide both relationship management and business improvement technical expertise to customers. This is consistent with the shift away from centralised expertise to one of more organisational engagement, leadership and influence.</p> <p>As this function builds engagement across the Ministry I expect there will be an increase in demand of work in initiatives and business cases.</p> <p>See Job Descriptions in Appendix A and section 2.1.1 for further detail.</p>
6	Property change requirements are not included.	<p>The Change Specialist role will be critical in supporting projects right across BE&S, including Property, to ensure that that these are phased appropriately and are to a high and consistent standard. I see this role working very closely with the Stakeholder and Engagement Specialist on how we communicate to our customers on our initiatives. If specific change specialists are required for projects I expect this to be part of the contingent workforce.</p>
7	Retain the defined EBA role as it's a specialist role in the same way that Process Improvement Specialist is.	<p>Consistent with the broader Programme and Change focus in BIS, I want to reduce the emphasis on technically defined roles and introduce broader capabilities. I see a need for analytical capabilities which expand past the scope of a more defined EBA role. This will also allow for broader development opportunities across the team.</p>
8	Consider combining the Manager Programme and Change and Business Improvement Manager into a single role, as these effectively have only 8 direct reports.	<p>While these roles have strong people leadership expectations, they include some technical/expertise requirements. These two roles will be required to set clear directions for these separate teams however they will be required to collaborate. Accordingly, I do not consider it appropriate to combine these two roles at this time.</p>
9	<p>The Principal Advisor appears to effectively be the Manager of the Deputy Secretary Office. Consider changing the role to Manager of DS Office with the following direct reports:</p> <ul style="list-style-type: none"> • Advisor DS Office • Advisor Governance • Executive Assistant to DS • Senior Support Officer 	<p>No changes are proposed to the Principal Advisor role except managing the two positions. A large part of this role is to continue to provide advice to me. The role will work closely across other roles in the new BIS Group as together the group is providing improvement and support function right across BE&S.</p> <p>The Principal Advisor will also work closely with the Group Manager as that role will have oversight and provide advice on the more strategic risks, issues and planning.</p> <p>It's consistent across the Ministry for the Executive Assistant to be reporting one level down from the Deputy Secretary. As this is an important relationship</p>

Ref	Themes and key points raised	My Response
		<p>having this role two levels from the Deputy Secretary would not be appropriate.</p> <p>The Executive Assistant and the Team Coordinator will report to the Group Manager, Business Improvement and Support.</p>
10	The Advisor Governance role should be a Senior Advisor due to the level of expertise and knowledge required.	<p>I agree. Following feedback I have decided to change the Advisor Governance role to be at a Senior Advisor level due to the level of advice and knowledge that is required in this role across a number of Boards.</p> <p>This function will provide support for boards and committees that are chaired, or supported, by the Deputy Secretary BE&S.</p>
11	Provision of advice on risks and issues in the Programme and Change team rather than as part of the Principal Advisor Role as this is the area where the risks and issues should be identified through reporting various reporting regimes	<p>I agree in part as risks and issues will not only be from an initiative/project perspective but will also come from other dimensions of BE&S and the Ministry. I would expect all the roles will have a risk and issues lens to them.</p> <p>The additional position (Programme Advisor) in the Programme and Change team will (among other things) have responsibility for risk and issue reporting and advice related to change and implementation of initiatives. The Principal Advisor, along with the Group Manager where appropriate, will maintain oversight of other group-wide risks and issues.</p>
12	The Change Proposal, focuses primarily on BE&S performance and change capability. As a result, the proposal contemplates a more narrow scope of improvement initiatives to address back-office efficiency, centred on the delivery of BE&S services. This is a significant loss of opportunity and capability for the Ministry	<p>Rather than narrowing the scope, I want to strengthen business improvement, implementation and change management practices across BE&S both for us and our customers. This is a move towards using these capabilities in a more collaborative and engaging way.</p> <p>The Business Improvement team will be involved in the annual planning cycle for the Ministry so that when Groups are thinking about their plan for the year ahead they are identifying, with our support, improvement initiatives that we can then partner with them to deliver. This will result in broadening of the work.</p>
13	<p>Loss of a whole-of-Ministry focus on economy, efficiency and effectiveness opens the door for, and introduces opportunities for waste, in the form of resource inefficiency and, as a consequence, added cost.</p> <p>The proposed direction may also increase the need for expenditure on consultants and contractors to assess Ministry areas and activities from a value perspective, as the elimination of the VFM Team will mean that the required capabilities will no longer exist to the extent that they currently do today.</p>	<p>Value for money focus remains an important part of the function however we are broadening the scope to include a wider range of business improvement capabilities including business cases. The approach identifies a shift away from centralised expertise to one of more organisational engagement, leadership and influence. I see this as part of the evolution of value for money in the Ministry as I expect all my groups to have a value for money focus on their work.</p> <p>I had engaged with SageBush to complete an environmental scan on how other organisations are approaching value for money. The way I am approaching this is consistent with the approach adopted by most Government Agencies.</p> <p>This new approach both builds internal capability and uses a flexible resourcing model. Temporary resources</p>

