

4 October 2023

9(2)(a)

### Official Information Act request

I refer to your official information request dated 7 September 2023 for *“Consultation - and Decision Documents that were generated and circulated between 1st July 2016 and 30th June 2021 as part of any restructure, reorganisation, or (dis)establishment of a team, business unit or directorate within the Social Wellbeing Agency.”*

The Social Wellbeing Agency – Toi Hau Tāngata provides cross-sector advice, insights, tools and practices to the social sector to achieve our vision that people, whānau and communities live the life to which they aspire. We collaborate across the social sector and focus where our work can make the greatest impact on New Zealanders.

We need to have the right roles and people to deliver our evidence and insights to Ministers, the social sector and Aotearoa New Zealand. On two occasions during the time period of your request, we have carried out restructures or organisational reviews.

The Social Wellbeing Agency was established in June 2017 as the Social Investment Agency and operated with an interim structure. In September 2017 the Agency started a process to design a permanent structure for the new Agency. This was completed and implemented in June 2018.

The second organisational review, Project Māramatanga, began in November 2019 and was completed in February 2020. The purpose of this process was to ensure that our operations were aligned with our renewed remit following a Cabinet decision to refocus our role and functions.

The following consultation and decision documents relating to these two reviews are attached as appendix 1:

| Title  | Date             |
|--|------------------|
| Proposal for Input Phase One of SIA Organisation Design          | 10 October 2017  |
| Proposal for Consultation SIA Organisational Arrangements        | 8 May 2018       |
| Confirmed Decisions SIA Organisational Arrangements              | 11 June 2018     |
| Project Māramatanga Proposal for Change                          | 5 November 2019  |
| Project Māramatanga Response to feedback and proposal update     | 27 November 2019 |
| Confirmed organisation structure for the Social Wellbeing Agency | 10 December 2019 |
| Māramatanga follow up proposal                                   | 27 January 2020  |
| Change Proposal Decision email                                   | 31 January 2020  |
| Confirmed Organisational Structure effective 3 February 2020     | 3 February 2020  |

Please note that within the documents names of individuals have been withheld to protect their privacy, as set out in section 9(2)(a) of the Act.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or freephone 0800 802 602.

As part of our commitment to transparency, we publish our responses to information requests. This response, with your personal details removed, may be proactively released on our website.

Nāku iti noa, nā



Josh Logan

**Advisor, Office of the Chief Executive**

Encl. Attachment 1: Copy of information released under the Official Information Act 1982



# Attachment 1

## Information released under the Official Information Act 1982

| Title  | Date             |
|--|------------------|
| Proposal for Input Phase One of SIA Organisation Design          | 10 October 2017  |
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# Proposal for Input

## Phase One of SIA Organisation Design



10 October 2017

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PROPOSED SIA ORGANISATION DESIGN: PHASE ONE INPUT PROCESS



# How we are tracking...

31 Jul – 31 Aug

- why we are here & what we do
- Organisational Values
- Policies & procedures
- Org design prep

1 Sept – 31 Oct

- Finalising Organisational Values
- who we are, what experience/capabilities we need
- Org Design – Phase 1 input process for Tier 2 and Functions

1 Nov – 15 Dec

- Confirm Tier 2 and Functions
- Recruitment process commences for Phase 1 roles

Jan – Apr 2018

- Org Design – Phase 2 (new)
- Run from January – April 2018
- Go-live date for new Agency structure 9 April 2018

# Our Purpose...

*Investing in what works for  
better lives*

*...using data and evidence more effectively in decision-making.*

# Building blocks...

## *Investing in what works for better lives*

### Our Values...

- Ma Tātou – All of us together
- He Tangata – We're about people
- He Mākohakoha – Open to ideas
- Taunakitia! – Influence through evidence

### How we will do this

As part of our DNA, the way we work needs to enable:

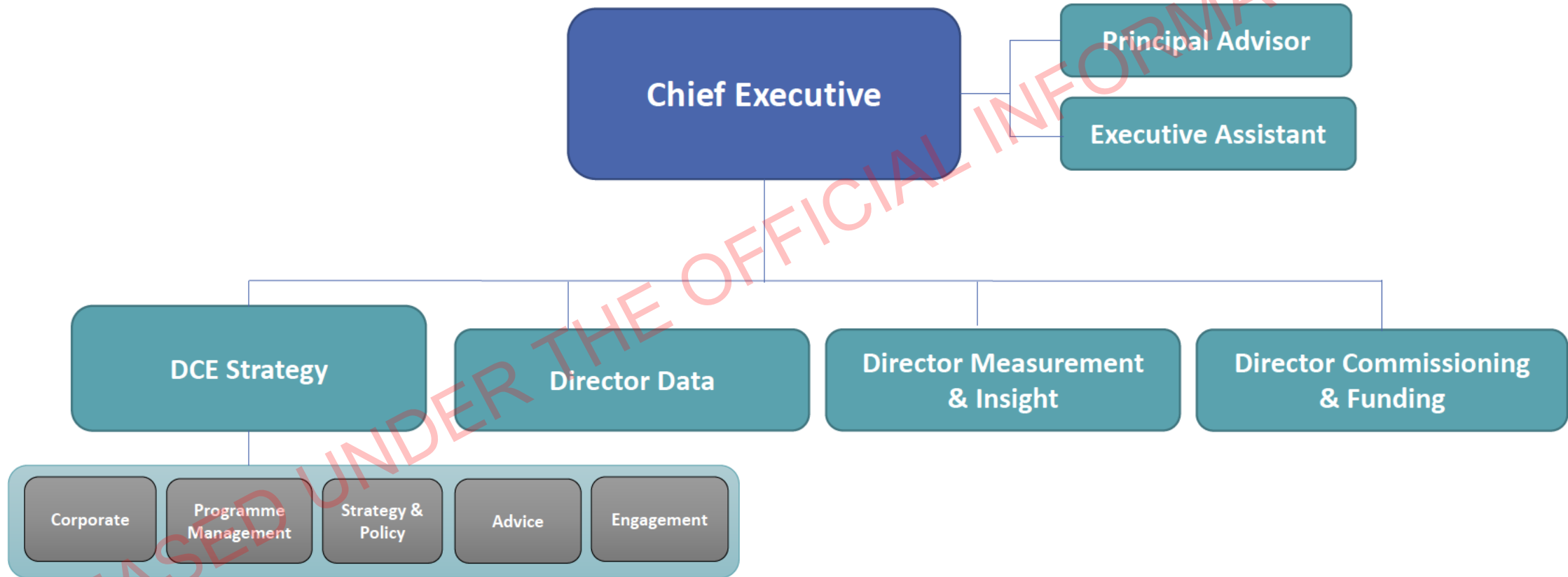
- Discipline
- Sustainable partnering
- Credible delivery on the right things
- Responding at pace
- Experimentation and iteration
- Scalability

# So what is today about?

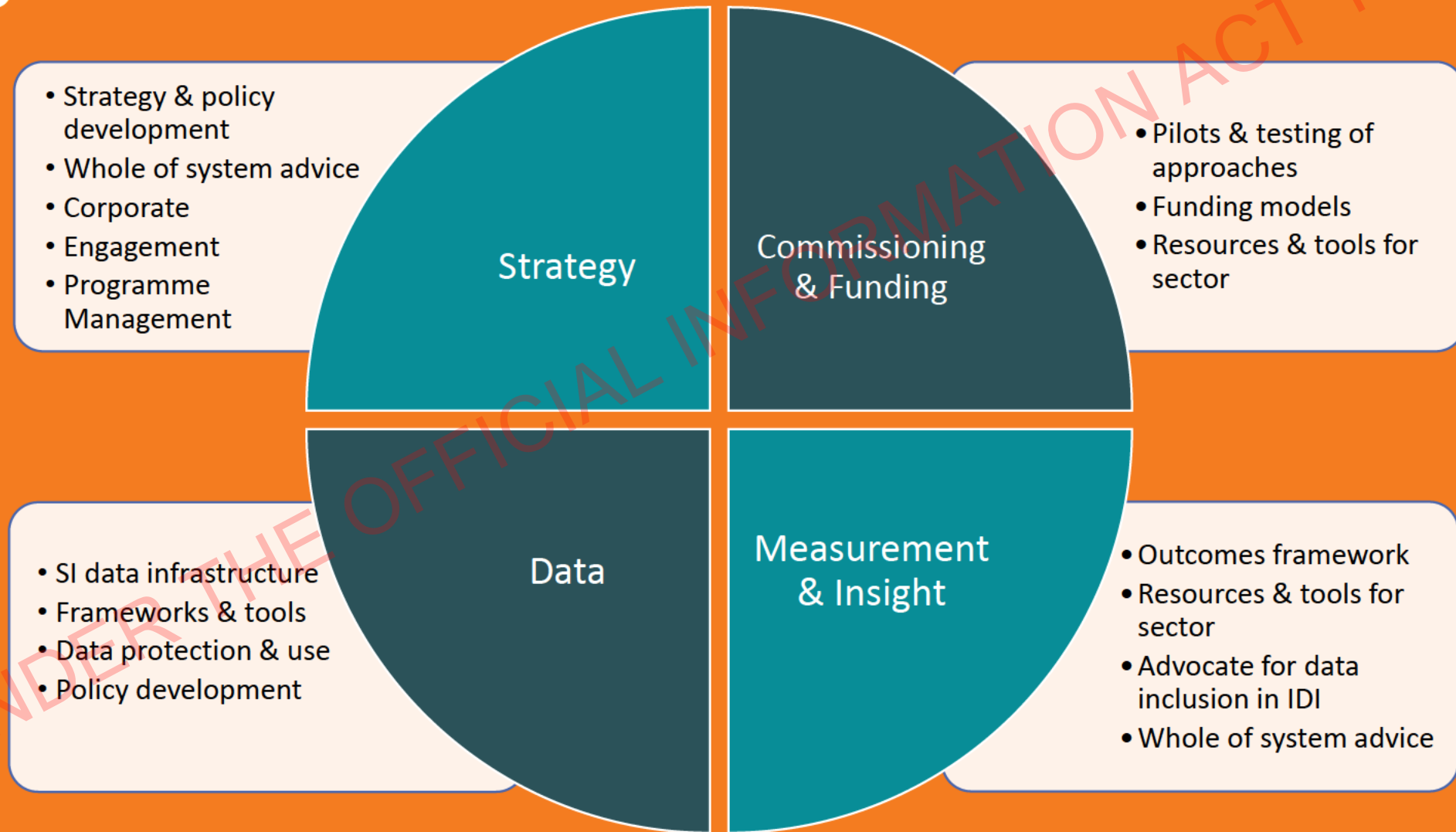
- How we organise the functions the SIA is responsible for
- Proposed Tier 2 roles
- Design principles that underpin the proposed Organisation Design
- The functions
  - Strategy
  - Commissioning & Funding
  - Measurement & Insight
  - Data



# Proposed Organisation Design (Tier 2 only)



# Functions



# Strategy

- DCE Strategy role is the primary deputy for the Agency Chief Executive
- Responsible for:

| Corporate   | Programme Management   | Strategy & Policy  | Advice  | Engagement  |
|---|--|--|---|---|
| <ul style="list-style-type: none"><li>• Strong corporate backbone to support success of SIA</li><li>• Ministerial servicing</li></ul> | <ul style="list-style-type: none"><li>• Coordinate, support &amp; oversee the SIA work programme</li><li>• Project management approach &amp; disciplines</li></ul> | <ul style="list-style-type: none"><li>• Social Investment framework (development &amp; implementation)</li><li>• SIA Strategy (development &amp; implementation)</li><li>• Strategic policy development</li><li>• Operational policy development</li></ul> | <ul style="list-style-type: none"><li>• Whole of system advice (with M&amp;I)</li><li>• Social science advice</li><li>• Advice on matters Maori</li><li>• Performance monitoring (System and SIA)</li></ul> | <ul style="list-style-type: none"><li>• Strategic 'government' relationships</li><li>• Support application &amp; embedding of social investment</li><li>• Build social investment capability</li><li>• Support governance</li></ul> |

# Strategy – Corporate Services

- Critical leadership role to support delivery of Phase 2
- Corporate backbone to support wider SIA
  - Communications
  - Administrative support
  - Procurement
  - Health & Safety
  - Shared Services arrangements (HR, Finance, IT)
  - Ministerial servicing



# Commissioning & Funding

- Director Commissioning & Funding role is responsible for:

## Pilots & Testing of Approaches

- Alternative commissioning, funding & service delivery models
- Strategic partnerships
- 'Front door' for solicited & unsolicited proposals

## Funding Models

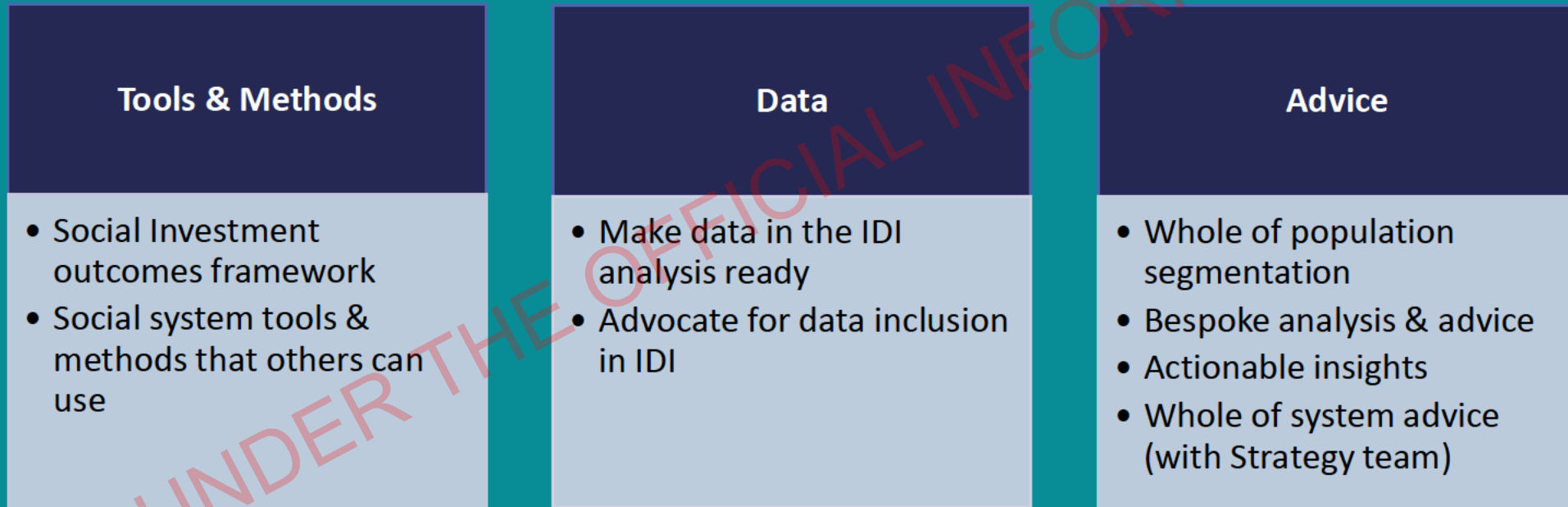
- Social Investment Fund
- Alternative funding models

## Resources & Tools for Sector

- Commissioning Platform
- Innovation Playbook
- Accessible tools, advice & support

# Measurement & Insight

- Director Measurement & Insight role is responsible for:



# Data

- Director Data role is responsible for:

## Infrastructure

- Data infrastructure, technology & systems
- Frameworks & tools for secure sharing of data

## Secure & safe access

- Data access service
- Data protection & use

# Office of the Chief Executive

Senior level support and advisory role for the Chief Executive & DCE Strategy.

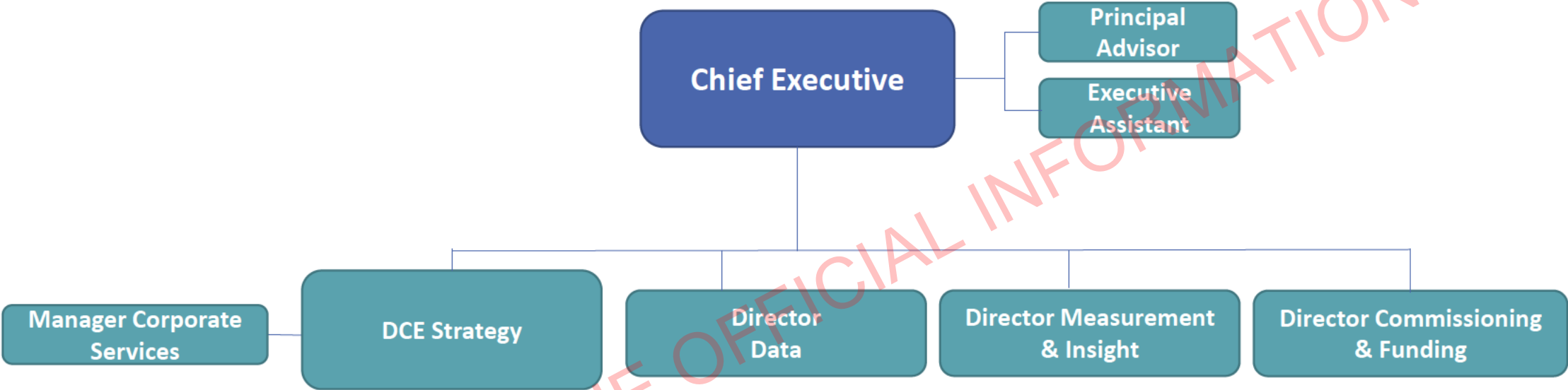
- **Principal Advisor**

Expert advice and support to the Chief Executive across a broad range of areas

- **Executive Assistant**

Executive administrative support

# Proposed Organisation Design



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# Recruitment Process

- Advertise all Phase One roles
- It may make sense to prioritise some roles over others
- HR support in place to manage the process

# How to provide input

- **Key dates**

- The input period runs for 10 days
- Starts Tuesday 10 October and closes at 5.00pm on Tuesday 24 October 2017.

- **Ways to provide input**

- Using the feedback form – email [SIAFormation@sia.govt.nz](mailto:SIAFormation@sia.govt.nz)
- Drop-in sessions
- Feedback wall
- If you have a question – we will update Q&As regularly

# Support during this time

- Talk to your manager
- Support each other
- PSA
- Employee Assistance via Vitae (0508 664 981)



# What happens next

| Milestone                               | Begins          | Ends            |
|---|-----------------|-----------------|
| Input process                           | 10 October 2017 | 24 October 2017 |
| Consideration of feedback               | Late October    | Early November  |
| Final decision announced                | Early November  |                 |
| Recruitment process & appointments made | November 2017   | Early 2018      |
| Phase 2 commences                       | December 2017   | April 2018      |

**Any questions?**

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# Proposal for Consultation

## SIA Organisational Arrangements



8 May 2018

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SIA ORGANISATIONAL ARRANGEMENTS PROJECT – PROPOSAL FOR CONSULTATION

**SIA** Strategic Infrastructure Authority

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## Recap...



To recap on our journey:

Last October, as part of the Formation Programme we gave you the opportunity to provide input into the draft agency org design – for functions, Tier 2 and critical roles, called Phase 1. With the change of Government we put the decision on the SIA org design on hold. I did share with you a summary of the input received during that Phase 1 input process.

During November – December we focused on putting an interim structure in place. The Formation Programme was closed.

In January the SIA Organisational Arrangements Project was established, with a Steering Group established.

During April we ran an input process on the high-level organisation design focusing on functions. Your input, along with input from ELT and the SIA Organisational Arrangements Steering Group has helped me to finalise a high-level organisation design and this has helped shape this formal proposal for consultation and the proposed roles to support this design. This formal consultation will run from 8 May to 21 May.

Meetings have occurred with directly impacted permanent employees. We have a number of fixed term employees in temporary positions and it should be noted in this proposal that these temporary positions are expiring on 29 June 2018. We are still working towards 2 July 2018 as the go-live date for the new agency structure.

# Building blocks...

*Investing in what works for better lives*

**A singular focus on what works to improve decision making and create positive change.**

## Our values



### Tangata - We're about people

People will do better, sooner and for longer, when the social system works in partnership, acting on better evidence to develop and deliver services.