Ref	Themes and key points raised	My Response
		will be engaged for short-term work and external expertise will be contracted where necessary. Also refer to section 2.1.1 for additional information.
14	<p>Without a dedicated Value for Money programme and centre-led Value for Money team, the Ministry will be hampered in its ability to "tell the Ministry's value story" and assure key stakeholders that Ministry services are being driven from a value for money perspective</p> <p>Elimination of the Ministry Value for Money capability leaves a significant gap in capability, expertise and institutional knowledge for the wider Ministry.</p>	<p>A broader focus on Programme, Change and Business Improvement is critical to achieving Ministry and BE&S outcomes. I see many of these skills and capabilities remaining but being used in slightly different ways. One aspect of Business Improvement is value for money, however I see this scope widening with a focus on influencing and partnering to achieve business improvements with our customers.</p> <p>I am moving to a model where it's our collective responsibility to tell the Ministry value for money story so that it is a core management accountability. For example I expect my Chief Procurement Officer to have a focus on delivering value for money with our suppliers right across the Ministry or the Chief Information Officer to continually think about different technologies we can use to be more efficient.</p> <p>The Business Improvement Team and the Programme and Change teams will work closely with the Strategic Finance and Project Investment Advice Teams so that business improvement identification and planning comes part of our normal annual processes.</p> <p>These changes will support value for money being 'the way we do things around here' and communicated by Ministry leaders and managers.</p>
16	Business Improvement Manager – the combination of these changes will provide the required headcount and financial funding to enable the Business Improvement Manager role to be filled by a more experienced resource, with more bandwidth and capability	The Job Description in Appendix A for this role has been formally sized using the Hay methodology which looks at 'know how', 'accountability' and 'problem solving' required in the role.

4.3.2 Additional feedback: 8 Problem Statements

I received feedback specifically about the '8 problem statements' that were developed by some of you following the workshops held at the beginning of the year. I have considered these as part of forming final decisions, and for clarity I have addressed these separately below.

The *8 Problem Statement themes* are identified in italics below. I have outlined how the proposed structure addresses each of these themes below the *Problem Statement themes*.

It is important to note that the proposal is about getting the structure and roles right. The proposal and this Decision Document do not address the processes within each of the teams as I expect these will be developed once a new structure is in place. The identification of business improvement and process initiatives and how the pipeline of work is managed is also expected to be developed once the new team is in place.

1. *There is no formal, structured process for commissioning the work of the team*

The role of the Programme and Change management team is to:

- Overview and report on change initiatives across BE&S for its customers. This will communicate upcoming changes to customers, including what they can expect to see and how it will impact on them
- Facilitate the development of and prioritise the BE&S work programme for BE&S SLT agreement.

The Programme and Change Management team will be accountable for developing a structured process for commissioning BE&S work. This will better prioritise, plan and implement work across BE&S and the Ministry.

2. *There is a lack of effective sponsorship of improvement and change, both at the "portfolio" level and also within improvement initiatives*

This is one of the benefits that I want to achieve where BE&S SLT has better oversight and ownership of initiatives. The Programme and Change Team will assist with this in providing portfolio level reporting (better visibility and risk and issue management). The process and engagement approach will need to be worked through once the new team is in place.

3. *The team's role and purpose is not clear and there is a lack of clarity about the services the team provides*

The role and purpose of the team is to provide business improvement and support to the Ministry's leaders and managers (including BE&S) – for further information on this function see 4.1.1. Change management and business improvement are broad terms, and the exact services that BIS provides will change depending on the demands of its customers and the requirements of key stakeholders.

Once the new Group is in place I would expect clear processes to be established both with my SLT but also with my colleagues to ensure they are clear on the services that we can provide to support them.

4. *The approvals process (to implement "change" solutions) takes too long and the decision-making process is unclear and inconsistently applied.*

I agree that the process is unclear and takes too long. I expect that once the team is established this would be one of the first processes we work through. For me this is also about the visibility of work that I expect the Programme and Change team to work closely with the Deputy Secretary Office and the Business Improvement team. The Programme and Change Management function described in 2.1.3 speaks to this point.

5. *The benefits we deliver from the work that we do are not clearly communicated and we don't tell a compelling "value story"*

This is a challenge for us right across our group.

The Manager, Programme and Change will ensure oversight of the initiatives underway across BE&S and will help provide visibility to BE&S SLT. The new Programme Advisor role in the Programme and Change team will have responsibility for working with teams across BE&S improving benefit management.

The Stakeholder and Engagement Specialist role in the Programme and Change team will have responsibility for supporting the production of BE&S presentations and stakeholder communications for the Deputy Secretary, Group Manager BIS and initiative leads.

6. *The health of the relationship with our customers is variable*

I agree. A key reason for this is what, when and how we communicate to our customers on all of our initiatives across BE&S. See page 5 of the proposal document for why we need to change and 2.1.3 for an overview of the Programme and Change function on how we can do this better.

As mentioned previously I expect that the engagement process across the Ministry in identifying Business Improvement initiatives and then delivering will go a long way in understanding our services and how we can support our customers better.

You will also see in the Job Descriptions a strong focus on customer and relationship management.

It's not only this new Group, but all of BE&S, that has a responsibility for continuing to improve the supports and services that we provide to our customers.

7. *The work practices and methods we apply are not adequately define and documented. The tools we have to manage our work and the portfolio of work are inadequate and some tools are missing*

This process is about getting the structure and roles right. Once the group's established then process, practices etc need to be worked through. What I do expect during this next phase is that we work with PIA so that what we do is aligned with the rest of the Ministry.

8. *How we plan for and work together to implement change in BE&S needs to significantly improve*

Agreed – the proposal document shows this as one of the drivers and the functions of the new Group.

5. Implementation of the new structure

This section describes how staff will transition to the new structure. This includes:

- A timeline for change implementation, and
- The key steps for the transition of staff into the new structure.

5.1 Expression of Interest and implementation process

This section describes the expression of interest and recruitment process.

In summary, the priority is to place affected permanent staff into available positions prior to other applicants being considered. I recognise the contribution fixed-term employees and contractors have brought to the affected teams and as such, these people will have the opportunity to go through a second EOI process prior to remaining available roles being publically advertised.

Where possible, we will be seeking to align peoples' preferences with the available positions. Accordingly, working through the expression of interest process will take some time and each step will depend in part on the outcome of the previous step. For those reasons, the steps outlined below are indicative and if there are changes, we will let you know as implementation progresses.

If you are a permanent staff member and have not been offered reconfirmation into a position, we encourage you to express an interest in available positions.

You can express an interest in available positions by emailing an expression of interest form to ODS.Change@education.govt.nz by the date stated in the table on page 21, along with your curriculum vitae and any supporting material you would like to provide. If you have been offered reconfirmation into a position, you are not entitled to access the expression of interest process.

To assist in the selection process, we will be working through selection for managerial roles first, followed by staff-level roles.

The process and dates outlined below are indicative, and we will inform you on progress as we work through these steps.