### Manawa Māui - We are a catalyst for change

We challenge the status quo constructively and seek better ways of doing things. We help create change to improve lives through different approaches.



### Taunakitanga - We influence through evidence

We use evidence to influence positive change for New Zealanders.



### Puaretanga - We're transparent by nature

We will share what we're doing, how we're doing it, and what we learn.

## How we will do this

As part of our DNA, the way we work needs to enable:

- Discipline
- Sustainable partnering
- Credible delivery on the right things
- Responding at pace
- Experimentation and iteration
- Scalability

SIA ORGANISATIONAL ARRANGEMENTS PROJECT – PROPOSAL FOR CONSULTATION

**SIA**  
Investing in what works for better lives

These building blocks, our purpose statement, our values and our operating principles have been central to the future organisation design for SIA.

All of these elements will need to be embedded into the way we do things in SIA.

- Understanding and being clear about why we exist (our purpose statement)
- How we will work: being clear on those things that will drive us to succeed confident that we are focusing on & prioritising the right things (operating principles)
- What makes us different; why people want to work here and what we collectively hold each other to account for (values).

## So what is today about?

- Summary of feedback on high level org design
- Proposed structure and roles
- The change process/recruitment
- Opportunities for providing input on the proposal
- Support available

SIA ORGANISATIONAL ARRANGEMENTS PROJECT – PROPOSAL FOR CONSULTATION

**SIA** STATE INDUSTRIAL ASSOCIATION

Today I want to take you through a summary of the feedback and final decisions I have made on the high level design & functions and the proposed roles that will sit within the functions.

This formal proposal includes proposed new roles and those roles that may be disestablished and possible redundancy for some.

Revisit the design principles that underpin the organisation design.

Outline the change process that is covered in detail in the proposed Change Management Protocol – for the placement of employees.

Outline the opportunities for providing input on the proposal and what support is available for our people.

# Summary of high level design input

The key themes we identified were:

- **Programme Management Office** – You wanted to know and understand more about how this function will work in practice for the agency.
- **Organisational Culture** – You raised questions about how we will work better together, reduce silos and to be really clear about the need for the proposed job hierarchy/levels.
- **Insights and Partnering** – There was overall support for these functions and where they sit within the proposed structure.
- **More information** – You asked for more detail about the design, what this means for you and the next steps.

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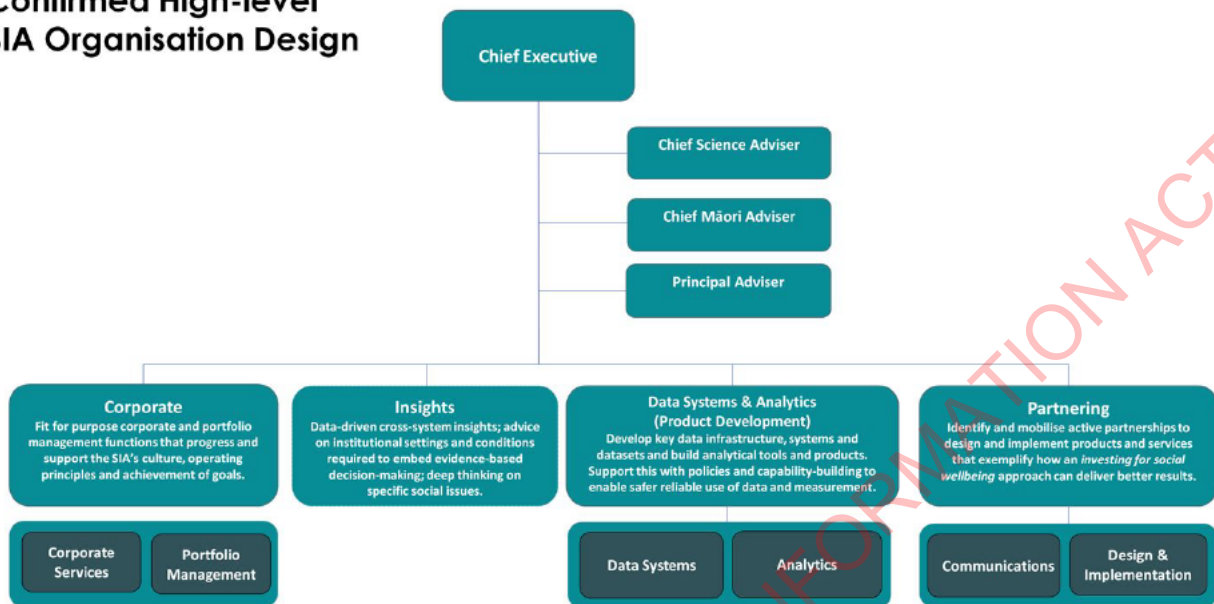
SIA ORGANISATIONAL ARRANGEMENTS PROJECT – PROPOSAL FOR CONSULTATION

**SIA**  
Investing in what works for better lives

- As mentioned last week, we received some very useful input on the high level design
- Here is a summary of the input we received.
- You'll see we've taken this input into consideration for the proposed structure and roles, and we'll keep this in mind as we're working through the change process



## Confirmed High-level SIA Organisation Design



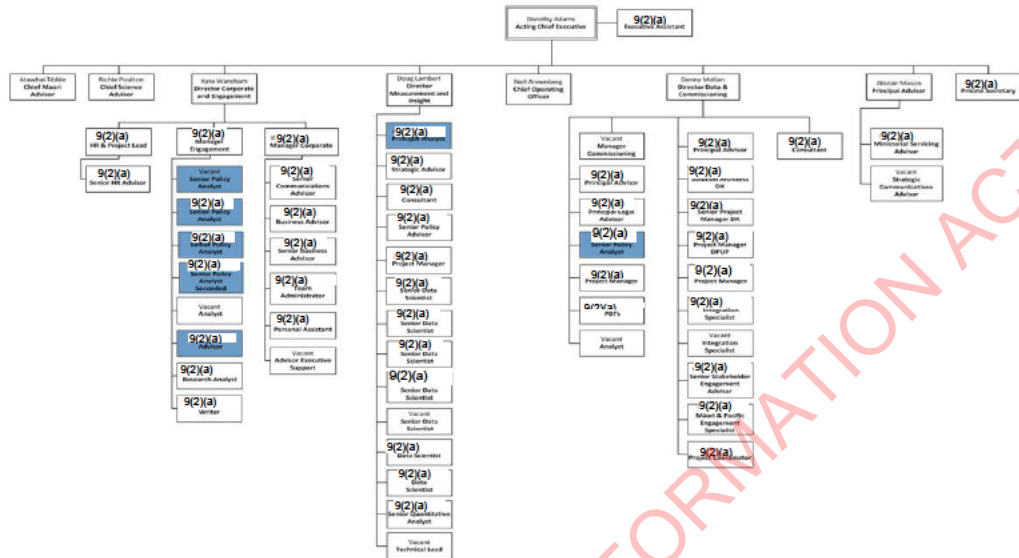
SIA ORGANISATIONAL ARRANGEMENTS PROJECT – PROPOSAL FOR CONSULTATION

As there was overall support for the high-level org design, you'll see, there is no change to what we sought your input on. Programme Management has been renamed Portfolio Management and Measurement has been renamed Analytics.

The confirmed high-level SIA organisation design includes the following functions:

- Agency wide functions
- Corporate (Corporate Services and Portfolio Management)
- Insights
- Data Systems & Analytics (Product Development)
- Partnering – with Communications and Design & Implementation functions
- The portfolio management function sits in Corporate to ensure cohesion across the overall work programme and to ensure consistently applied project management practice.

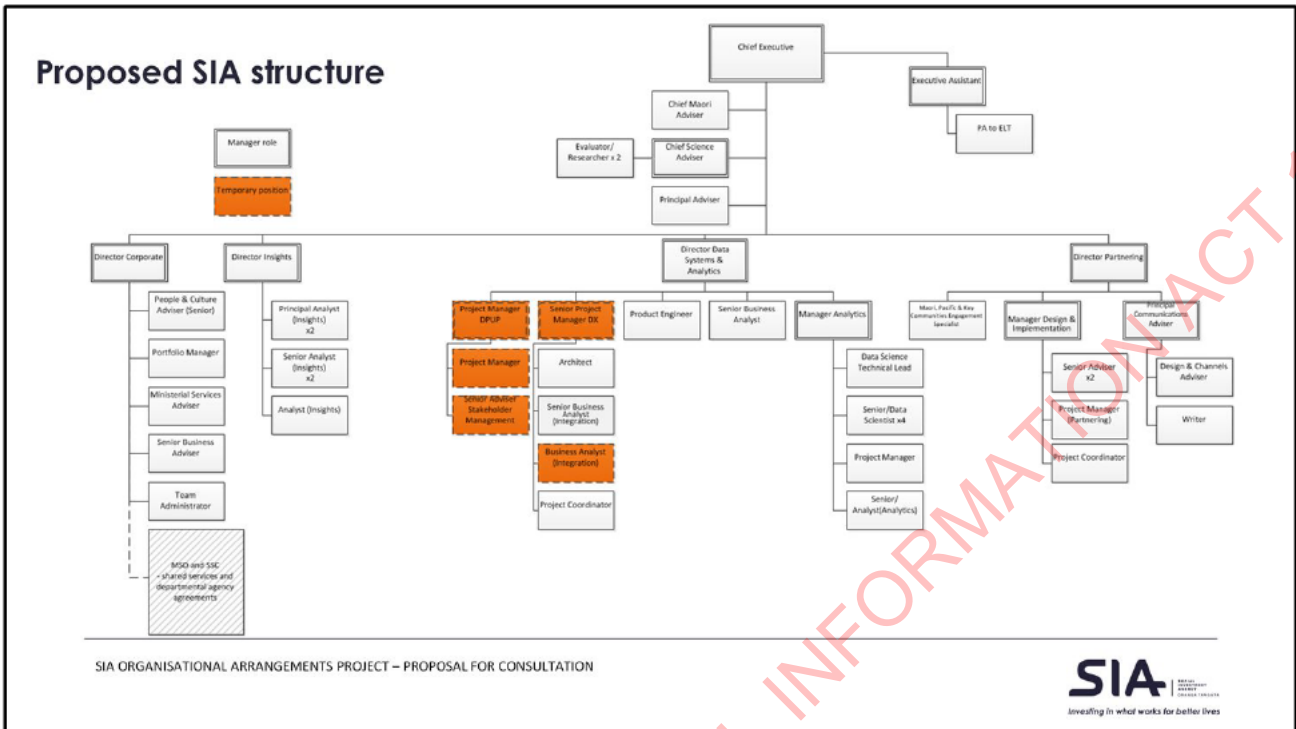
# Current SIA structure



SIA ORGANISATIONAL ARRANGEMENTS PROJECT – PROPOSAL FOR CONSULTATION



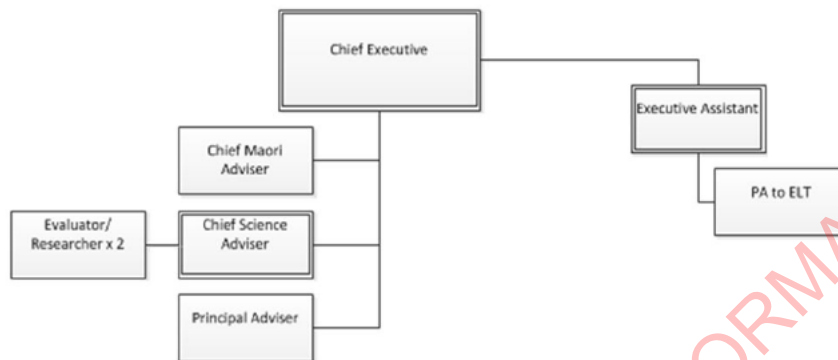
Our current SIA structure – or what we look like now. This structure chart does not include external consultant roles that support this structure. What is highlighted here is the permanent positions (in blue) and the remaining positions are temporary positions expiring 29 June 2018. As part of this proposal these temporary positions will expire 29 June 2018.



This chart provides all proposed positions that sit in the organisation design. If you would like detail on any of the proposed positions we will make the detailed draft proposed position descriptions available to you during the formal consultation period. The draft proposed position descriptions will be posted on the intranet.

# Agency-wide Functions

Provide whole of agency expert advice and support.



SIA ORGANISATIONAL ARRANGEMENTS PROJECT – PROPOSAL FOR CONSULTATION

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Investing in what works for better lives

Proposed Chief Maori Adviser, Chief Science Adviser and Principal Adviser are members of the Executive Leadership Team.

It is proposed that there will be two Evaluator/Researcher roles reporting to the Chief Science Adviser.

These roles will provide expert advice and support to evaluation, design and implementation, ensuring activities are aligned with SIA strategy and deliver outputs that continually extend understanding of the impacts of specific interventions and the effectiveness of varying service delivery approaches.

Also within this team is the Executive Assistant position, this position will report to the Chief Executive and I am also proposing that a Personal Assistant to the Leadership Team will report into the Executive Assistant position.

## Chief Māori Adviser

- Specialist advice and support to the Chief Executive and SIA about all matters Māori.
- Strengthen our reputation and relationships with iwi and Māori leaders.
- Ensure SIA staff have an understanding of tikanga Māori.

## Chief Science Adviser

- Specialist research and evaluation advice and support for example evaluation design and methods.
- Social science expertise and knowledge.
- Provide intellectual leadership to relevant Insights and Measurement projects.
- Ensure relevant SIA products are of publishable quality.
- Strengthen our reputation and relationships with academia.

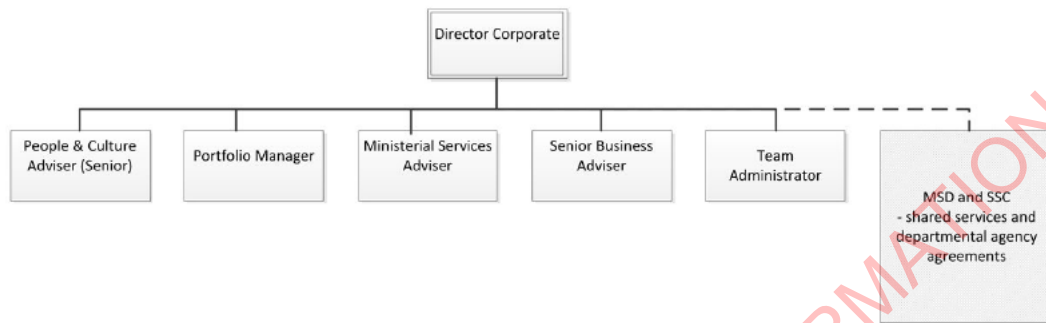
**Principal Adviser**

- Strategic advice and support to the Chief Executive and wider Agency across a broad range of areas.
- Ensure that advice and other information provided to Ministers is of a high quality and fit for purpose.

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## 2018 SIA Organisational Arrangements Proposed Structure - Corporate

Fit for purpose corporate and portfolio management functions that progress and support the SIA's culture, operating principles and achievement of goals.



SIA ORGANISATIONAL ARRANGEMENTS PROJECT – PROPOSAL FOR CONSULTATION

**SIA**

Proposed **Director Corporate** position – is a member of the Executive Leadership Team.

### Corporate Functions:

- Support the CE and ELT to develop organisational strategy.
- Manage SIA shared internal functions.
- Oversee effective execution of the SIA's shared services and departmental agency agreements.
- Manage ministerial servicing requirements.
- Oversee all accountability responsibilities including statutory reporting.
- Lead SIA's overall risk approach, framework and management practices.
- Lead & embed Health, Safety & Security for the SIA.
- Undertake functions of a Chief Security Officer and Privacy Officer role for SIA.
- Work with project managers to effectively mobilise major programmes / projects.

It is proposed that there will be a **Senior People & Culture Adviser**, to provide strategic and operational HR expertise. The role will deliver, manage and oversee all HR services and initiatives, acquire and disseminate knowledge, and coordinate activities.

It is proposed that there will be a **Portfolio Manager**, to support the Social Investment Agency (SIA) Leadership Team to plan, manage and execute their work programmes. This work will ensure that each initiative can be run as a clearly scoped project, with sustainable resourcing, correct definition of the objectives, outcomes, and stakeholders for the work, supported by appropriate quality practices for reporting and management of the work.

It is proposed that there will be a **Ministerial Services Adviser**, to develop and manage ministerial processes, standards and guidance, whilst also responding to and managing ministerial and official correspondence.

It is proposed that there will be a **Senior Business Adviser**, to provide quality analysis, advice and support across a range of Corporate Services areas including (but not limited to) financial monitoring, project support and coordination, performance monitoring and preparation of reports and papers.

It is proposed that there will be a **Team Administrator**, to provide the Social Investment Agency (SIA) with efficient, effective and high quality administrative support.

Our MSD and SSC shared services and departmental agency agreements support the Corporate Function.

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## 2018 SIA Organisational Arrangements Proposed Structure – Insights

Data-driven cross-system insights; advice on institutional settings and conditions required to embed evidence-based decision-making; deep thinking on specific social issues.



SIA ORGANISATIONAL ARRANGEMENTS PROJECT – PROPOSAL FOR CONSULTATION

**SIA**

Proposed **Director Insights** position – is a member of ELT

### Insights Functions:

- Undertake whole of population segmentation that supports provision of whole-of-system advice.
- Develop whole of system actionable insights.
- Provide data-driven insights.
- Undertake deep thinking on specific social issues.
- Consider institutional settings and conditions to embed an evidence-based approach to policy development.
- Participate in cross-system projects on critical social policy issues as required.

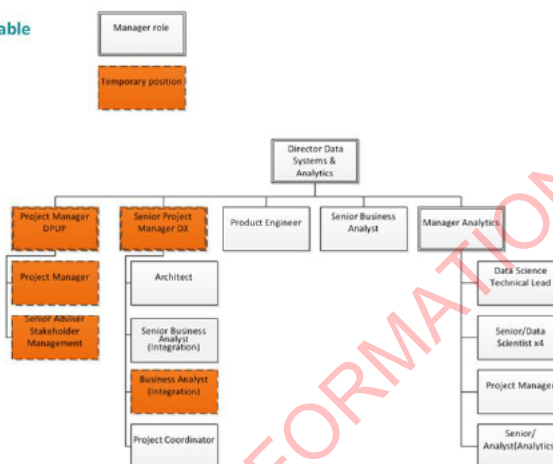
**Principal Analyst (Insights)**– revised position description and change in reporting line for current permanent position of Principal Analyst Measurement & Insights

**Senior Analyst (Insights) & Analyst (Insights)**- proposed new positions with a focus on translation of analytics, data-driven insights using analytics as foundation, working with other agencies and selling insights.



## 2018 SIA Organisational Arrangements Proposed Structure – Data Systems & Analytics

Develop key data infrastructure, systems and datasets and build analytical tools and products. Support this with policies and capability-building to enable safer reliable use of data and measurement.



SIA ORGANISATIONAL ARRANGEMENTS PROJECT – PROPOSAL FOR CONSULTATION

**SIA**

Proposed Director Data Systems & Analytics position – is a member of the Executive Leadership Team.

### Data Functions:

- Drive adoption of the Data Exchange with “qualified leads” and identify and deliver systems and infrastructure that enable greater access to insight from existing or new data sets.
- Develop supporting policy(s) to ensure trust and confidence in data collection and use.
- Develop and maintain the data infrastructure, systems, policies and frameworks necessary to enable safer, greater use and sharing of data.
- Establish useful environments, platforms, infrastructure and tools for others to use to develop their own insights about the communities they work with.
- Develop and advance the data systems/infrastructure roadmap
- Identify and advocate for inclusion in the Integrated Data Infrastructure (IDI) of data required for social investment analysis (sector data map).

### Analytics Functions:

- Develop measurement methods, tools and capabilities to progress and promote measurement of effectiveness, including wellbeing.
- Build analytical products and tools that make it easier for a range of organisations to derive value from their data holdings, and share it with others.
- Develop measurement frameworks that improve and increase the measurement of what works for whom including measures of well-being.
- Build out an inventory of measurement products spanning measurement planning, execution and assessment.

There are a number of fixed terms roles that support our work programme:

**Project Manager** positions for DPUP, the **Senior Adviser Stakeholder Engagement**, **Senior Project Manager DX**. It is proposed that there will be a **Business Analyst (Integration)** to capture business requirements concisely and accurately, outline business needs, solutions options and business impact.

It is proposed that there will be an **Architect**, to provide to the Data Systems & Analytics team high quality descriptions of in-place business, information/data, systems, and infrastructure components and their operation, and high quality definition of what business, information/data, systems, and infrastructure components and operations options could be in place and their trade-offs. This will support well-informed decision making and engaged social sector parties.

It is proposed that there will be a **Senior Business Analyst (Integration)**, to provide business analysis expertise, developing, analysing and validating detailed functional specification to move and exchange data from those who collect it, to those who need it, and to support wellbeing decision making.

It is proposed that there will be a **Project Coordinator**, to provide high quality project coordination and support projects and or programmes for the Social Investment Agency (SIA).

It is proposed that there will be a **Product Engineer**, to provide to the Data Systems & Analytics team high quality end user analytics product designs. This will direct the Data Systems & Analytics team's efforts in producing analytics and insights products for social sector parties.

It is proposed that there will be a **Senior Business Analyst**, to capture business requirements concisely and accurately, outline business needs, solutions options and business impact.

It is proposed that there will be a **Manager Analytics**, to lead the development of analytical products including methods, tools and resources. To progress and promote measurement of intervention effectiveness, including wellbeing for a range of organisations so they can derive value from their data holdings, and share it with others.

It is proposed that there will be a **Data Science Technical Lead**, to provide expert guidance in major fields of data science to the Data Systems & Analytics team to develop analytical and insight products.

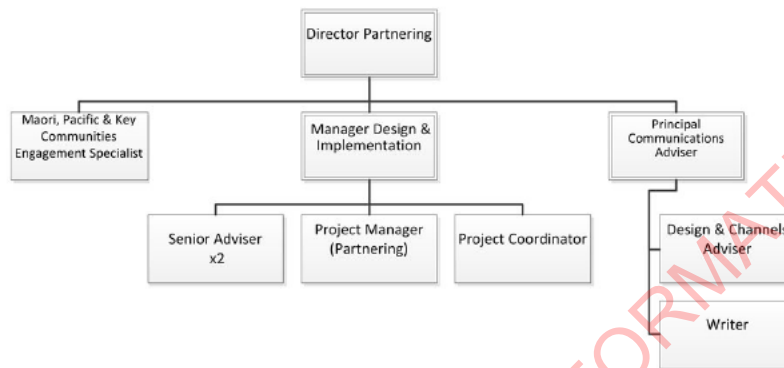
It is proposed that there will be four **Senior/Data Scientist** positions. These position will provide high quality, accurate, information analysis and advice as part of the Data Systems & Analytics team. This will enable well-informed decision making by those engaged in supporting service delivery, developing policy and monitoring departmental performance.

It is proposed that there will be a **Project Manager**, to provide high quality project management for the Analytics work programme.

It is proposed that there will be a **Analyst/Senior (Analytics)**, to produce high-quality documents for the Social Investment Agency (SIA) presenting research results for technical and non-technical audiences.

## 2018 SIA Organisational Arrangements Proposed Structure – Partnering

Identify and mobilise active partnerships to design and implement products and services that exemplify how an investing for social wellbeing approach can deliver better results.



SIA ORGANISATIONAL ARRANGEMENTS PROJECT – PROPOSAL FOR CONSULTATION

**SIA** STRATEGIC INVESTING  
ADVISING  
AND  
ACTING

Proposed **Director Partnering** position – is a member of the Executive Leadership Team.

### Design and Implementation

Work with partner organisations to design and execute new tools, products and approaches that enable and embed an investing for social wellbeing approach. Implement pilots, assess results and (once stable and “ready for scale”) drive full implementation and adoption.

- Ensure partnering opportunities are matched to a range of sector priorities,
- Source and secure strategic partners to test, prototype, and/or pilot alternative funding, resourcing and service delivery models.
- Build and maintain relationships across the sector
- Define scope, objectives and value proposition of each potential partnering opportunity
- Ensure the value proposition takes into consideration how proposed opportunities can be scaled
- Actively define and implement strategies for taking successful concepts to scale
- Design, provide advice on and operationalise new or alternative funding models

### Communications

Promote the adoption of an investing for social wellbeing approach and what works thinking, ensuring active participation from a wide range of external stakeholders, utilising relevant channels and a breadth of relationships.

- Establish and deliver on the SIA’s external communications and engagement approach (internal and external).
- Identify and develop key stakeholder relationships within the social system to develop opportunities for partnership.

- Ensure that SIA is supported by an informed understanding of the history, interests, areas of activity, and key relationships of potential partners.

It is proposed that there will be a **Māori, Pacific & Key Communities Engagement Specialist** to understand, advocate for, and include an approach to investing for social wellbeing that fits the cultural, community, and structural settings of key communities, to maximise their contribution, benefit, and voice within a richly set-out approach that works for them.

It is proposed that there will be a **Manager Design & Implementation** to work with partner organisations to identify, design, execute and support the evaluation of new approaches, tools, and products that enable and embed an investing for social wellbeing approach. This includes leading the work to implement pilots, assess results and (once stable and “ready for scale”) drive fuller implementation and adoption.

It is proposed that there will be two **Senior Advisers** to provide support, co-ordination, analysis, and delivery support for the Partnerships function in a general sense. Working with partner organisations, it will help to support the wider social system to understand and share new ways of working in collaboration with others, develop ideas for partnership, identify gaps and opportunities in the growing approach to investing for social wellbeing, and support managers in their own functions.

It is proposed that there will be a **Project Manager** to provide high quality project management leadership to ensure the definition and assessment of a range of partnering opportunities prior to handover to a delivery project manager.

It is proposed that there will be a **Project Coordinator** to provide high quality project coordination and support projects and or programmes for the Social Investment Agency (SIA).

It is proposed that there will be a **Principal Communications Adviser** to promote the adoption of an investing for social wellbeing approach and what works thinking, ensuring active participation from a wide range of external stakeholders, utilising relevant channels and a breadth of relationships.

It is proposed that there will be a **Design & Channels Adviser** to produce impactful graphics and imagery in line with the requirements of managers and teams and to manage the online channels utilised by the Agency for sharing updates and information.

It is proposed that there will be a **Writer** to produce high-quality documents for the Social Investment Agency (SIA) presenting research results for technical and non-technical audiences.

# Change Process/Recruitment

- Change Protocol Document - covers all employees and forms part of this consultation pack
- Outlines the process to appoint affected employees to positions in the new structure; and the process to be applied in the event an employee is not appointed to a position in the new structure
- Following reconfirmation and first phase of reassignment for permanent employees we will advise all permanent roles that are available
- All permanent remaining roles will be advertised – with support from MSD Recruitment
- It may make sense to prioritise some roles over others
- External change support is available for employees during the consultation process– including CV and application support & interview preparation.

SIA ORGANISATIONAL ARRANGEMENTS PROJECT – PROPOSAL FOR CONSULTATION

**SIA** SHAWWORTH INVESTMENT ASSOCIATES

The Change Management Protocol will be circulated along with a copy of this presentation later today. It will also be available on our Org Arrangements intranet page.

# How to provide feedback on the proposal

- **Key dates**

- The consultation period runs for 10 days
- Starts Tuesday 8 May and closes at 5.00pm on Monday 21 May 2018.

- **Ways to provide input**

- Using the feedback form – email [SIAOrgArrangements@sia.govt.nz](mailto:SIAOrgArrangements@sia.govt.nz)
- Drop-in sessions
- Feedback wall
- If you have a question – we will update Q&As regularly

- **Accessing documents**

- Copies of this presentation and the Change Management Protocol will be circulated via email and posted on our intranet pages
- Copies of proposed position descriptions will be posted on our intranet pages.

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SIA ORGANISATIONAL ARRANGEMENTS PROJECT – PROPOSAL FOR CONSULTATION

**SIA** STATE INCOME  
AGENCY

NB: if you are unable to access position descriptions via the intranet for any reason, please email [SIAOrgArrangements@sia.govt.nz](mailto:SIAOrgArrangements@sia.govt.nz) to request copies of the positions descriptions you would like to view.



## Support during this time

- Talk to your manager
- Support each other
- PSA
- Employee Assistance via Vitae (0508 664 981)
- External change support during and following consultation will be available for employees provided by Career Partners International (CPI)

SIA ORGANISATIONAL ARRANGEMENTS PROJECT – PROPOSAL FOR CONSULTATION

**SIA** STAFF INVESTMENT ASSOCIATION

We understand that change can be unsettling. If you have any concerns or would like some support during this time:

- talk to your Manager
- keep an eye out for each other and provide support where you can – a listening ear can be invaluable
- PSA members are able to contact the PSA for support
- SIA provides free access to an Employee Assistance Programme that is provided by Vitae. If you would like someone to talk to about this process or any other pressures you are facing you can contact Vitae on 0508 664 981 (this number operates 24/7), or you can complete an online referral form at [vitae.co.nz/referral](http://vitae.co.nz/referral).
- We have arranged support from external change consultants Career Partners International (CPI) and this support is available immediately. Please let **9(2)(a)** or **9(2)(a)** know if you would like a consult from Career Partners International to contact you.

## What happens next

| Milestone                    | Begins         | Ends         |
|------------------------------|----------------|--------------|
| Consultation                 | 8 May 2018     | 21 May 2018  |
| Consideration of feedback    | 22 May 2018    | 1 June 2018  |
| Final decision announced     | 5 June 2018    |              |
| Change process & recruitment | Week of 4 June | June/July 18 |
| Go Live for new Structure    | 2 July 2018    |              |

SIA ORGANISATIONAL ARRANGEMENTS PROJECT – PROPOSAL FOR CONSULTATION

**SIA** STATE INFORMATION  
AGENCY

Note: recruitment process is likely to go beyond 2 July, therefore we will transition through this period.



**Any questions?**

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SIA ORGANISATIONAL ARRANGEMENTS PROJECT – PROPOSAL FOR CONSULTATION

**SIA** SECURITY  
INDUSTRY  
ASSOCIATION

RELEASED UNDER THE OFFICIAL INFORMATION ACT 1982

**2018 SIA Organisational Arrangements  
Position Impact Summary**

| Position                     | Reporting Line                  | Impact on position(s)  | Impact on incumbent employee/s                |
|------------------------------|---------------------------------|--|---|
| Senior Policy Analyst<br>x 4 | Manager Engagement              | Position disestablished. The core policy functions of this position are not required in the new structure. The new Senior Analyst (Insights) position has a focus on translation of analytics, data-driven insights using analytics as foundation, working with other agencies and selling insights.   | Considered for reassignment into vacant roles |
| Senior Policy Analyst        | Director Data and Commissioning | Position disestablished. The core policy functions of this position are not required in the new structure. The new Senior Adviser, Partnering position is focused on providing support, co-ordination and analysis for the Partnering function including development of ideas for partnership, identification of gaps and opportunities in the growing approach to investing for social wellbeing, and supporting managers in their own functions. | Considered for reassignment into vacant roles |
| Business Adviser             | Manager Engagement              | Position disestablished. The business services functions at an adviser level are not required in the new structure. New Senior Business Adviser (Corporate) position to provide quality analysis, advice and support across a range of Corporate Services.   | Considered for reassignment into vacant roles |
| Principal Analyst            | Director Measurement & Insight  | Revised position description, change in reporting line.  | Reconfirmation to Principal Analyst, Insights |

SIA ORGANISATIONAL ARRANGEMENTS PROJECT – PROPOSAL FOR CONSULTATION



## 2018 SIA Organisational Arrangements Proposed new positions

| Position                              | Reporting Line                    |
|---------------------------------------|-----------------------------------|
| Chief Māori Adviser                   | Chief Executive                   |
| Chief Science Adviser                 | Chief Executive                   |
| Principal Adviser                     | Chief Executive                   |
| Executive Assistant                   | Chief Executive                   |
| Personal Assistant                    | Executive Assistant               |
| Evaluator/Researcher x2               | Chief Science Adviser             |
| Director Corporate                    | Chief Executive                   |
| People & Culture Adviser (Senior)     | Director Corporate                |
| Portfolio Manager                     | Director Corporate                |
| Ministerial Services Adviser          | Director Corporate                |
| Senior Business Adviser               | Director Corporate                |
| Team Administrator                    | Director Corporate                |
| Director Insights                     | Chief Executive                   |
| Principal Analyst (Insights) x2       | Director Insights                 |
| Senior Analyst (Insights) x2          | Director Insights                 |
| Analyst (Insights)                    | Director Insights                 |
| Director Data Systems & Analytics     | Chief Executive                   |
| Project Manager DPUP                  | Director Data Systems & Analytics |
| Project Manager                       | Project Manager DPUP              |
| Senior Adviser Stakeholder Engagement | Project Manager DPUP              |
| Senior Project Manager DX             | Director Data Systems & Analytics |
| Senior Business Analyst               | Director Data Systems & Analytics |

| Position   | Reporting Line                    |
|--|-----------------------------------|
| Architect  | Senior Project Manager DX         |
| Product Engineer                                       | Director Data Systems & Analytics |
| Senior Business Analyst (Integration)                  | Senior Project Manager DX         |
| Business Analyst                                       | Senior Project Manager DX         |
| Project Coordinator                                    | Senior Project Manager DX         |
| Manager Analytics                                      | Director Data Systems & Analytics |
| Data Science Technical Lead                            | Manager Analytics                 |
| Senior/Data Scientist x4                               | Manager Analytics                 |
| Project Manager  | Manager Analytics                 |
| Analyst/Senior Analyst (Analytics)                     | Manager Analytics                 |
| Director Partnering                                    | Chief Executive                   |
| Māori, Pacific & Key Communities Engagement Specialist | Director Partnering               |
| Manager Design & Implementation                        | Director Partnering               |
| Senior Adviser, Partnering x2                          | Manager Design & Implementation   |
| Project Manager (Partnering)                           | Manager Design & Implementation   |
| Project Coordinator                                    | Manager Design & Implementation   |
| Principal Communications Adviser                       | Director Partnering               |
| Design & Channels Adviser                              | Principal Communications Adviser  |
| Writer   | Principal Communications Adviser  |

SIA ORGANISATIONAL ARRANGEMENTS PROJECT – PROPOSAL FOR CONSULTATION

**SIA** STRATEGIC  
INTEGRATION  
ANALYTICS

# Confirmed Decisions

## SIA Organisational Arrangements



11 June 2018

# Recap...

October 2017

- Input process for Phase One – Functions and Tier 2 roles
- Decision on HOLD

November 2017

- Consultation process for Interim Structure for Leadership team at Tier 2 and Tier 3 Managers
- EOI process for Tier 3

December 2017

- Interim structure 'Go Live'
- Formation Programme closed

Jan – July 2018

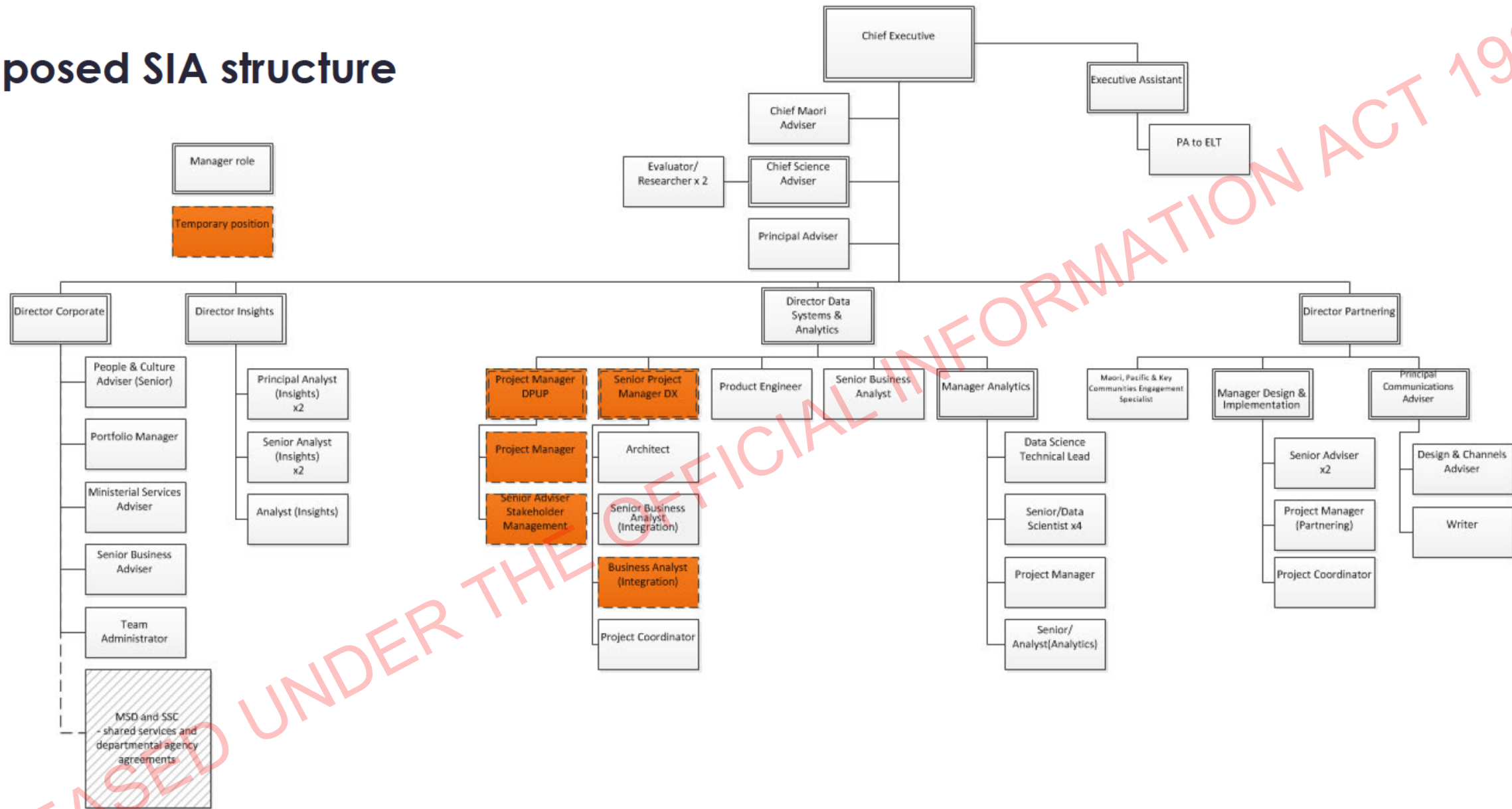
- Preparation for Consultation
- Input process on functions 17-23 April
- Consultation period on proposed structure and roles from 8 to 21 May
- Go-live date for new Agency structure 2 July 2018

# So what is today about?

- **Summary of feedback on the proposed organisation structure**
- **Confirmed structure and roles**
- **Working examples**
- **The change process from here and recruitment approach**
- **Support available**



# Proposed SIA structure



# Summary of consultation feedback

**Proposed structure supported** – majority in support of the structure with some areas needing small adjustments.

**Ministerial servicing** – concerns about location of the role and levels of support needed to meet expectations.

**Research & Evaluation** – support for an R&E function but some questions about where it should sit.

**Insights function** – questions about the role and purpose of the Insights team and did the job descriptions and skill sets required reflect the functions of the team as people saw it.

**Portfolio Management/Project Management** – questions about how the portfolio role would work; where the role should sit in the structure; and the relationship with the Project Management roles.



# Summary of consultation feedback contd.

**Roles and job levels** – there were a number of comments about roles including: certain roles were not pitched at the correct level and should be more senior (or junior); the scope of some roles and titles were not correctly aligned; and some responsibilities did not reflect the functions and/or tasks that are delivered now.

**Resourcing levels** – concerns about having the correct level of resources or functions needed to deliver some work programmes.