5.1.1 Explanation of reconfirmation and reassignment

Reconfirmation

Reconfirmation applies when there is one clear candidate for a position that is to be transferred into the new structure. While subject to your specific employment agreement, reconfirmation generally occurs where the below criteria is met:

1. The new job description is the same (or very nearly the same);
2. The salary for the new position is the same;
3. The terms and conditions are no less favourable;
4. The impact of the change is on the person's relevant substantive job (not a job they are seconded into/acting in); and
5. The location is the same or in the same vicinity

Reassignment

This process means that you will be considered for any vacant and suitable position. You can refer to your employment agreement for a more detailed explanation of reassignment and redeployment.

5.1.2 Expression of Interest

To facilitate the process of considering staff for reassignment opportunities, an expression of interest form has been created and this is available in Appendix B. The expression of interest form enables you to indicate the position/s you would like to be considered for and to list them by preference.

As part of expressing an interest, we ask that you:

1. Specify each position you are interested in, with a ranking in preferential order
2. State what experience you have that would make you suitable for each of the positions you express an interest in, including attaching an up to date curriculum vitae and any other supporting information you think is relevant to your application.

Other conditions regarding the expression of interest process are:

3. The first EOI round can only be accessed by affected permanent staff
4. The second EOI round can be accessed by fixed-term employees and contractors in the impacted teams, along with staff within the Ministry who have affected status due to other change processes.
5. Those who have been offered reconfirmation are not eligible to participate but they may apply for positions that are available after the expression of interest when these are publically advertised.

The EOI selection process will be sequenced in the following order:

1. Group Manager, Business Improvement and Support
2. Manager, Programme and Change and Manager, Business Improvement
3. Staff-level roles

This will allow any appointed managers to assist with the selection of the relevant team/s.

5.1.3 Application and assessment criteria

Selection panels are responsible for reviewing the expressions of interest and making decisions regarding the reassignment of affected staff. Overall, the following assessment process and criteria will apply:

- Submission of a written application (expression of interest form) including an updated curriculum vitae
- Interview with the selection panel which will focus on an assessment of technical and behavioural questions relating to the specific position
- Reference checks with current managers may be undertaken if the panel considers this necessary to clarify or elaborate on any aspect from the interview

Selection panels will be advised to candidates prior to their interview taking place.

5.1.4 Overall change implementation process

In filling the new structure, there are a number of sequential steps which are outlined below.

Please refer to your specific employment agreement for any other relevant information.

1. Staff who are offered reconfirmation into a position will be notified in writing and will be provided with a new job description at that time.
2. Affected permanent staff who have not been reconfirmed into a position should complete an Expression of Interest form. Staff are able to prepare expressions of interest and CVs during work hours and are encouraged to discuss with their manager how to complete this and manage their current responsibilities.
3. Selection panels consider managerial expressions of interest, conduct interviews and make preliminary decisions on outcomes. Selected staff are provisionally offered new management positions with new job descriptions. Following a ten working day appointment review period, decisions are confirmed.
4. Selection panels consider the staff-level expressions of interest, interview staff and make preliminary decisions on outcomes. Selected staff are provisionally offered new positions with new job descriptions. Following a ten working day appointment review period, decisions are confirmed.
5. Affected staff who are not successfully appointed to a position due to no position being considered suitable will be provided with written notice that their employment will end at the end of their notice period in accordance with their employment agreement. Possible redeployment to other parts of the Ministry would continue to be explored during the notice period as per the applicable employment agreement.
6. Positions that remain vacant after the first expression of interest round will open for a second expression of interest round for fixed-term employees and contractors from impacted teams to apply for along with staff within the Ministry who have affected status due to other change processes.
7. Selection panels consider the second round of expressions of interest, interview staff and make preliminary decisions on outcomes. Selected staff are provisionally offered new positions with new job descriptions. Following a ten working day appointment review period, decisions are confirmed.
8. Any remaining available positions after both expression of interest rounds will be advertised publically.