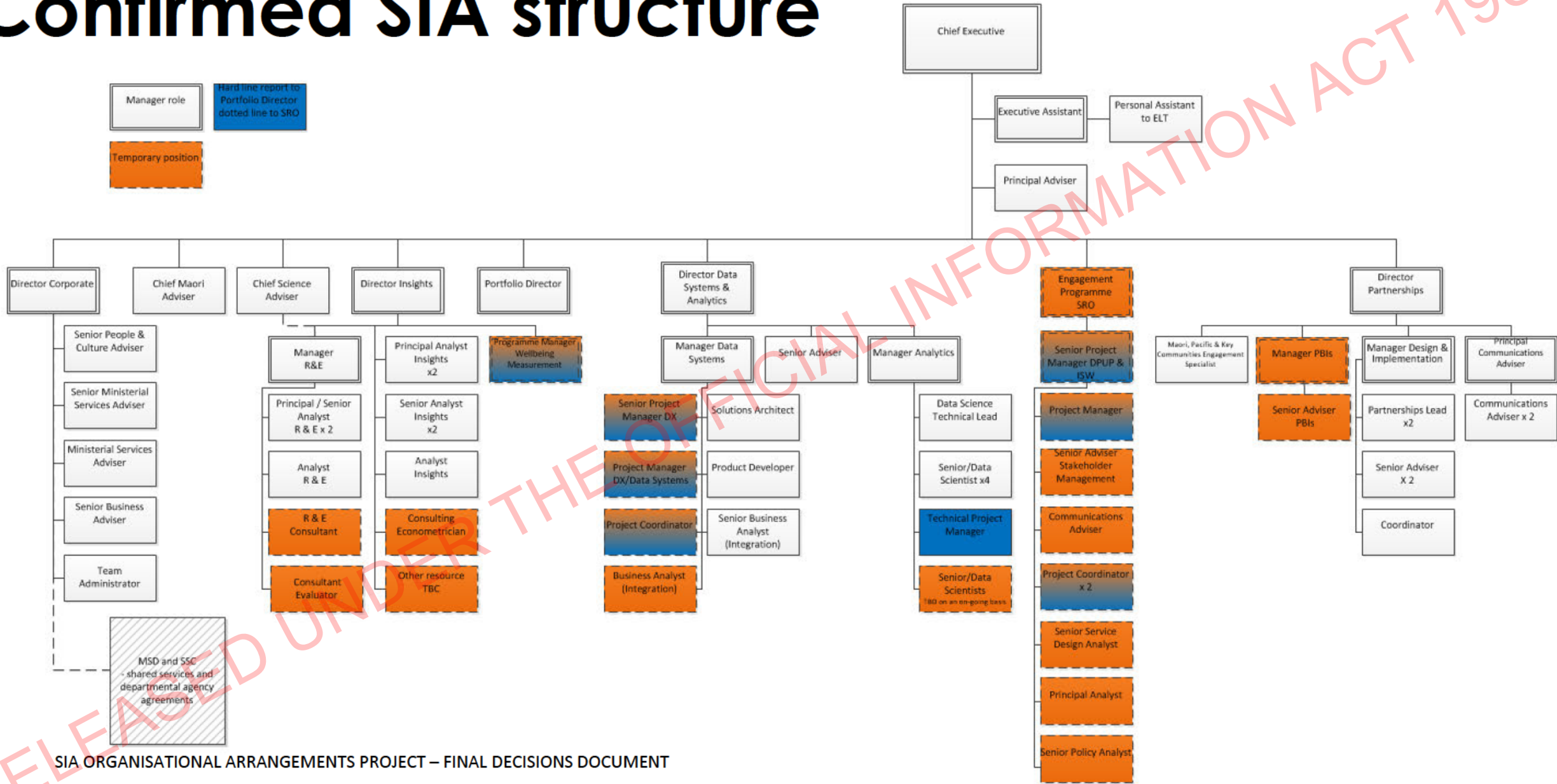
**Temporary roles** – people wanted to see all temporary roles in the structure.

**Relationships** – questions about how we'll work better together within the new structure.

**Strategic direction** – some thought the strategic direction for the organisation was not clear enough and therefore presented a challenge with understanding how the structure would work in practice.

**Work programmes** – concerns that some work programmes were not reflected in the structure i.e. GAN, The Hub.

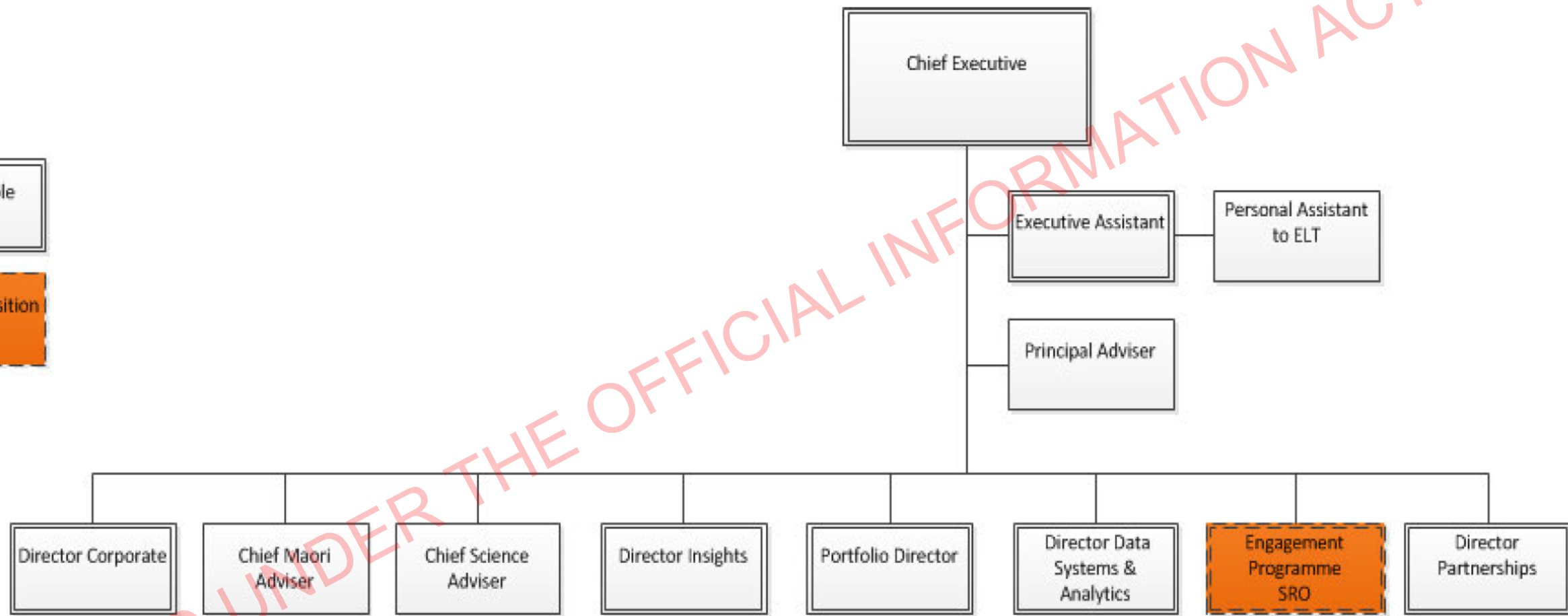
# Confirmed SIA structure



# 2018 SIA Organisational Arrangements Confirmed Structure – CEO Direct Reports

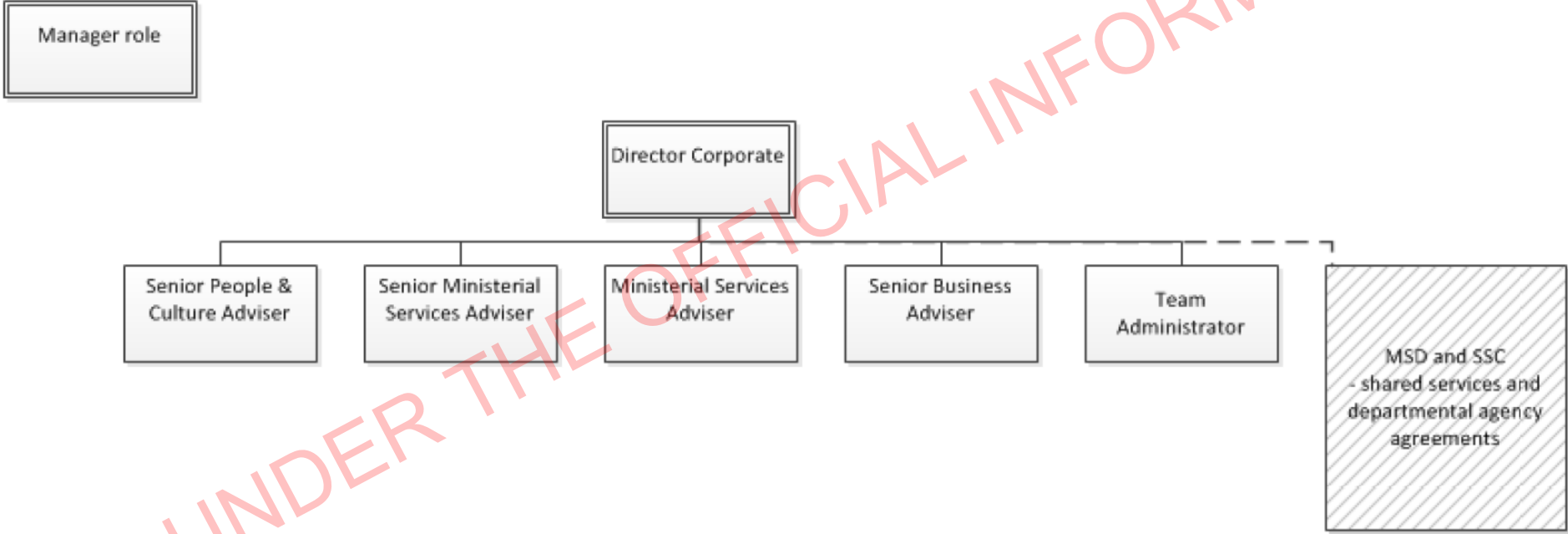
Manager role

Temporary position



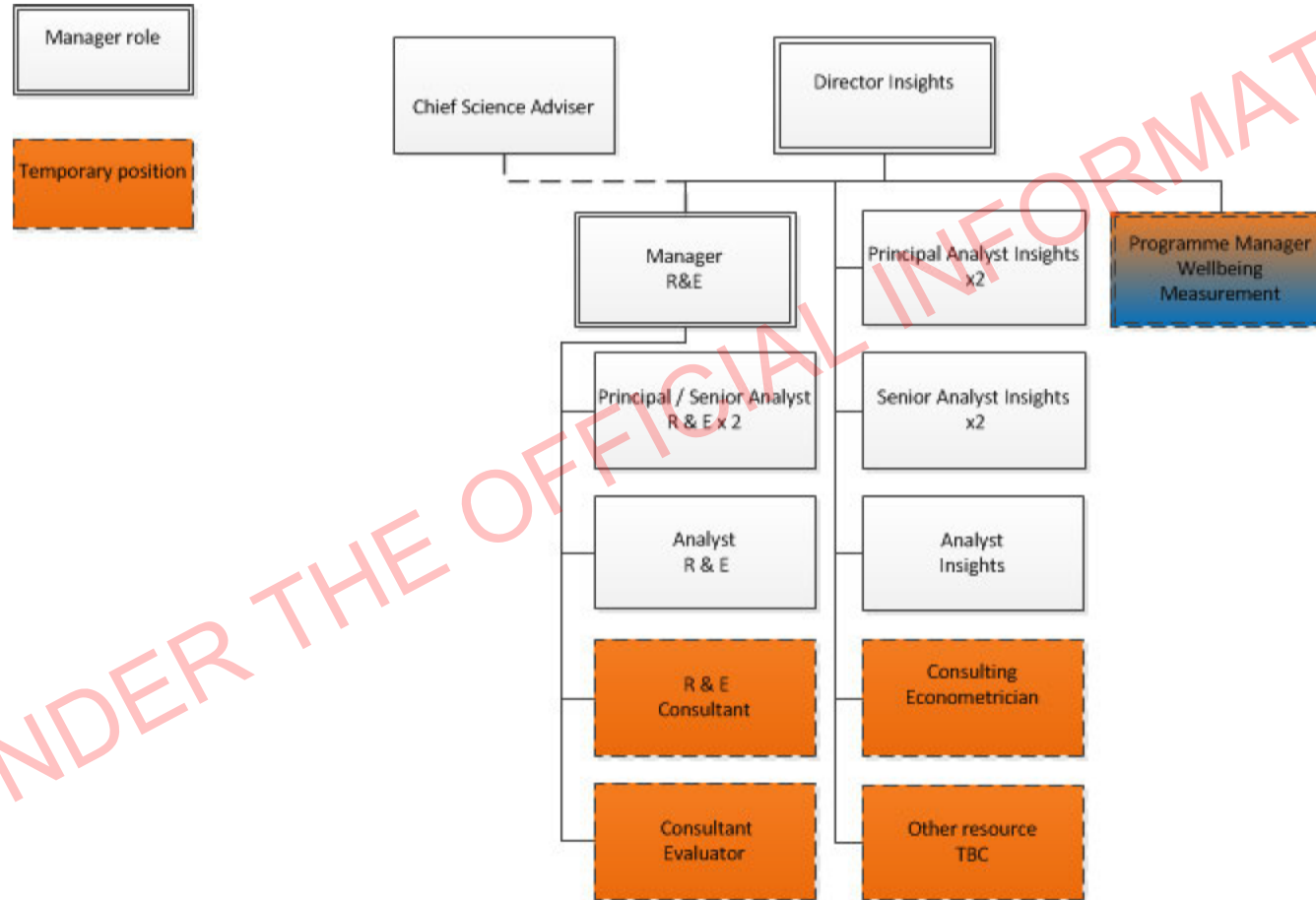
# 2018 SIA Organisational Arrangements Confirmed Structure - Corporate

Fit for purpose corporate functions that progress and support the SIA's culture, operating principles and achievement of goals.



# 2018 SIA Organisational Arrangements Confirmed Structure – Insights

The Insights team develop data and evidence driven cross-system insights; provide advice on institutional settings and conditions required to embed evidence-based decision-making; undertake deep thinking on specific social issues; and provide research & evaluation expertise and advice.



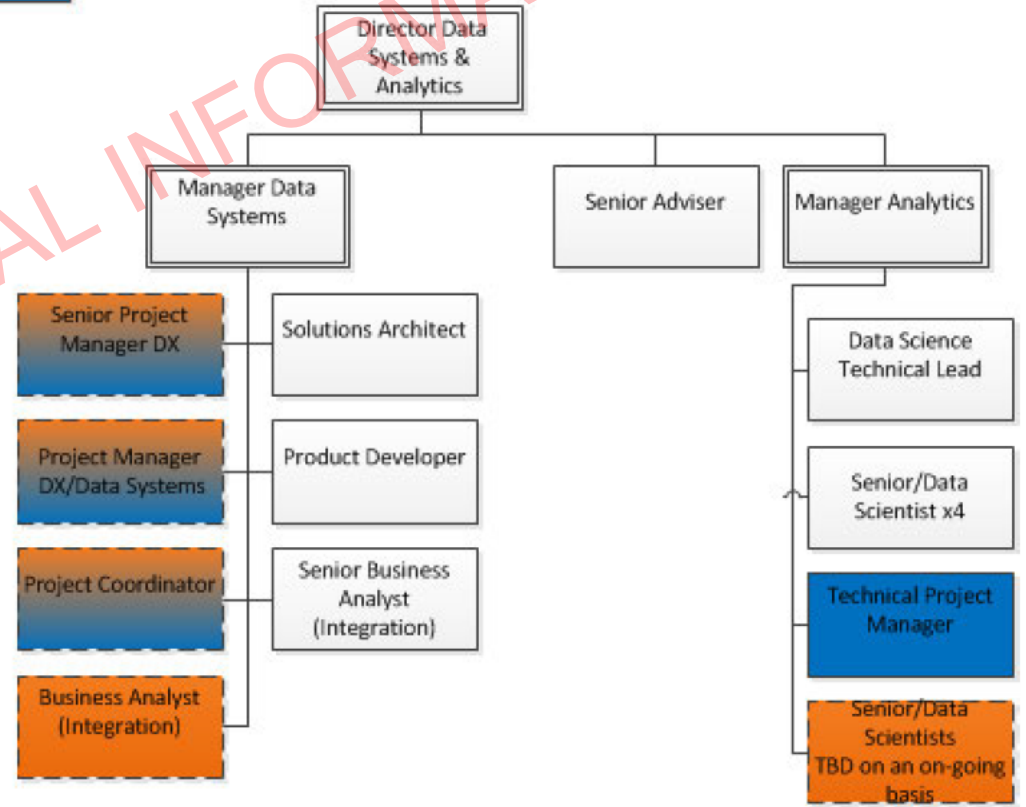
# 2018 SIA Organisational Arrangements Confirmed Structure – Data Systems & Analytics

Develop key data infrastructure, systems and datasets, Build analytical tools and products and undertake analytics to support agency work programmes. Develop supporting policies and capability to enable safer and reliable use of data.

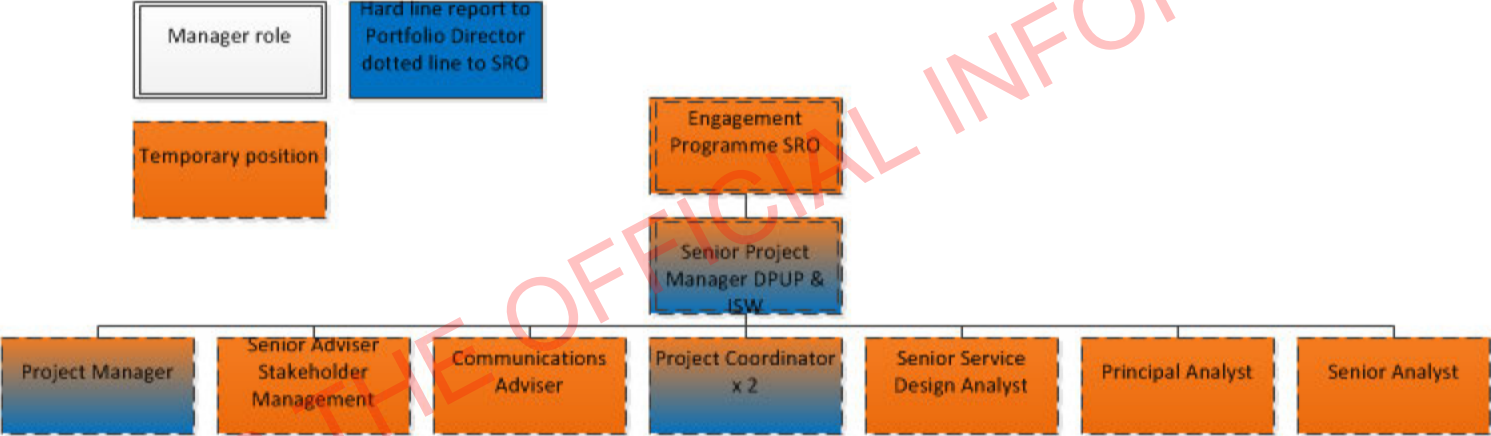
Manager role

Hard line report to Portfolio Director  
dotted line to SRO

Temporary position



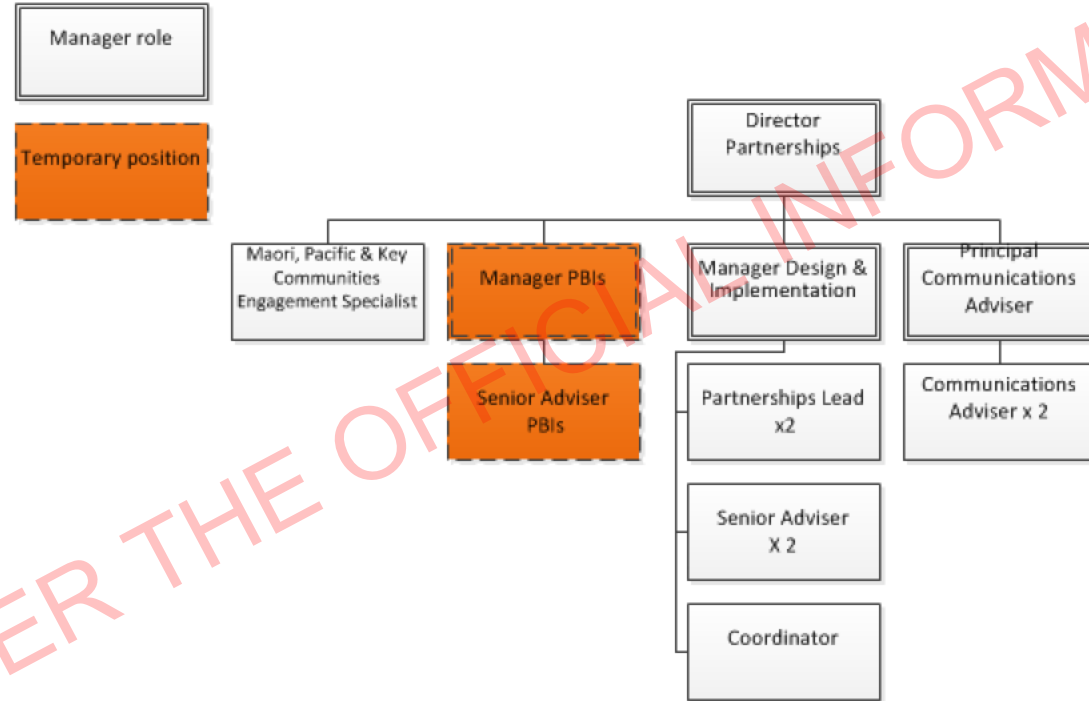
# 2018 SIA Organisational Arrangements Confirmed Structure – Engagement Programme





# 2018 SIA Organisational Arrangements Confirmed Structure – Partnerships

Identify, mobilise and manage active partnerships entered into to design and implement products and services that exemplify how an *investing for social wellbeing* approach can deliver better results.





# 2018 SIA Organisational Arrangements Confirmed Structure – Project Management

Manager role

Hard line report to Portfolio Director  
dotted line to SRO

Temporary position



# 2018 SIA Organisational Arrangements

## Working Examples

### Example 1 – SUPERU Hub

How the structure works in practice for the SUPERU Hub

| Insights  | Chief Science Adviser & Chief Maori Adviser  | Corporate  | Portfolio   | Data Systems & Analytics | Partnerships   |
|---|--|--|---|--------------------------|--|
| <ul style="list-style-type: none"> <li>Accountability for the Hub.</li> <li>Manage content including producing and applying content standards.</li> <li>Liaison with content owners in relation to publications .</li> <li>Maintenance of all Hub content.</li> </ul> | <ul style="list-style-type: none"> <li>Advice in relation to future content for publication and the standards to apply.</li> </ul> | <ul style="list-style-type: none"> <li>Support for financial administration of the Hub.</li> <li>Oversight for ministerial updates &amp; liaison.</li> </ul> | <ul style="list-style-type: none"> <li>Project oversight &amp; support for any project work related to the Hub – e.g. any future development of the Hub.</li> </ul> |                          | <ul style="list-style-type: none"> <li>Manage communication aspects of the Hub including managing social media channels and oversight of web channel &amp; support for Hub.</li> </ul> |

# 2018 SIA Organisational Arrangements

## Working Examples

Example 2 – Measurement Programme  
How the structure works in practice for the Measurement Programme

| Chief Science Adviser & Chief Maori Adviser  | Corporate   | Portfolio   | Insights  | Data Systems & Analytics  | Partnerships  |
|--|---|---|---|---|---|
| <ul style="list-style-type: none"> <li>• Advice on the overarching approach to wellbeing measurement.</li> <li>• Advice on frameworks, measures and methods.</li> <li>• Peer review outputs as required.</li> <li>• Liaison with relevant stakeholder groups.</li> </ul> | <ul style="list-style-type: none"> <li>• Manage any ministerial updates &amp; liaison.</li> </ul> | <ul style="list-style-type: none"> <li>• Programme establishment support including planning for programme resourcing alongside wider Agency needs.</li> <li>• Provide project management capabilities &amp; frameworks.</li> <li>• On-going programme oversight and monitoring including governance reporting.</li> </ul> | <ul style="list-style-type: none"> <li>• Accountability for the measurement work programme.</li> <li>• Identify relevant frameworks, measures and methods working with the CSA and CMA and the Analytics team.</li> <li>• On-going testing and development of the measures and methods working with the Analytics team.</li> <li>• Produce relevant reports and products as required.</li> <li>• Identify opportunities to drive the wider application of measurement methods across social sector agencies.</li> </ul> | <ul style="list-style-type: none"> <li>• Advice and expertise about data sources, quality and limitations.</li> <li>• Advise and expertise regarding appropriate analytical techniques.</li> <li>• On-going testing of methods and measures guided by the Insights team.</li> </ul> | <ul style="list-style-type: none"> <li>• Identify opportunities to test and trial measurement methods with existing partners or establish new partnerships.</li> <li>• Support with publications, and as required communications with external stakeholders.</li> </ul> |

# 2018 SIA Organisational Arrangements

## Working Examples

### Example 3 – DX Programme

How the structure works in practice for the Data Exchange Programme

| Chief Science Adviser & Chief Maori Adviser   | Corporate   | Portfolio  | Insights   | Data Systems & Analytics   | Partnerships   |
|---|---|--|--|--|--|
| <ul style="list-style-type: none"> <li>Provide evaluation advice and/or resources as required,</li> </ul> | <ul style="list-style-type: none"> <li>Support for invoicing and financial administration of the DX.</li> <li>Oversight for ministerial updates &amp; liaison.</li> </ul> | <ul style="list-style-type: none"> <li>Provide project management capabilities &amp; frameworks.</li> <li>On-going programme oversight and monitoring including governance reporting.</li> </ul> | <ul style="list-style-type: none"> <li>Provide advice as required on the alignment of proposed and actual use cases and the insights that can be created as a result and government priorities.</li> </ul> | <ul style="list-style-type: none"> <li>Filter prospects (for DX).</li> <li>Scope new projects (pre-initiate).</li> <li>Set up project (initiate).</li> <li>Provide establishment &amp; on-boarding support for NGO.</li> <li>Manage technical interfaces between 8-Wire &amp; NGO.</li> <li>Determine offering/use case (for DX).</li> <li>Enact new DX contract schedules.</li> <li>Build relationships (for DX).</li> <li>Management of current contracts.</li> <li>Coach/support NGO to undertake analysis &amp; evaluation.</li> <li>Conduct analytics and evaluation processes as required.</li> <li>Periodic assurance, e.g. privacy &amp; security.</li> <li>Contribute to sector agencies' data strategy.</li> <li>Create use cases.</li> <li>Life-cycle management of DX.</li> <li>Manage DX business case (funding model, financials, reporting etc).</li> </ul> | <ul style="list-style-type: none"> <li>Prospecting.</li> <li>Filter prospects (for overall partnering landscape).</li> <li>Determine offerings/use cases (for overall partnership).</li> <li>Engage prospects to understand overall needs/opportunities.</li> <li>Enter into partnering agreement.</li> <li>Manage pipeline (overall).</li> <li>Hand-over prospect to project manager.</li> <li>Build relationships (for overall partnership landscape/SIA as a whole).</li> </ul> |

# Change Process/Recruitment

- Expression of Interest process will commence today for permanent employees – where their role has been disestablished.
- The Change Management Protocol supports the change process.
- Following reconfirmation and first phase of reassignment for permanent employees we will advise all permanent roles that are available and the timeframe for recruitment.
- All permanent remaining positions will be advertised – with support from MSD Recruitment and recruitment agencies.
- Tranche 1 roles have been identified, these are the Director and manager roles.
- For temporary employees - transitional arrangements have been agreed and your manager will discuss what this means for you this week.

# Support during this time

- **Talk to your manager**
- **Support each other**
- **PSA**
- **Employee Assistance via Vitae (0508 664 981)**
- **External change support is available - provided by Career Partners International (CPI)**

# What happens next

| Milestone                    | Begins       | Ends           |
|------------------------------|--------------|----------------|
| Final decision announced     | 11 June 2018 |                |
| Change process & recruitment | 11 June 2018 | June-Sept 2018 |
| Transition                   | 2 July 2018  | Sept 2018      |
| Go Live for new Structure    | 2 July 2018  |                |

**Any questions?**



# 2018 SIA Organisational Arrangements Confirmed Position Impact Summary

| Position                     | Reporting Line                  | Impact on position(s)  | Impact on incumbent employee/s                |
|------------------------------|---------------------------------|--|---|
| Senior Policy Analyst<br>x 4 | Manager Engagement              | Position disestablished. The core policy functions of this position are not required in the new structure. The new Senior Analyst (Insights) position has a focus on translation of analytics, data-driven insights using analytics as foundation, working with other agencies and selling insights.   | Considered for reassignment into vacant roles |
| Senior Policy Analyst        | Director Data and Commissioning | Position disestablished. The core policy functions of this position are not required in the new structure. The new Senior Adviser, Partnering position is focused on providing support, co-ordination and analysis for the Partnering function including development of ideas for partnership, identification of gaps and opportunities in the growing approach to investing for social wellbeing, and supporting managers in their own functions. | Considered for reassignment into vacant roles |
| Business Adviser             | Manager Engagement              | Position disestablished. The business services functions at an adviser level are not required in the new structure. New Senior Business Advisor (Corporate) position to provide quality analysis, advice and support across a range of Corporate Services.   | Considered for reassignment into vacant roles |
| Principal Analyst            | Director Measurement & Insight  | Revised position description, change in reporting line.  | Reconfirmation to Principal Analyst, Insights |

## 2018 SIA Organisational Arrangements - Confirmed new positions

| Position                                       | Reporting Line                | Position   | Reporting Line                      |
|--|-------------------------------|--|-------------------------------------|
| Chief Māori Adviser                            | Chief Executive               | Technical Project Manager                              | Portfolio Director                  |
| Chief Science Adviser                          | Chief Executive               | Senior Project Manager (DPUP & ISW) (TEMP)             | Portfolio Director                  |
| Principal Adviser                              | Chief Executive               | Project Manager (TEMP)                                 | Portfolio Director                  |
| Executive Assistant                            | Chief Executive               | Manager Data Systems                                   | Director Data Systems & Analytics   |
| Personal Assistant                             | Executive Assistant           | Senior Adviser   | Director Data Systems & Analytics   |
| Portfolio Director                             | Chief Executive               | Manager Analytics                                      | Director Data Systems & Analytics   |
| Director Corporate                             | Chief Executive               | Business Analyst (Integration) (TEMP)                  | Manager Data Systems                |
| Director Insights                              | Chief Executive               | Solutions Architect                                    | Manager Data Systems                |
| Director Data Systems & Analytics              | Chief Executive               | Product Developer                                      | Manager Data Systems                |
| Engagement Programme SRO (TEMP)                | Chief Executive               | Senior Business Analyst (Integration)                  | Manager Data Systems                |
| Director Partnerships                          | Chief Executive               | Data Science Technical Lead                            | Manager Analytics                   |
| Manager Research & Evaluation                  | Director Insights             | Senior/Data Scientist x4                               | Manager Analytics                   |
| Principal/Senior Analyst, R&E x2               | Manager Research & Evaluation | Senior/Data Scientist(s) (TEMP)                        | Manager Analytics                   |
| Analyst Research & Evaluation                  | Manager Research & Evaluation | Senior Adviser Stakeholder Engagement (TEMP)           | Senior Project Manager (DPUP & ISW) |
| Research & Evaluation Consultant (TEMP)        | Manager Research & Evaluation | Communications Adviser (TEMP)                          | Senior Project Manager (DPUP & ISW) |
| Consultant Evaluator (TEMP)                    | Manager Research & Evaluation | Senior Service Design Analyst (TEMP)                   | Senior Project Manager (DPUP & ISW) |
| Principal Analyst, Insights x2                 | Director Insights             | Principal Analyst (TEMP)                               | Senior Project Manager (DPUP & ISW) |
| Senior Analyst, Insights x2                    | Director Insights             | Senior Policy Analyst (TEMP)                           | Senior Project Manager (DPUP & ISW) |
| Analyst, Insights                              | Director Insights             | Māori, Pacific & Key Communities Engagement Specialist | Director Partnerships               |
| Consultant Econometrician (TEMP)               | Director Insights             | Manager PBIs (TEMP)                                    | Director Partnerships               |
| Senior People & Culture Adviser                | Director Corporate            | Manager Design & Implementation                        | Director Partnerships               |
| Senior Ministerial Services Adviser            | Director Corporate            | Senior Adviser PBIs (TEMP)                             | Manager PBIs                        |
| Ministerial Services Adviser                   | Director Corporate            | Partnerships Lead x2                                   | Manager Design & Implementation     |
| Senior Business Adviser                        | Director Corporate            | Senior Adviser, Partnerships x2                        | Manager Design & Implementation     |
| Team Administrator                             | Director Corporate            | Coordinator  | Manager Design & Implementation     |
| Programme Manager Wellbeing Measurement (TEMP) | Portfolio Director            | Principal Communications Adviser                       | Director Partnerships               |
| Senior Project Manager DX (TEMP)               | Portfolio Director            | Communications Adviser x2                              | Principal Communications Adviser    |
| Project Manager DX & Data Systems (TEMP)       | Portfolio Director            |  |                                     |
| Project Coordinator x3 (TEMP)                  | Portfolio Director            |  |                                     |

# Project Māramatanga Proposal for Change



5 November 2019

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This Proposal for Change is intended for Social Investment Agency (SIA) employees. It outlines proposed changes to the organisation of SIA, and has been produced as an output of Project Māramatanga.

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# CE FOREWORD

Kia ora tatou

This document outlines proposed changes to SIA's organisation structure. Its purpose is to explain my thinking and to seek your feedback.

As you know, SIA is integral to the Government's improving social wellbeing approach. SIA will be renamed to the Social Wellbeing Agency to reflect functional changes recently confirmed by Cabinet (refer Appendix A).

Cabinet also confirmed that SIA must operate with reduced funding. We must reduce our ongoing operating expense by \$1.5M. Therefore, we must find sustainable cost savings within key operating expenses, including workforce costs. Changes to our organisational design and structure are therefore inevitable.

In order to achieve savings and be functionally effective by 1 July 2020, Project Māramatanga was initiated to progress the development and implementation of SIA's future organisational design. This Proposal for Change outlines proposed changes to the organisation of SIA, and has been produced as an output of Project Māramatanga.

Notwithstanding the current situation, we all want the SIA to be the best it can be. In addition to financial sustainability, and in response to current challenges, we want to be an organisation that:

- ✓ **Consolidates our customer focus.**
- ✓ **Improves our planning and prioritisation of how and where we allocate our time.**
- ✓ **Lifts our delivery disciplines and delivers to our mandate.**
- ✓ **Drives collaboration and breaks down silos.**

We want all these things and must achieve them within financial constraints. That's why I'm proposing changes to both how we're structured and how we work.

## Consultation

While a great deal of thought has gone into these proposed changes, it is only a proposal, and I genuinely want to hear your feedback and ideas. I am committed to making changes that are in the best interests of SIA, and I look forward to feedback that will help us make the right changes to achieve that.

I know that proposing changes to our organisation's structure is unsettling. It is important that we look after each other at this time. You may wish to access Vitae, an independent and confidential service, that can offer specialist support and is available to all people. Contact them on 0508 664 981 to talk to someone, or to arrange a meeting with them at a time that suits you.

I look forward to hearing your feedback, and value the thought and energy that many of you are already contributing to this process. Thank you also for your ongoing professionalism and dedication to doing a great job, which I see demonstrated every day across SIA.

Ngā mihi

Dorothy Adams

**Chief Executive Officer**

# HOW TO READ THIS DOCUMENT

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

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

Appendices B and C provide current and proposed future organisational structure charts.

## Helpful terms and information

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

- **Confirmed position:** a position that is not changed by a restructuring proposal.
- **New position:** a new position has been created.
- **Disestablished position:** a position that is either no longer required within SIA following a restructure, or has been significantly changed.
- **Affected:** during any change process, there are people who are potentially *affected* by proposed changes. This means your substantive position would change if the proposed structural change went ahead. The change may be small, such as a change in title or reporting line or it may mean the position would be disestablished.

We intend to use SIA's [management of change protocols](#) to place affected people into roles in the new structure.

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

This proposal for change is a lengthy document. The project team has worked to ensure, as far as possible, that this document is an accurate reflection of every position and its current and proposed place in the organisation. However, there is a possibility that within the document something has been missed or is inaccurate. If there is an error, please inform **9(2)(a)** (Senior People & Culture Adviser) so it can be checked and the correct information used for decision making.

## WHAT COULD THIS MEAN FOR YOU?

This proposal will potentially impact a number of roles. You can see the proposed impact on your role in Appendix B on page 22.

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

Once feedback has closed and been reviewed, and if the final decision is made to proceed, then the next stage of the change process will be undertaken. The next stage will be to reassess and confirm the impact of this new structure on individual people within the scope of this proposal.

If you are affected by the confirmed structure you will be advised in writing of the impact on you. We intend to use SIA's [change management protocols](#) to place affected people into roles in the new structure by reconfirmation and reassignment processes.

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

# CHANGE & DESIGN PRINCIPLES

From the outset I asked Project Māramatanga to uphold the following change principles:

- ✓ Minimise staff disruption and confirm changes before 2020
- ✓ Make cost savings to SIA baseline of \$1.5M
- ✓ Focus on SWA functions and form in line with Cabinet Paper
- ✓ Minimise functional silos, and
- ✓ Uphold our strategic mission, vision and values.

In addition, the extended leadership team identified additional design principles in response to current state challenges. These design principles have helped me navigate organisational design nuances and trade-offs. The design principles have helped me determine the structural changes set out in this proposal for change.

Current state challenges discussed with the extended leadership team include:

- *We've been uncertain about who our customers are and what they want.*
- *Our functional structure 'feels' incoherent and there are too many silos in our organisation.*
- *Our delivery planning is more 'supply-side' than 'demand-side' focussed and is disconnected from workforce planning decisions.*
- *We lack consistent delivery discipline.*

In response to these challenges, our future organisational design must uphold the following design principles:

- ✓ **Consolidate our customer focus.**
- ✓ **Improve our planning and prioritisation of how and where we allocate our time.**
- ✓ **Lift our delivery disciplines and deliver to our mandate.**
- ✓ **Drive collaboration and break down silos.**
- ✓ **Thrive within our means.**

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

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



# FUNCTION BEFORE FORM – MODELS CONSIDERED

Before designing the detail and form of our organisation structure, I engaged the current extended leadership team in workshops to first consider various functional models and how these models might respond to customer needs and design principles.

The following model portrays our current functional structure.

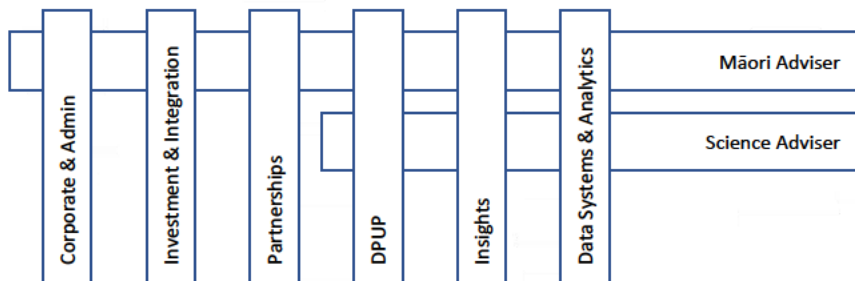


Figure: Current state functional model

An alternative model (option A) below represents a more customer-orientated model.

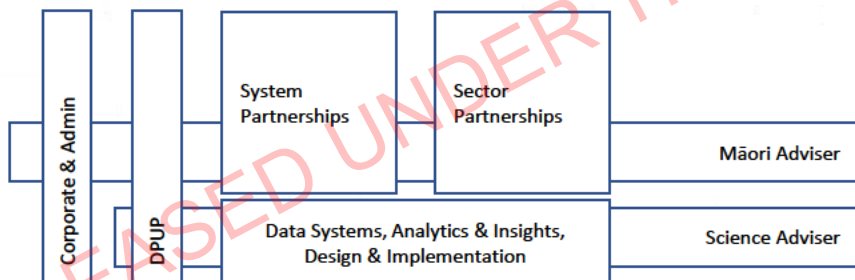


Figure: Option A functional model (customer-orientated)

Option A attempts to drive collaboration through functional alignment across data systems, analytics and insights. However the segmentation of partnerships might create new silos, and further fragment our customer focus.