5.1.5 Timetable for Expressions of Interest and Recruitment

Activity	Indicative Date
Final decision document including Job Descriptions and EOI form available	18 June 2018
CV, interview and EOI preparation coaching with consultancy company de novo. <i>Please see further information about de novo and their services in Appendix C.</i>	21 June 2018 – 22 June 2018 <i>Sessions can be booked directly with de novo. See Appendix C for further information.</i>
Submissions for first EOI round	By 5pm 27 June 2018
Selection process for Group Manager, Business Improvement and Support	28 June 2018 – 2 July 2018
Selection process for Manager, Programme and Change and Manager, Business Improvement	4 July 2018 – 11 July 2018
Selection process for staff-level roles	16 July 2018 – 25 July 2018
Submissions for second EOI round	By 5pm 27 July 2018
Selection process for second EOI round	30 July 2018 – 3 August 2018
New structure commences	1 August 2018
Remaining available positions advertised	From 9 August 2018

6. Support

I am aware of the impact this decision could have on you, especially if you are one of those most affected by it. I am committed to giving you as much support as I can.

I encourage you to seek support any time you need it.

A number of support options, including your manager, colleagues and the Ministry's Employee Assistance Programme (see below), are available to you. If you think you need support or assistance, please seek out one or more of these.

Please also be empathetic towards your colleagues – they may also be potentially affected as a result of these changes and may be processing things in different ways.

6.1 Employee Assistance Programme (EAP)

The Ministry's staff support programme provides a confidential service at all our work sites and a staff counselling service. This programme is available to you if you would like any help. You can contact EAP by phoning 0800 327 669.

These confidential services are provided by an independent organisation and further information on this service can be obtained from Te Tāhuhu by searching for 'EAP'.

We have also made an EAP support person available on-site in room MH 11.04 until 5.00 p.m. 18 June 2018 should you wish to access this support.

6.2 CV, EOI and interview and coaching support

Curriculum Vitae, EOI and interview support is available for permanent and fixed-term employees and contractors who are part of this process. de novo consulting will be available for one on one sessions on 21 June 2018 at Mātaraunga House. See Appendix C for further information on de novo and how to book a session.

7. Appendix A – Job Descriptions

Job Description	Page
Group Manager, Business Improvement and Support Kaiwhakahaere ā-Rōpū, Te Whakapainga me te Tautoko Pakihi	24
Manager, Programme and Change Kaiwhakahaere, Hōtaka me te Panoni	30
Manager, Business Improvement Kaiwhakahaere, Whakapainga Pakihi	35
Principal Advisor, Office of the Deputy Secretary BE&S Kaitohutohu Matua, te Tari o te Tumuaki Tuarua	41
Team Coordinator Kaiwhakarite ā-Rōpū	47
Executive Assistant Kaiāwhina Matua	51
Advisor, Office of the Deputy Secretary BE&S Kaitohutohu, te Tari o te Tumuaki Tuarua	55
Senior Advisor, Governance Kaitohutohu Hāmua, Kaitiakitanga	59
Stakeholder and Engagement Specialist Mātanga, Whakaanga Hunga Whaipānga	63
Change Specialist Mātanga Panoni	68
Programme Advisor Kaitohutohu Hōtaka	72
Principal Advisor, Business Improvement Kaitohutohu Matua, Whakapainga Pakihi	76
Process Improvement Specialist Mātanga Whakapainga Tukanga	81
Senior Analyst Kaitātari Hāmua	86

8. Appendix B – Expression of Interest form

Business Improvement and Support Expression of Interest Form

This form is for completion by all affected staff who are eligible for reassignment. The purpose of this form is to provide information about applicable skills, knowledge and capabilities to aid the reassignment process, as well as allowing applicants to indicate preferred position(s) for reassignment.

All Job Descriptions are available in the decision document.

*If you are eligible for the first EOI round, please complete this form and email it to ODS.Change@education.govt.nz by **5pm on 27 June 2018**. If you are not eligible for the first EOI round, but you are eligible for the second, you have until 5pm **27 July 2018**.*

Instructions

- You may express your interest for **up to two** positions, ranking them in order of preference
- In completing this form, please note the following:
 - You can use this form to apply for multiple positions
 - Attach an up to date CV in support of your application
 - Please email this form as a Word document so that it can be easily sorted by the Selection Panel
- If you need assistance to complete this form, please speak to your manager or contact ODS.Change@education.govt.nz
- In submitting this form, you also agree for the selection panel to contact your present manager as a referee if they feel this is needed

Your Name: _____

Your Current Position: _____

Section A: New positions and preferences

You can express an interest in up to **two** available positions from the table below.