The next functional model (option B) represents a 'matrix' organisation, sometimes referred to as a 'consultancy model'. This model represents a significant shift in SIA's business model and ways of working. I believe at this point in our maturity it's a stretch too far in response to current challenges, but is a model we need to revisit and explore in the longer term.

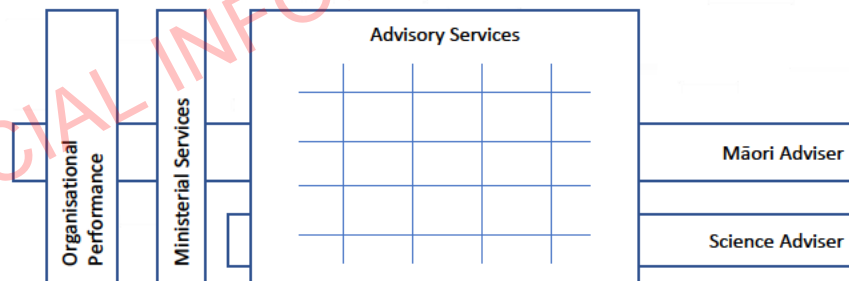


Figure: Option B functional model (matrix)

The following page includes my preferred functional model, which provides the basis for a proposed changes to our organisational structure.

# FUNCTION BEFORE FORM – MODELS CONSIDERED

I have carefully considered alternative functional models and associated advantages and disadvantages of each in response to our change and design principles.

The proposed structure and form of SWA's organisation structure (detailed in the next sections of this document) reflects a practical combination of our current functional model and model B (previous slide). Below is a depiction of our future functional model. The graphic right, is another way of visually depicting this model.

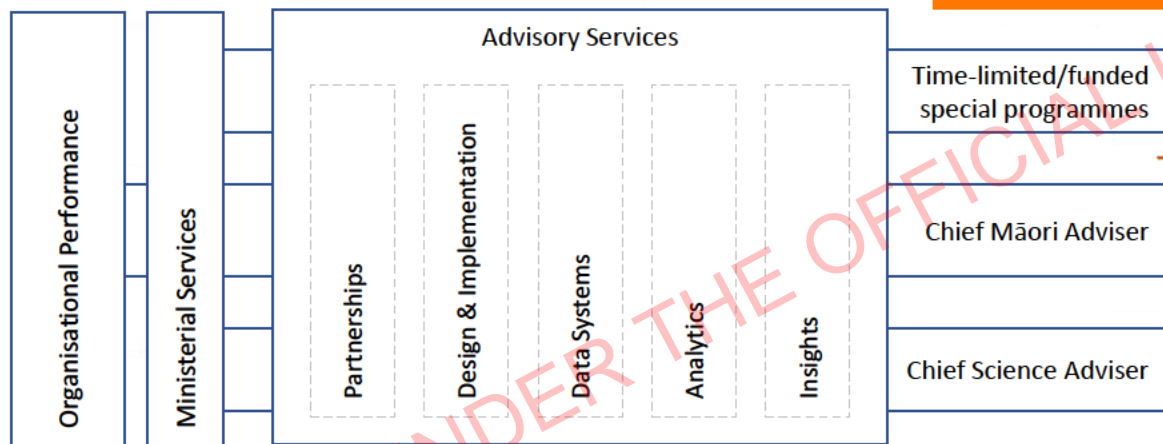
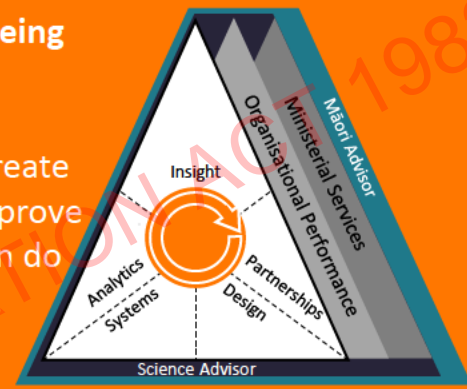


Figure: Functional Model Option C: Enhanced

The model is practical and recognisable. It makes sense. It's not far from our existing model, but brings together our core business functions into one group – 'Advisory Services'. The functional model provides the basis for a proposed organisational structure (refer Appendix C).

**We are New Zealand's Social Wellbeing Agency.**

We work with the social sector to create insights, tools and practices that improve people's wellbeing. Together, we can do more of what works for better lives.



Full sized version included as Appendix C

Figure: Detailed organisational structure (refer Appendix C)

The following pages of this document are structured into 'proposal areas'. Each have a number of specific change proposals (and associated benefits) detailed within each 'proposal area'.

# ENHANCED MODEL: PROPOSAL 1 – Strengthen Ministerial Services and Chief Executive Advice

| Proposal | Item | Proposed change  |
|----------|------|--|
| 1        | A    | Reconfirm Principal Adviser as Chief Executive Adviser   |
| 1        | B    | Consolidate Ministerial and Social Wellbeing Board positions, reporting to the Chief Executive Adviser |
| 1        | C    | Permanently establish the Ministerial Adviser  |

*The proposals detailed in this section demonstrate consolidating our customer focus and delivering to our mandate.*

## **Proposal 1A: Reconfirm Principal Adviser as Chief Executive Adviser**

As you know, Alistair is Principal Adviser to me as the Chief Executive. To differentiate Alistair's position from others with similar titles in the proposed structure, I am proposing a change to Alistair's position title to 'Chief Executive Adviser'.

## **Proposal 1B: Consolidate Ministerial and Social Wellbeing Board positions, reporting to the Chief Executive Adviser**

Our functional accountabilities to the Social Wellbeing Board (SWB) and Social Wellbeing Committee (SWC) are clear. It's critical that we maintain excellent ministerial and Board services.

These services must have 100% visibility to me as Chief Executive. Therefore I have decided to separate these services from our current corporate centre, and consolidate them under the Chief Executive Adviser, reporting to me.

I do not consider this a substantive change to Alistair's current accountabilities, therefore I am proposing to reconfirm Alistair as 'Chief Executive Adviser' with line management responsibility for the following positions:

- Ministerial Adviser
- Senior Ministerial Adviser
- Principal Adviser Social Wellbeing Board (vacancy).

## **Proposal 1C: Permanently establish the Ministerial Adviser**

When discussing the criticality of ministerial services against customer needs (and our confirmed mandate), the extended leadership team and I considered it important to consolidate and stabilise associated SIA positions.

9(2)(a) is seconded to the position of Ministerial Adviser currently. I see an ongoing need for this position, as well as the Senior Ministerial Adviser position. Therefore I propose making the Ministerial Adviser position a permanent position.

As part of this proposal, and in the absence of potentially affected people who might otherwise have the skills in the Ministerial Adviser position, I propose reassigning 9(2)(a) to the position on a permanent basis.

## ENHANCED MODEL: PROPOSAL 2 – Establish Organisational Performance group

| Proposal | Item | Proposed change   |
|----------|------|---|
| 2        | A    | Establish Director Organisational Performance   |
| 2        | B    | Disestablish Director Corporate, and Chief Investment & Integration Officer positions |
| 2        | C    | Establish Principal Capability Development Adviser                                    |
| 2        | D    | Reconfirm Principal People & Culture Adviser  |
| 2        | E    | Establish Principal Communications Adviser  |
| 2        | F    | Disestablish Communications Manager, and Communications Adviser positions             |
| 2        | G    | Change Web & Digital Adviser reporting line to Director Organisational Performance    |
| 2        | H    | Disestablish Technical Project Manager / Scrum Master                                 |
| 2        | I    | Reconfirm Team Administrator  |
| 2        | J    | Change Executive Assistant reporting line to Chief Executive                          |

*The proposals detailed in this section demonstrate lifting our delivery disciplines. They also reflect a more affordable organisation.*

### Proposal 2A: Establish Director Organisational Performance

We're a small agency with the potential to have a big impact. We are an enviable small size, and unburdened with the need to maintain a large corporate centre.

This also means we can think more strategically about the function of our corporate centre as a true enabler of our core business. I don't want a 'corporate centre' per se. I want a function that drives organisational performance. Such a function leads the development and execution of our organisational strategy and the development of organisational capabilities. The function also keeps us safe through its stewardship responsibilities across corporate functions.

Therefore, I am proposing the establishment of a new business group, led by a proposed new executive position called Director Organisational Performance, reporting to me. The business group would be accountable for:

- Organisational capability development (including planning and prioritisation capabilities),
- People and culture capability development,
- Communications,
- Business advisory services,
- Web and digital support, and
- Administration support.

### Proposal 2B: Disestablish Director Corporate, and Chief Investment & Integration Officer positions

As a consequence of this proposal, current Director Corporate and Chief Investment & Integration Officer positions are proposed as disestablished.

## ENHANCED MODEL: PROPOSAL 2 – Establish Organisational Performance group

### Proposal 2C: Establish Principal Capability Development Adviser

Building our organisational capability is a top priority for us. We need to reinvest FTE in a proposed new position called ‘Principal Capability Development Adviser’.

The position would support the Director of Organisational Performance to develop and implement strategy and plans to assess, design and build organisational capabilities that improve our efficiency and effectiveness. Such capabilities might be people, process or technology related.

As a priority, I would like this position to focus on improving our delivery disciplines and improving our ability to maximise the utilisation of resource allocated to prioritised demands.

As with other Organisational Performance principal positions, I expect the role to work closely with SWA’s executive team. I also expect this position to pick up leadership for our operating model discussions and associated initiatives.

In the longer term I expect this position to help navigate the development of a more adaptive and matrix-based organisation, consultancy model. It will mean developing new ways of working to better manage the demand and supply of SWA services, strengthen our controls environment, and establish smarter cost-recovery arrangements.

### Proposal 2D: Reconfirm Principal People & Culture Adviser

I propose renaming **9(2)(a)** position title to Principal People & Culture Adviser, which is externally recognisable and reflects the seniority of the position within SWA. The position is responsible for supporting leaders to generate and sustain SWA’s people and culture capabilities, as well as overseeing the provision of HR services from external parties.

### Proposal 2E: Establish Principal Communications Adviser

We need to maintain an affordable communications function which adapts to SWA’s confirmed mandate. I want our Communications function to reflect a subtle shift in SWA’s business model, which means less promotion, and more responsiveness.

Like other Principal positions with functional responsibility, communications management includes enabling SWA’s leaders and managing the provision of services from external providers. Therefore I propose establishing a new position called ‘Principal Communications Adviser’.

### Proposal 2F: Disestablish Communications Manager, and Communications Adviser positions

As a consequence of proposal 2E, and in consideration of affordability challenges, I propose disestablishing the current Communications Manager and Communications Adviser positions.



## ENHANCED MODEL: PROPOSAL 2 – Establish Organisational Performance group

### Proposal 2G: Change Web & Digital Adviser reporting line to Director

#### Organisational Performance

I propose the current Web & Digital Adviser position reports into the proposed Organisational Performance business group. The position would continue to provide support to SWA by:

- Web and content management
- Ensuring our digital platforms are secure, and monitor usage
- Producing communications graphics, video or other multimedia material.

### Proposal 2H: Disestablish Technical Project Manager / Scrum Master

I have had to think hard about the affordability of positions which do not clearly align with our mandate. I've had to make compromises in response to our financial constraints. A proposal to disestablish the Technical Project Manager / Scrum Master position is one such compromise.

The position is a champion of agile project management practices, working across SIA. Whilst we might adopt and employ agile methods and practices in the delivery of our work, we are not an 'agile' organisation, and our mandated accountabilities don't require us to be one. Therefore I propose disestablishing the Technical Project Manager / Scrum Master position. In the absence of this position, I expect our core business practitioners to stay abreast of new ways of working and to adopt practices as we evolve and respond to operating challenges and external expectations.

Furthermore, I anticipate the proposed new 'Principal Capability Development Adviser' will pick up strategies and plans to adapt agency wide ways of working as part of us developing organisational capabilities and improving our operating model.

### Proposal 2I: Reconfirm Team Administrator

To better reflect the breadth of administrative support 9(2)(a) provides across SIA, I proposed renaming his position from 'PA to LT' to 'Team Administrator', and reconfirming Joe in that position.

### Proposal 2J: Change Executive Assistant reporting line to Chief Executive

Currently 9(2)(a) as my EA doesn't directly report to me. I propose 9(2)(a) reports to me in order to tidy up the current arrangement and mitigate any potential conflict arising from a dual reporting line.

## ENHANCED MODEL: PROPOSAL 3 – Consolidate our core business functions

| Proposal | Item | Proposed change  |
|----------|------|--|
| 3        | A    | Establish Deputy Chief Executive   |
| 3        | B    | Disestablish Director Insights, Director Data Systems & Analytics, and Director Partnerships positions |
| 3        | C    | Establish DCE Adviser.   |

*The proposals detailed in this section demonstrate driving collaboration and improving resource planning. They also reflect a more affordable organisation.*

### Proposal 3A: Establish Deputy Chief Executive

Our functional structure feels incoherent to many of us, and there are perceived silos in our organisation. We also have a relatively high number of tier two executive level positions.

Silos stifle collaboration and a top-heavy structure is both unaffordable and risks disempowering our tier three leaders.

Whilst we make a conscious effort every day to collaborate and work across functional silos, there are organisational arrangements and capabilities we could develop over time that would improve our agility and drive collaboration.

For example, we might consider implementing a fully-fledged (less hierarchical) 'matrix' model in the future to break down technical silos and increase our agility.

However, in the meantime, we can make a practical and sensible change to further drive collaboration. We can do this by maintaining our management structure at tier three for our core business functions, including:

- Partnerships,
- Design & Implementation,
- Data Systems,
- Analytics, and
- Insights.

This structure is both internally and externally recognizable and allows us to generate and sustain technical capabilities (and our people 'get' it...). In order to further drive collaboration, I propose bringing these teams together into a single 'core' business group, reporting to a new Deputy Chief Executive (DCE) position.

The proposed DCE position would be accountable for SWA's 'engine room', and be functionally responsible for the majority of SWA's resource. Hence, the position would be a senior executive role.

## ENHANCED MODEL: PROPOSAL 3 – Consolidate our core business functions

### Proposal 3B: Disestablish Director Insights, Director Data Systems & Analytics, and Director Partnerships positions

If the proposal to establish a single DCE position goes ahead, it removes the need for three current tier two positions. Therefore I am proposing to disestablish the following positions:

- Director Partnerships,
- Director Data Systems & Analytics,
- Director Insights.

If confirmed, the new DCE position would be a contestable position for current tier two Directors affected by this change process.

Reporting to the proposed DCE positions would be the following current management positions:

- Manager Partnerships
- Manager Design & Implementation,
- Manager Data Systems,
- Manager Analytics, and
- Manager Insights.

### Proposal 3C: Establish DCE Adviser

The proposed new DCE will need operational support for the day-to-day running of our core business functions. Therefore I propose establishing a new DCE Adviser position.

The DCE Adviser would be responsible for providing high quality advice and support to the Deputy Chief Executive across a broad range of areas including:

- Business planning, reporting and analysis, including programme and project coordination support to business group managers,
- Process improvement initiatives,
- Advice and support for the development of capability initiatives, and
- Risk management.

The DCE Adviser must build and maintain relationships with senior staff across the agency and will oversee and help ensure the effective day-to-day running of our core business, acting as a key link between the business group and other parts of SWA.



## ENHANCED MODEL: PROPOSAL 4 – Other proposed changes

| Proposal | Item | Proposed change                          |
|----------|------|--|
| 4        | A    | Disestablish Product Development Manager |
| 4        | B    | Disestablish two vacant positions        |

*The proposals detailed in this section help achieve financial sustainability.*

### Proposal 4A: Disestablish Product Development Manager

SWA's mandate was less clear when the Product Development Manager position was established. The broad intent of the position was to design suites of data and analytics products for end users, including related reference material, and to work with other Agencies and organisations to improve data and evidence based product development.

A renewed functional mandate emphasises SWA as an adviser and integrator rather than a producer of products. Therefore the requirement for this position, as originally intended, has changed.

Whilst this position might otherwise help drive shared responsibility for SWA outcomes across individual accountabilities (i.e our functional team structure), I see that as an ongoing responsibility for SWA's leadership team.

For the above reasons, I propose disestablishing the Product Development Manager position.

### Proposal 4B: Disestablish vacant positions

To help achieve financial sustainability and minimise disruption, I propose disestablishing the following two vacant positions:

- Project Coordinator – Design & Implementation
- Graduate Analyst - Insights

## SUMMARY OF PROPOSED CHANGES

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

| Proposal | Item | Proposed change  |
|----------|------|--|
| 1        | A    | Reconfirm Principal Adviser as Chief Executive Adviser   |
| 1        | B    | Consolidate Ministerial and Social Wellbeing Board positions, reporting to the Chief Executive Adviser |
| 1        | C    | Permanently establish the Ministerial Adviser  |

| Proposal | Item | Proposed change   |
|----------|------|---|
| 2        | A    | Establish Director Organisational Performance   |
| 2        | B    | Disestablish Director Corporate, and Chief Investment & Integration Officer positions |
| 2        | C    | Establish Principal Capability Development Adviser                                    |
| 2        | D    | Reconfirm Principal People & Culture Adviser  |
| 2        | E    | Establish Principal Communications Adviser  |
| 2        | F    | Disestablish Communications Manager, and Communications Adviser positions             |
| 2        | G    | Change Web & Digital Adviser reporting line to Director Organisational Performance    |
| 2        | H    | Disestablish Technical Project Manager / Scrum Master                                 |
| 2        | I    | Reconfirm Team Administrator  |
| 2        | J    | Change Executive Assistant reporting line to Chief Executive                          |

| Proposal | Item | Proposed change  |
|----------|------|--|
| 3        | A    | Establish Deputy Chief Executive   |
| 3        | B    | Disestablish Director Insights, Director Data Systems & Analytics, and Director Partnerships positions |
| 3        | C    | Establish DCE Adviser  |

| Proposal | Item | Proposed change                          |
|----------|------|--|
| 4        | A    | Disestablish Product Development Manager |
| 4        | B    | Disestablish two vacant positions        |

# PROPOSED NEW POSITION PURPOSE STATEMENTS

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

| Proposed new position                    | Purpose (Draft)   |
|--|---|
| Deputy Chief Executive                   | The DCE, at the direction of the CEO, marshals SWA's core business resources to the most productive uses with the aim of creating maximum value for the SWA's customers and stakeholders. The DCE develops and cascades SWA's strategy and mission, and undertakes planning by prioritising customer, employee, and organisational requirements. It undertakes sector wide stakeholder engagement and builds effective strategic relationships. A big part of the DCE's job is to generate and sustain workforce capability, maintaining and monitoring staffing, levels, competence, and morale to fulfil organisational requirements. In addition, the DCE is a performance driven role, developing and managing performance measurement for the agency.                  |
| Deputy Chief Executive Advisor           | <p>The DCE Adviser is responsible for providing high quality advice and support to the Deputy Chief Executive across a broad range of areas including:</p> <ul style="list-style-type: none"> <li>• Business planning, reporting and analysis, including programme and project coordination support to business group managers,</li> <li>• Process improvement initiatives,</li> <li>• Advice and support for the development of capability initiatives, and</li> <li>• Risk management.</li> </ul> <p>The DCE Adviser must build and maintain relationships with senior staff across the agency and will oversee and help ensure the effective day-to-day running of our core business, acting as a key link between the business group and other parts of SWA.</p>        |
| Director Organisational Performance      | The Director Organisational Performance leads the development and implementation of SWA's organisational strategy, and organisational capability development. The Director Organisational Performance also leads the development and management of SWA's corporate services functions that enable SWA's success. Functions include Finance, People Services, Information Technology, Commercial, Communications, Risk and Audit. In addition the Director Organisational Performance lifts stakeholder confidence and assures the achievement of SWA's outcomes by developing and maintaining effective enterprise performance reporting.   |
| Principal Communications Advisor         | The Principal Communications Advisor is responsible for SWA's communications function, including the development of easily understood and high quality written communications for publication both internally and externally. As required the position will co-produce agency forums and other activities for staff, stakeholders and the wider public. The Principal Adviser will also manage visual design and oversee content publishing.  |
| Principal Capability Development Advisor | <p>The Principal Capability Development Advisor supports the Director of Organisational Performance to develop and implement strategy and plans to assess, design and build organisational capabilities that improve SWA's efficiency and effectiveness. Such capabilities might be people, process or technology related.</p> <p>The position delivers business and capability development to SWA, with accountability for ensuring our investment in organisational capabilities is prioritised to deliver our strategic outcomes. The Principal Capability Development Advisor will ensure there is effective coordination of operational change initiatives across SWA's functions as well as project management of significant capability development initiatives.</p> |

## PROVIDING FEEDBACK

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

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

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

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

Please send your feedback to [REDACTED] 9(2)(a) by the close of business **Friday 15 November 2019**.

## PROPOSED TIMEFRAME

| Activity   | Timeframe                   |
|--|-----------------------------|
| Consultation period starts   | Tuesday 5 November          |
| Consultation period ends   | Friday 15 November          |
| Decisions announced  | Week commencing 2 December  |
| Change management process starts: <ul style="list-style-type: none"><li>• People advised if reconfirmed</li><li>• Start of expression of interest process for people not reconfirmed into a role</li></ul> | Week commencing 2 December  |
| People advised of outcome of expression of interest process  | Week commencing 16 December |
| New structure effective  | Monday 3 February 2020      |

# CHANGE MANAGEMENT PROCESS

We intend to use SIA's [change management protocols](#) (developed in 2018) to place affected people into roles in the new structure. This document provides an excellent overview of the approach we intend to use, however for clarity there are three distinct approaches:

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

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

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

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

The reassignment process may include interview and an assessment of:

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

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

## SUPPORT FOR PEOPLE

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

Vitae (0508 664 981) is available to all people (contractors are included). They provide you with access to professional counselling services which are private and confidential. You can find out more about them and complete an online referral form at [www.vitae.co.nz](http://www.vitae.co.nz).

We will provide affected people with external support through the reassignment process to help you update your CV and prepare for interviews. Please talk to 9(2)(a) to arrange this support.

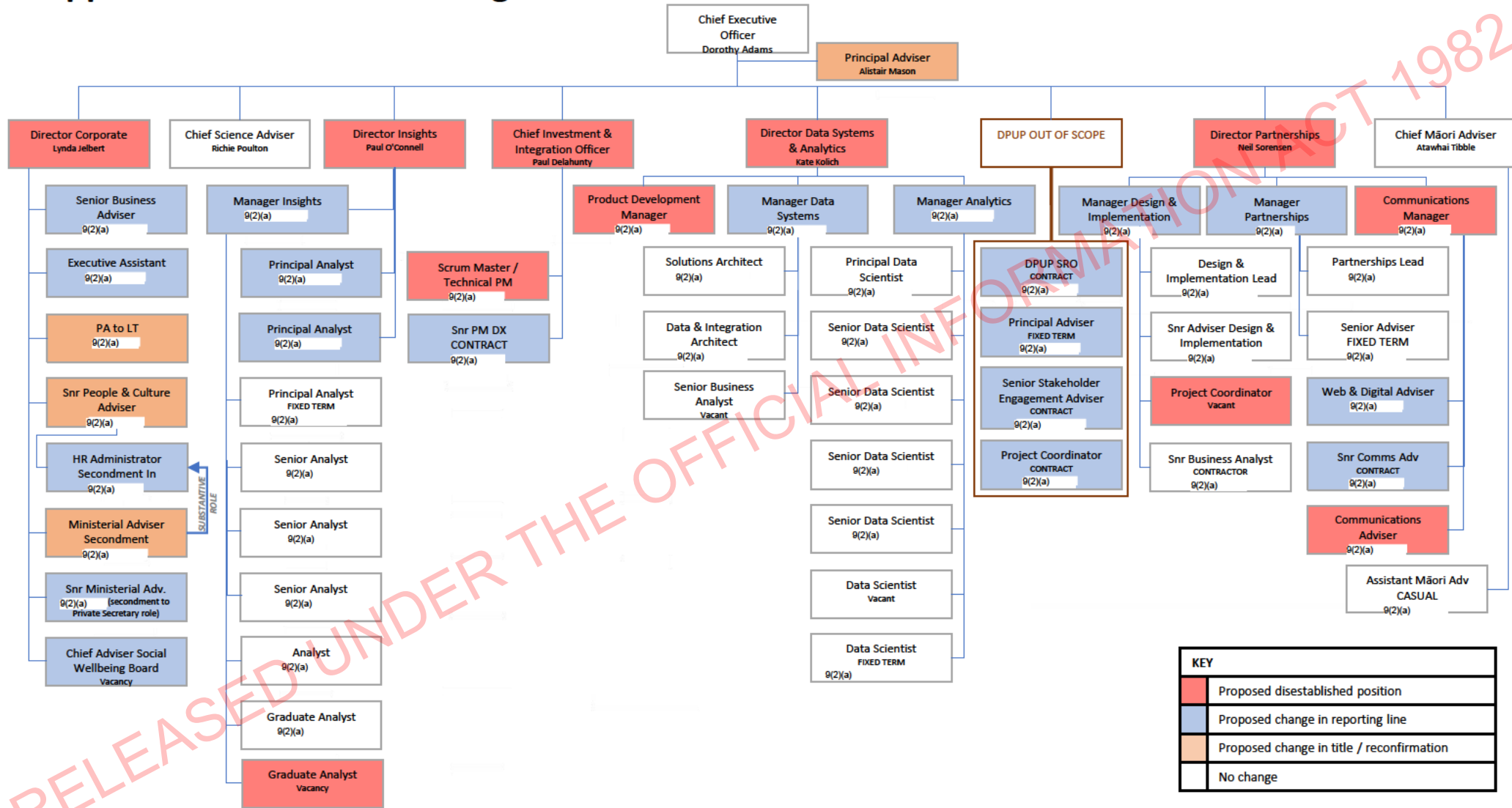
The support people need will vary. If you need additional support please talk to your manager or 9(2)(a)

## Appendix A: Social Wellbeing Agency Functions

The Social Wellbeing Agency functions include (per the Cabinet Paper):

1. Provide strategic advice on social issues that cut across or fall between agency responsibilities, in partnership with social sector agencies.
2. Lead, as requested by social agencies, cross-cutting pieces of work (for example being a neutral broker to run a sector-wide budget process).
3. Provide the secretariat for the SWB to enable the SWB to facilitate cross-sector work to track system progress and activity against key cross-system priorities.
4. Support for the OSWC where necessary (for example, monitoring progress and activity against the CPC priorities allocated to the SWC).
5. Create cross-system foundational insights, tools, and practices that improve decision making and ultimately social wellbeing.

# Appendix B: Current state organisation chart

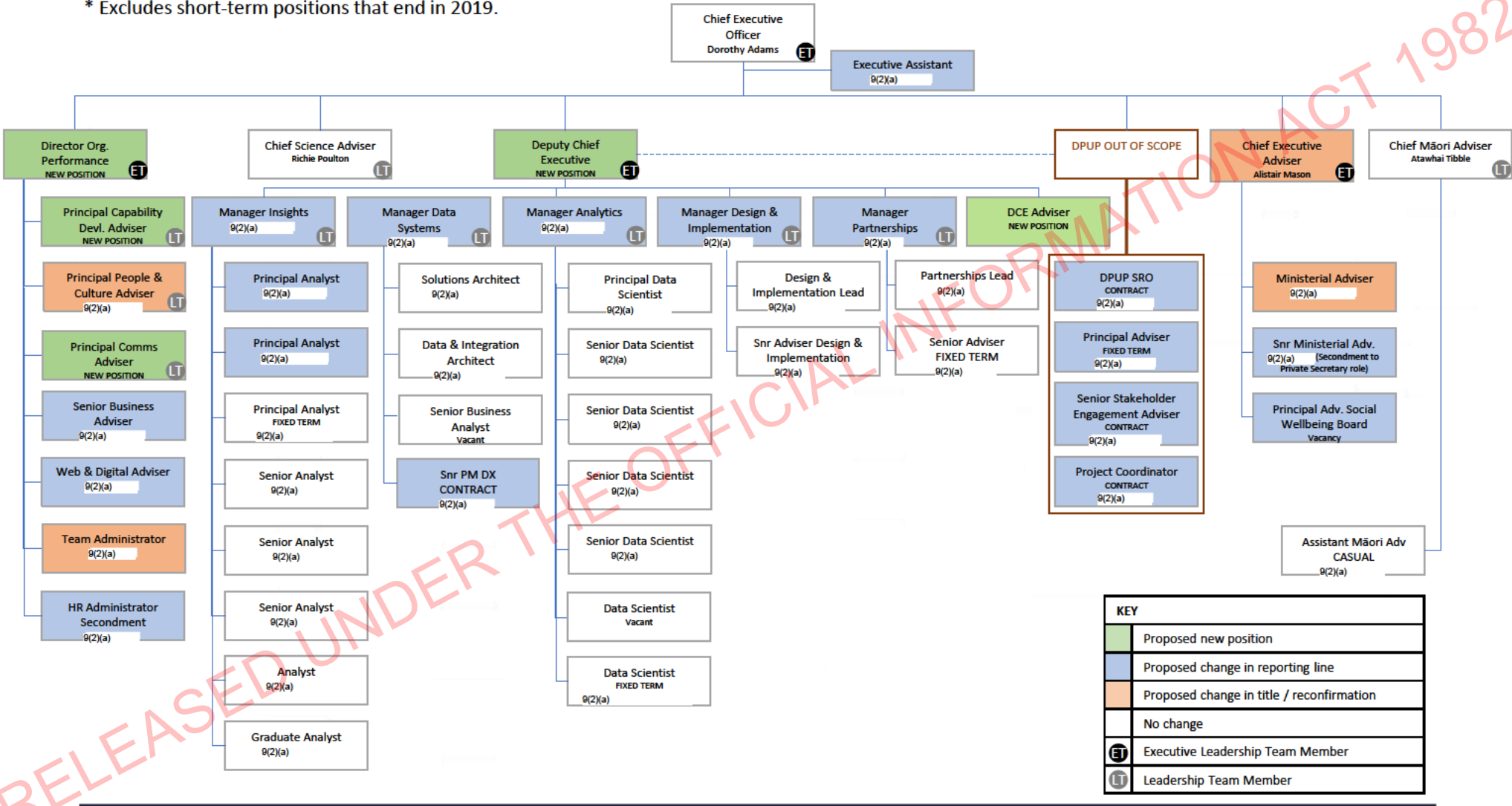


| KEY |   |
|-----|---|
|     | Proposed disestablished position          |
|     | Proposed change in reporting line         |
|     | Proposed change in title / reconfirmation |
|     | No change                                 |



# Appendix C: Proposed future state\* organisation chart

\* Excludes short-term positions that end in 2019.



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# Project Māramatanga

## Response to feedback and proposal update



27 November 2019

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This document is intended for Social Investment Agency (SIA) employees. It provides a summary of the feedback to the Proposal for Change, a response to feedback and an updated proposal.

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# CE FOREWORD

Kia ora tatou,

Thank you all for your well thought out feedback. I received 24 submissions, including two team submissions. I reviewed all your feedback, considered each feedback item, and thought deeply about your suggestions across key themes in the context of our design principles.

Overall, your feedback was supportive of changes proposed and you made suggestions to enhance the proposed organisational structure. I've taken these suggestions onboard and have also seen opportunities to enhance what was previously proposed. Therefore I am issuing this 'Response to Feedback and Proposal Update', rather than a 'Decision Document'.

This document includes additional proposed changes which better advance the design principles outlined in the previous Proposal for Change (4 November). Therefore, I am extending the consultation period before making final decisions and giving you the opportunity to consider and provide feedback on the additional changes proposed.

Also included in this document is a summary of your feedback and my response. After reading this document, if you are left unsure of my response to a particular point of feedback you made, please arrange for us to meet so we can discuss it in more detail.

The table right lists additional proposed changes\*. The rationale for these proposals are unpacked in the body of this document. I'm extending feedback to Tuesday 3 December 2019, and hope to confirm structure changes and what this means for you before the start of the 2019/20 summer holiday break.

I appreciate that extending consultation and proposing additional changes will add further uncertainty to what is already an unsettling time. If you're finding it tough going, please talk to someone or you may wish to access Vitae (0508 664 981).

I look forward to hearing your feedback on the additions and value the extra thought and energy that you are putting into this process.

Ngā mihi,  
Dorothy Adams  
Chief Executive Officer

| Item | Updated proposed change  |
|------|--|
| A    | Communications function aligned to Office of the Chief Executive, including additional Senior Communications Advisor, and retain current Communications Advisor. |
| B    | Disestablish Web & Digital Advisor.  |
| C    | Change 'Advisers' to 'Advisors'.   |
| D    | Disestablish Principal Adviser (Chief Executive Adviser), establish Director Office of the Chief Executive.  |
| E    | Reporting line change for Chief Science Advisor and Chief Māori Advisor to Director Office of the Chief Executive with dotted line to the Chief Executive.       |
| F    | Disestablish Chief Adviser Social Wellbeing Board (vacancy).   |
| G    | Establish Manager Portfolio and Planning (previously Principal Capability Development Adviser).  |
| H    | Retain Project Coordinator (vacancy) reporting to Portfolio and Planning Manager. Establish a second Project Coordinator role.                                   |
| I    | Disestablish PA to LT and Team Administrator and establish Administrator (0.5 FTE).  |
| J    | Disestablish Senior People & Culture Adviser and establish Principal People & Culture Advisor.   |
| K    | Establish Executive Assistant to the DCE, remove proposed DCE Adviser.   |
| L    | Establish Data Programme Manager (Fixed Term), with current DX and DPUP team members reporting to the new position. Disestablish Manager Data Systems.           |

*\*Refer page 13 for a summary of previous and additional proposed changes*

# HOW TO READ THIS DOCUMENT

This document contains a number of proposed changes in addition to those proposed in the Proposal for Change (4 November 2019).

The body of this document includes detail on the additional changes proposed, plus my response to feedback associated with previously proposed changes. The latter sections of the document provide you with information on the process for providing feedback on the proposed changes and the proposed plan to implement any changes finalised at the end of this process.

Appendices A and B provide current and proposed future organisational structure charts.

## Helpful terms and information

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

- **Confirmed position:** a position that is not changed by a restructuring proposal.
- **New position:** a new position has been created.
- **Disestablished position:** a position that is either no longer required within SIA following a restructure, or has been significantly changed.
- **Affected:** during any change process, there are people who are potentially *affected* by proposed changes. This means your substantive position would change if the proposed structural change went ahead. The change may be small, such as a change in title or reporting line or it may mean the position would be disestablished.

We intend to use SIA's [management of change protocols](#) to place affected people into roles in the new structure.

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

This proposal for change is a lengthy document. The project team has worked hard to ensure, as far as possible, that this document is an accurate reflection of every position and its current and proposed place in the organisation. However, there is a possibility that within the document something has been missed or is inaccurate. If there is an error, please inform **9(2)(a)** (Senior People & Culture Adviser) so it can be checked and the correct information used for decision making.

## WHAT COULD THIS MEAN FOR YOU?

This proposal will potentially impact a number of roles. You can see the proposed impact on your role in Appendix A on page 18.

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

Once feedback has closed and been reviewed, and if the final decision is made to proceed, then the next stage of the change process will be undertaken. The next stage will be to reassess and confirm the impact of this new structure on individual people within the scope of this proposal.

If you are affected by the confirmed structure you will be advised in writing of the impact on you. We intend to use SIA's [change management protocols](#) to place affected people into roles in the new structure by reconfirmation and reassignment processes.

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



## PROPOSAL AREA 1 – Office of the Chief Executive

| Proposal | Updated proposed change  |
|----------|--|
| A        | Communications function aligned to Office of the Chief Executive, including additional Senior Communications Advisor, and retain current Communications Advisor. |
| B        | Disestablish Web & Digital Advisor.  |
| C        | Change 'Advisers' to 'Advisors'.   |
| D        | Disestablish Principal Adviser (Chief Executive Adviser), establish Director Office of the Chief Executive.  |
| E        | Reporting line change for Chief Science Advisor and Chief Māori Advisor to Director Office of the Chief Executive with dotted line to the Chief Executive.       |
| F        | Disestablish Chief Adviser Social Wellbeing Board (vacancy).   |

***Communications should be part of the Ministerial Services team, but we need to call the branch something more fitting...***

Whilst technically part of proposal 2 in the previous document, I'm bringing feedback on the Communications function to the front of this pack and into proposal area 1.

Many of you felt strongly that the Communications function is better aligned with positions in the proposed Ministerial Services team. Your feedback pointed to functional adjacency and the need to bring together expert content writing into one place. On reflection, I tend to agree. It means keeping the Communications function closer to me, and will lead to consistent communications within SIA, and to the Minister's Office, Social Wellbeing Board (SWB), and Social Wellbeing Committee (SWC).

Feedback was mixed regarding the level of communication services we need. Some suggested that a Principal level position was too senior and the wider team would really benefit from more capacity at an intermediate level of support, including content writing.

There was also feedback to suggest that retaining a dedicated web and design position didn't feel right amongst wider proposals to reduce headcount. It was suggested that web and design services are better outsourced or partnered via another agency.

I've thought a lot on this, and strongly believe your thinking and suggestions are right for Social Wellbeing Agency (SWA). I'm therefore proposing to shift the function of Communications to the Ministerial Services team. I have also reconsidered the proposal to disestablish the Communications Advisor position. In addition to this position, I am now proposing to establish a Senior Communications Advisor, and I am proposing to disestablish the current Web & Digital Advisor position, with future related activities being outsourced to external providers or absorbed across remaining communications positions.

I also got a lot of feedback about the name 'Ministerial Services'. You feel it's too limiting. Indeed it is with the addition of the Communications function. I'm therefore taking onboard one of the suggested name changes – Office of the Chief Executive.



# PROPOSAL AREA 1 – Office of the Chief Executive (continued)

## *Did you notice I used the spelling ‘Advisor’?*

As an aside, I got feedback to suggest we adopt a different spelling for ‘Adviser’. You suggested ‘Advisor’ because it’s consistent across public sector agencies. Hence, all ‘Advisers’ will be ‘Advisors’ going forward.

## *The Office of the Chief Executive would be led by a Director...*

With the communications function proposed as part of the Office of the Chief Executive, there’s now a substantive change in accountability for the position leading this branch. Therefore, as a consequence of this, I propose disestablishing the position of Principal Adviser (previously proposed as a change of title only to ‘Chief Executive Adviser’), and establishing a new contestable position called Director - Office of the Chief Executive. The new position would include current Principal Adviser duties in addition to leading the Office, and coordinating SWA’s strategic narrative.

Further more, it was suggested in feedback that our two Chief Advisor positions (Chief Science Advisor and Chief Māori Advisor) should form part of the Office of the Chief Executive to emphasis that both Chief Advisors work across the organisation, with a dotted reporting line to the CE.

## *Other feedback*

I have reconsidered the need for a Principal Advisor Social Wellbeing Board. There’s no longer expectation on us to provide such a position and your feedback also suggested current staffing levels were appropriate. Therefore, I propose disestablishing the current vacant position.

Feedback also indicated the Ministerial Advisor position be appointed permanently via a contestable process, which it will be.

The Ministerial Advisor positions will also be renamed as:

- Senior Advisor – Office of the Chief Executive.
- Advisor – Office of the Chief Executive.

## *External Relationships*

There was a question about clarity of ownership and accountability for agency relationships. I see the Office of the Chief Executive as leading our relationships with central government with support from the Deputy Chief Executive and Managers. The proposed Deputy Chief Executive (proposal 3) will lead relationships with other stakeholders. Managers have accountability on a day to day basis for managing relationships as appropriate.

## PROPOSAL AREA 2 – Organisational Performance

| Proposal | Updated proposed change  |
|----------|--|
| G        | Establish Manager Portfolio and Planning (previously Principal Capability Development Adviser).                                |
| H        | Retain Project Coordinator (vacancy) reporting to Portfolio and Planning Manager. Establish a second Project Coordinator role. |
| I        | Disestablish PA to LT and Team Administrator and establish Administrator (0.5 FTE).  |
| J        | Disestablish Senior People & Culture Adviser and establish Principal People & Culture Advisor.                                 |

### ***Overall there was positive feedback about the establishment of the Organisational Performance branch, but some clarity is needed...***

The Principal Capability Development Advisor position was unclear to some people, and others suggested it should sit under the Deputy Chief Executive or it could be merged with the DCE Advisor.