Indicating your preference does not mean you will be appointed to a preferred position, but it will assist the Selection Panel when making decisions. You can select up to **two** positions. Please rank them in order of preference (1 meaning most preferred).

Team	Title	Reports to	Pay Band	Preference
Business Improvement and Support	Group Manager, Business Improvement and Support	Deputy Secretary, BE&S	GM21	
Business Improvement and Support	Team Coordinator	Group Manager, Business Improvement and Support	A5	
Office of the Deputy Secretary	Advisor, Deputy Secretary Office	Principal Advisor Office of the Deputy Secretary	A6	
Programme and Change	Manager, Programme and Change	Group Manager, Business Improvement and Support	M4	
Programme and Change	Stakeholder and Engagement Specialist	Manager, Programme and Change	A8	
Programme and Change	Change Specialist	Manager, Programme and Change	A8	
Programme and Change	Programme Advisor	Manager, Programme and Change	A6	
Business Improvement	Manager, Business Improvement	Group Manager, Business Improvement and Support	M4	
Business Improvement	Principal Advisor, Business Improvement (x2)	Manager, Business Improvement	A9	
Business Improvement	Process Improvement Specialist	Manager, Business Improvement	A9	
Business Improvement	Senior Analyst	Manager, Business Improvement	A8	

Section B: Experience, Skills and Qualifications

Please complete this section to outline your experience, skills and qualifications as they relate to the position/s you are expressing an interest in.

Relevant **EXPERIENCE** for preferred position/s:

--

Specific **SKILLS** for preferred position/s:

--

Relevant and recent **QUALIFICATIONS** for preferred position/s:

--

Any other information you may wish to provide:

--

Final check before submitting EOI Form

- The EOI form indicates a preference for up to **two positions** ranking them in order of preference
- Sections relating to relevant experience, skills, and qualifications have been completed
- An up to date CV is attached in support of the application
- Any other information you wish to provide is attached in support of the application

9. Appendix C – Information on de novo

de novo are a specialist career consultancy company who we have engaged to support you through this process. One or more of their coaches will be available on-site on 21 June 2018 to provide one-on-one coaching sessions covering expression of interest, curriculum vitae and interview preparation. Should all of the sessions be filled on 21 June, another clinic will be arranged for the following day to ensure all of those who would like to utilise this support are able to do so.

To book a session with a de novo coach, please contact them directly on (04) 915 5350 or coach@denovo.co.nz.

Please see further information about de novo below or on their website www.denovo.co.nz



Who we are: In a nutshell we spend our days helping others get unstuck, find their career mojo, maximise their potential and opportunities, or ensure they back themselves to be the best they can be. We are an energised, authentic team with a wealth of credibility for what we do. We live by one of our favourite quotes - "don't just talk about it, BE about it".

de novo employ state-of-the-art tools, such as 360°Reach Assessment, and tried and true techniques to provide the actionable insights people need to succeed. We offer 1:1 coaching, workshops, and customized strategies to enhance productivity, bring meaning to the workplace, and improve and expand your career or business and staff.

de novo offers customized career strategy, transition and leadership coaching, career reputation assessment, and specialist recruitment support. Our practical coaching program will help your employees strategically analyse and grow their personal brand in line with their career goals. We work across all industries and with people at different phases and stages of their career.

Examples of topics we may cover in 1:1 coaching

- Planning next career move
- Managing difficult conversations
- Strategies for making most of new leadership roles
- Uncovering your career reputation
- Communicating your value proposition
- Developing career resilience
- Bounce back after career disappointment
- Interview technique
- Enhancing personal insight
- Identification of transferable skills
- Navigating internal politics
- Building and maintaining your network

de novo also provide facilitated workshop for organisations or professional groups. We cover a range of topics including - successfully navigating the world of work, career resilience, strategies for superstar executive assistants, strategies for successful recruitment and how to interview. We understand that the unique elements of your organisation must be incorporated into any solution, and we will work with you to create a targeted programme with tangible results to meet your objectives.