I believe this role has an important planning and performance function and it is an enabling role for the whole organisation, not just the operational area. As such I'm proposing it stays within Organisational Performance. There was confusion between some functions of this role and the proposed Principal People & Culture role. I have revised the purpose statement and proposed a new title of Manager Portfolio and Planning to provide clarity.

### ***Project Coordination and Management***

There was a strong theme in the feedback about the need for project coordination support to reduce delivery risk. It was suggested to retain the Project Coordinator, add additional Project Coordinator roles and retain the Technical Project Manager/Scrum Master. I agree that the proposal was lean in project coordination. I'm proposing to retain the Project Coordinator position with a change in reporting line to the proposed role of Manager Portfolio and Planning and establishing another Project Coordinator position.. I think there is a fit between the functions and I would expect them to work closely with the operations area.

### ***Administrative Support***

There was also feedback about ensuring we have the right amount of administrative support across the organisation to reduce risk. It was suggested additional support was needed for the Deputy Chief Executive and Managers. There was also feedback that the Team Administrator title was confusing as it was not clear which 'team' the role supports. It was also suggested that as an organisation we need more coordination support for projects compared to administrative support. There was also feedback that the Team Administrator role may not be a full FTE with the removal of the personal assistance component. In weighing up the feedback I'm proposing to establish an Executive Assistant to the Deputy Chief Executive, disestablish the PA to LT role and the Team Administrator role and establish a 0.5 FTE Administrator role.

## PROPOSAL AREA 2 – Organisational Performance (continued)

### *People and Culture / HR*

There was positive feedback about keeping HR resource within SIA. It was suggested that the Principal People and Culture Advisor role should be contestable. I am now proposing to make this role contestable through the expression of interest process.

Feedback suggested the reporting line for the HR Administrator should be retained with the Principal People and Culture Advisor. It was also suggested that the HR Administrator title should be consistent with the People and Culture role. I agree and I'm proposing to retain the reporting line and rename the position People & Culture Administrator. Clarity was sought on what would happen when the secondment into this role ends. I expect this role will not be needed in the long term as our people work programme will be significantly progressed at that time.

## PROPOSAL AREA 3 – Consolidate our core business functions

| Proposal | Updated proposed change   |
|----------|---|
| K        | Establish Executive Assistant to the DCE, remove proposed DCE Adviser.  |
| L        | Establish Data Programme Manager (Fixed Term), with current DX and DPUP team members reporting to the new position. Disestablish Manager Data Systems |

### ***You all support a simplified structure***

There was overwhelming support for consolidating our core business functions to reduce silos. Feedback supported reducing the number of Director roles and having a smaller Executive Team. But there was concern about whether a single DCE position was “too big” and would be hard to fill because the position would require strong policy, people and technical skills.

### ***Sticking with one proposed DCE to break down silos***

Your feedback suggested the DCE position could be split into two Director roles. Yes it could, but I’m not convinced we can afford an additional executive member, and I’m not convinced separating our core business functions won’t reinforce current silos. I’ve also considered the ‘fill-ability’ of this position, and have talked to peers across government. There are similar sized positions in other small to mid sized agencies, and I am confident we can fill the position, thanks in part to the magnetizing effect of our purpose and mandate.

On balance I think having one Deputy Chief Executive leading the ‘engine room’ of SWA is the most effective and affordable way to consolidate our core functions and increases our ability to reduce silos.

### ***The proposed DCE will need an Executive Assistant***

Your feedback suggested that the DCE, as a relatively large executive position within SWA’s executive team, would need executive assistance. Related feedback also pointed out the need to minimize the administrative overhead on managers reporting to the DCE for optimal productivity.

I agree with this feedback, and therefore propose establishing a new Executive Assistant position reporting to the DCE. The position provides back up for the CE’s EA, and is also available to support other Executive Team members as required for things such as event coordination.

### ***We no longer need a Deputy Chief Executive Advisor***

There was mixed feedback about the need for the DCE Advisor. In light of the additional changes proposed we no longer need the DCE Advisor position. To confirm, the intent of the DCE Advisor is now covered by the proposed DCE EA and retaining the Project Coordinator vacancy.

## PROPOSAL AREA 3 – Consolidate our core business functions (continued)

### *Combining DX and DPUP would make functional sense*

Your feedback in relation to DX and DPUP highlighted that these teams are functionally aligned and there's an opportunity to combine the two under one management position.

Feedback also found the overlay of a project vs management structure difficult to decipher.

To make things simpler and in keeping with your feedback (which makes functional sense), I proposed combining DX and DPUP teams into one team, and establishing a new manager position – Data Programme Manager. I'm not sure the name is quite right so I particularly welcome your feedback or suggestions on the name. The position would be fixed term for 18 months. In addition to leading the DX and DPUP programme teams, it would be accountable for leading the thinking on where such system assets would reside in the future. As a consequence of this I am proposing to disestablish the current Manager Data Systems.

### *The Tier 3 Management Team under the DCE is optimal*

Some of your feedback challenged whether there was further opportunity to consolidate the Tier 3 Management structure under the DCE, and specifically whether Design & Implementation and Partnership positions should be combined into one team.

I disagree with the feedback and consider the proposed tier 3 structure as sustainable and practical.

The management positions that represent our core business are mutually exclusive and collectively exhaustive. Whilst a couple of positions have smaller teams, these specialised positions are very hands-on and have significant external engagement responsibilities. Combining Partnerships with Design & Implementation at this stage would stifle the progress being made in these teams. Therefore I am not proposing any change to this part of the structure.

## PROPOSAL AREA 4 – Other proposed changes

### ***Product Development Manager***

You supported the proposal to disestablish the Product Development Manager role. It was noted that as we move to more of an advisor/integrator role from a producer of products role we need to consider other positions within that have a product focus, such as Data Scientists and the Design and Implementation roles. After consideration I believe that the skills of those roles will still be required.

### ***Disestablishing Vacant Positions***

There were two concerns about the proposal to disestablish two vacant positions. Firstly in the future it may create incentives for positions to be filled quickly. Secondly, that our organization is top heavy with senior staff and disestablishing these roles will exacerbate that. In considering this feedback and other feedback about the level of project coordination support I am proposing to retain the vacant Project Coordinator position and the Graduate Analyst position.

### ***Career Pathways***

You raised concerns about the lack of career pathways in our structure and commented that our top heavy structure limits internal progression and our ability to grow capability. I've always believed because of our size and function we need senior specialist staff. However I agree we need to think about career pathways but not as part of this process. At this stage we don't know our future workforce needs. We are planning to undertake workforce planning in 2020 and it will inform our thinking on career pathways.

### ***Executive Team and Leadership Team***

There was support for a smaller executive team but feedback strongly supported the Chief Māori Advisor being on the Executive Team. I agree and have revised the proposal.

You raised concerns about the size and the make up of the Leadership Team. I agree this needs further thought and I will consider this further outside of this process.

### ***Titles***

Feedback was received about our naming conventions and whether we could use Te Reo for our titles. I'm open to this and ELT can consider this for roles within their groups in the future as appropriate.

# SUMMARY OF PREVIOUS AND ADDITIONAL PROPOSED CHANGES

The tables below provide a summary list of previously proposed and additional changes, with particular items struck out where they have been superseded.

| Proposal     | Item | Previously proposed change   |
|--------------|------|--|
| <del>1</del> | A    | <del>Reconfirm Principal Adviser as Chief Executive Adviser</del>                                      |
| 1            | B    | Consolidate Ministerial and Social Wellbeing Board positions, reporting to the Chief Executive Adviser |
| 1            | C    | Permanently establish the Ministerial Advisor  |

| Proposal     | Item         | Previously proposed change  |
|--------------|--------------|---|
| 2            | A            | Establish Director Organisational Performance   |
| 2            | B            | Disestablish Director Corporate, and Chief Investment & Integration Officer positions             |
| <del>2</del> | <del>C</del> | <del>Establish Principal Capability Development Adviser</del>                                     |
| <del>2</del> | <del>D</del> | <del>Reconfirm Principal People &amp; Culture Adviser</del>                                       |
| <del>2</del> | <del>E</del> | <del>Establish Principal Communications Adviser</del>   |
| 2            | F            | Disestablish Communications Manager, and Communications Adviser positions                         |
| <del>2</del> | <del>G</del> | <del>Change Web &amp; Digital Adviser reporting line to Director Organisational Performance</del> |
| 2            | H            | Disestablish Technical Project Manager / Scrum Master   |
| <del>2</del> | <del>I</del> | <del>Reconfirm Team Administrator</del>   |
| 2            | J            | Change Executive Assistant reporting line to Chief Executive                                      |

| Proposal     | Item         | Previously proposed change   |
|--------------|--------------|--|
| 3            | A            | Establish Deputy Chief Executive   |
| 3            | B            | Disestablish Director Insights, Director Data Systems & Analytics, and Director Partnerships positions |
| <del>3</del> | <del>C</del> | <del>Establish DCE Adviser</del>   |

| Proposal     | Item         | Previously proposed change                   |
|--------------|--------------|--|
| 4            | A            | Disestablish Product Development Manager     |
| <del>4</del> | <del>B</del> | <del>Disestablish two vacant positions</del> |

| Item | Updated proposed change  |
|------|--|
| A    | Communications function aligned to Office of the Chief Executive, including additional Senior Communications Advisor, and retain current Communications Advisor. |
| B    | Disestablish Web & Digital Adviser.  |
| C    | Change 'Advisers' to 'Advisors'.   |
| D    | Disestablish Principal Adviser (Chief Executive Adviser), establish Director Office of the Chief Executive.  |
| E    | Reporting line change for Chief Science Advisor and Chief Māori Advisor to Director Office of the Chief Executive with dotted line to the Chief Executive.       |
| F    | Disestablish Chief Adviser Social Wellbeing Board (vacancy).   |
| G    | Establish Manager Portfolio and Planning (previously Principal Capability Development Adviser).  |
| H    | Retain Project Coordinator (vacancy) reporting to Portfolio and Planning Manager. Establish a second Project Coordinator role.                                   |
| I    | Disestablish PA to LT and Team Administrator and establish Administrator (0.5 FTE).  |
| J    | Disestablish Senior People & Culture Adviser and establish Principal People & Culture Adviser.   |
| K    | Establish Executive Assistant to the DCE, remove proposed DCE Adviser.   |
| L    | Establish Data Programme Manager (Fixed Term), with current DX and DPUP team members reporting to the new position. Disestablish Manager Data Systems.           |



# UPDATED PROPOSED NEW POSITION PURPOSE STATEMENTS

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

| Proposed new position                  | Purpose (Draft)  |
|--|--|
| Deputy Chief Executive                 | The DCE, at the direction of the CEO, marshals SWA's core business resources to the most productive uses with the aim of creating maximum value for the SWA's customers and stakeholders. The DCE develops and cascades SWA's strategy and mission, and undertakes planning by prioritising customer, employee, and organisational requirements. It undertakes sector wide stakeholder engagement and builds effective strategic relationships. A big part of the DCE's job is to generate and sustain workforce capability, maintaining and monitoring staffing levels, competence, and morale to fulfil organisational requirements. In addition, the DCE is a performance driven role, developing and managing performance measurement for the agency. This role is the designate Security Officer. |
| Executive Assistant, DCE               | The Executive Assistant provides high level executive support to the Deputy Chief Executive. They also provide back-up for the CE's EA, and are also available to support other Executive Team members as required.  |
| Director Organisational Performance    | The Director Organisational Performance leads the development and implementation of SWA's organisational strategy, and organisational capability development. The Director Organisational Performance also leads the development and management of SWA's corporate services functions that enable SWA's success. Functions include Finance, People Services, Information Technology, Commercial, Risk and Audit. In addition the Director Organisational Performance develops the capabilities and practices to ensure SWA's portfolio of work (and projects within) are well managed, planned and executed in order to demonstrate high performance and lift stakeholder confidence. This role is the designate Privacy Officer.  |
| Manager Portfolio and Planning         | The Manager Portfolio and Planning supports the Director of Organisational Performance to develop and implement organisational strategy and plans to ensure SWA is both efficient and effective. The position delivers business planning and capability development to SWA, with accountability for ensuring our investment in organisational capabilities is prioritised to deliver our strategic outcomes. The Manager Portfolio and Planning will ensure there is effective coordination of operational change initiatives across SWA's functions as well as project management of significant capability development initiatives.  |
| Principal People & Culture Advisor     | The Principal People and Culture Advisor has responsibility for leading the delivery of strategic and operational people solutions to SWA. The role leads the implementation of the people strategy. It manages the relationship with MSD HR and payroll to ensure effective service, and with SSC for alignment with all-of-government directions.  |
| Director Office of the Chief Executive | The Director Office of the Chief Executive provides strategic advice and support to the Chief Executive across a broad range of areas. In particular they will ensure that advice and support provided to Ministers, the Social Wellbeing Board (SWB) and Social Wellbeing Committee is of a high quality and fit for purpose. The Director coordinates SWA's strategic narrative and leads our communications function overseeing the development and delivery of external and internal communications. To confirm, the Director is responsible for the secretariat for the SWB and support for the Officials Social Wellbeing Committee where necessary.   |
| Senior Communications Advisor          | The Senior Communications Advisor develops easily understood and high quality written communications for publication both internally and externally, ensuring SWA is visible. As required the position will co-produce agency forums and other activities for staff, stakeholders and the wider public. The Senior Advisor will develop and oversee content writing and publications, and also manage visual design.   |
| Advisor Office of the Chief Executive  | The Advisor Office of the Chief Executive undertakes a range of activities to support delivery of ministerial services, including; processes, standards and guidance, whilst also responding to and managing ministerial and official correspondence. As part of the wider team, they provide the secretariat for the SWB to enable the SWB to facilitate cross-sector work to track system progress and activity against key cross-system priorities. In addition, they will provide support for the OSWC where necessary (for example; monitoring progress and activity against the CPC priorities allocated to the SWC).  |
| Data Programme Manager (fixed term)    | The Data Programme Manager will lead the delivery of the DX and DPUP work programmes. They will develop and maintain the data infrastructure, systems and policies necessary to enable safer and greater use of data. They will oversee the design and implementation approach for DPUP. The Data Programme Manager would be accountable for leading the thinking on where such system assets would reside in the future.  |



## PROVIDING FURTHER FEEDBACK

The consultation period is extended to provide you an opportunity to submit feedback on the additional proposal changes. The extended consultation period is shorter than the first period of consultation because there are fewer proposed changes, and the additional changes largely reflect feedback already submitted.

I welcome your further feedback on the additional proposed changes and structure. Your feedback can be at any level, from the high level design, to the impact on specific positions or our proposed implementation approach. All further feedback is important and will be carefully considered.

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

Please send your feedback to **9(2)(a)** by the close of business **Tuesday 3 December 2019**.

## UPDATED TIMEFRAME

| Activity   | Timeframe                          |
|--|------------------------------------|
| Extended consultation period starts  | Wednesday 27 November              |
| Extended consultation period ends  | Tuesday 3 December                 |
| Final decisions announced  | Week commencing 9 December         |
| Change management process starts:  | Week commencing 9 December         |
| <ul style="list-style-type: none"><li>• People advised if reconfirmed</li><li>• Start of expression of interest process for people not reconfirmed into a role</li></ul> |                                    |
| People advised of outcome of expression of interest process  | End of week commencing 16 December |
| New structure effective  | Monday 3 February 2020             |

# CHANGE MANAGEMENT PROCESS

We intend to use SIA's [change management protocols](#) (developed in 2018) to place affected people into roles in the new structure. This document provides an excellent overview of the approach we intend to use, however for clarity there are three distinct approaches:

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

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

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

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

The reassignment process may include interview and an assessment of:

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

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

## SUPPORT FOR PEOPLE

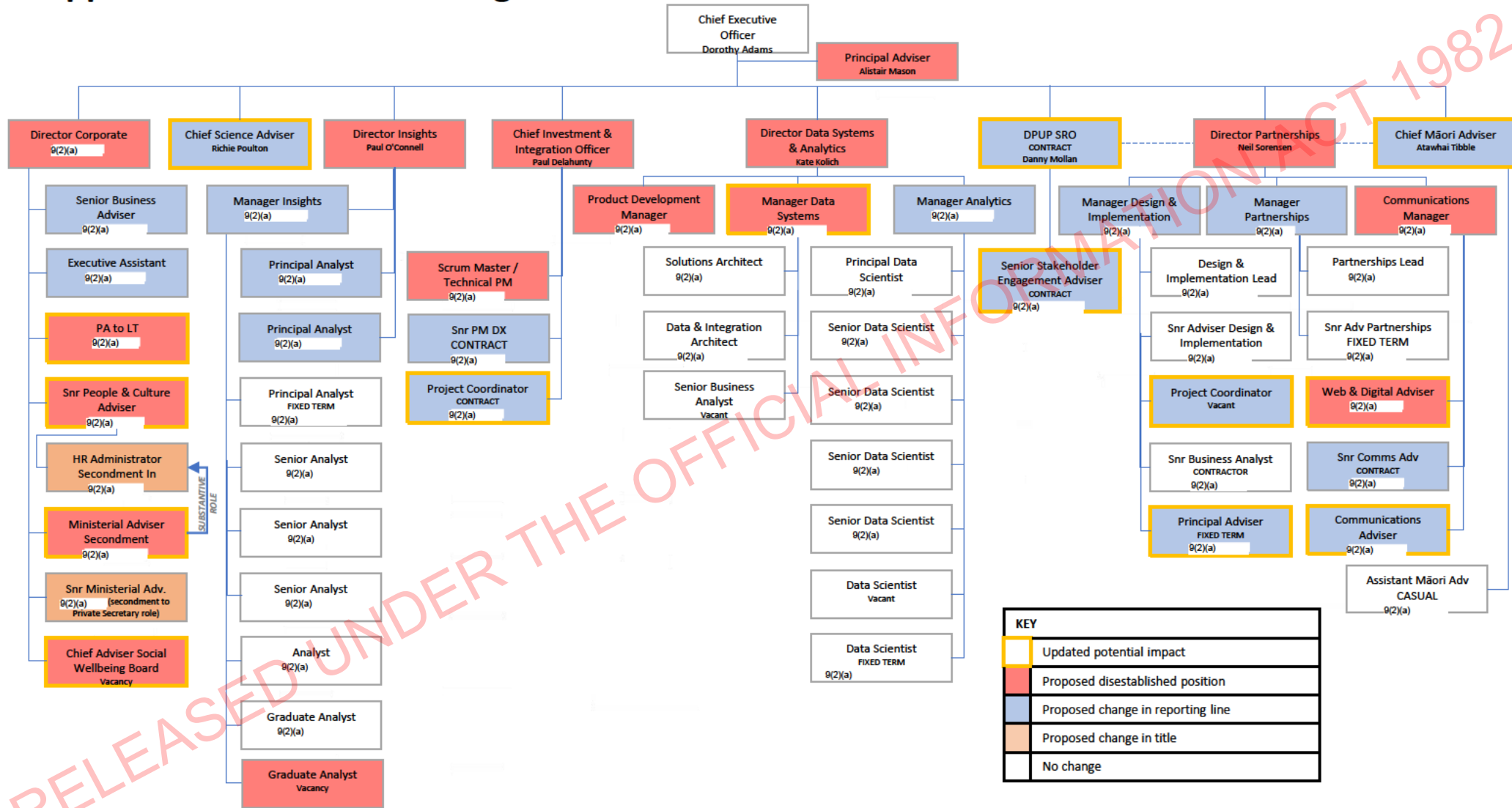
Change is hard and I encourage you to take up the offer of support.

Vitae (0508 664 981) is available to all people (contractors are included). They provide you with access to professional counselling services which are private and confidential. You can find out more about them and complete an online referral form at [www.vitae.co.nz](http://www.vitae.co.nz).

We will provide affected people with external support through the reassignment process to help you update your CV and prepare for interviews. Please talk to **9(2)(a)** to arrange this support.

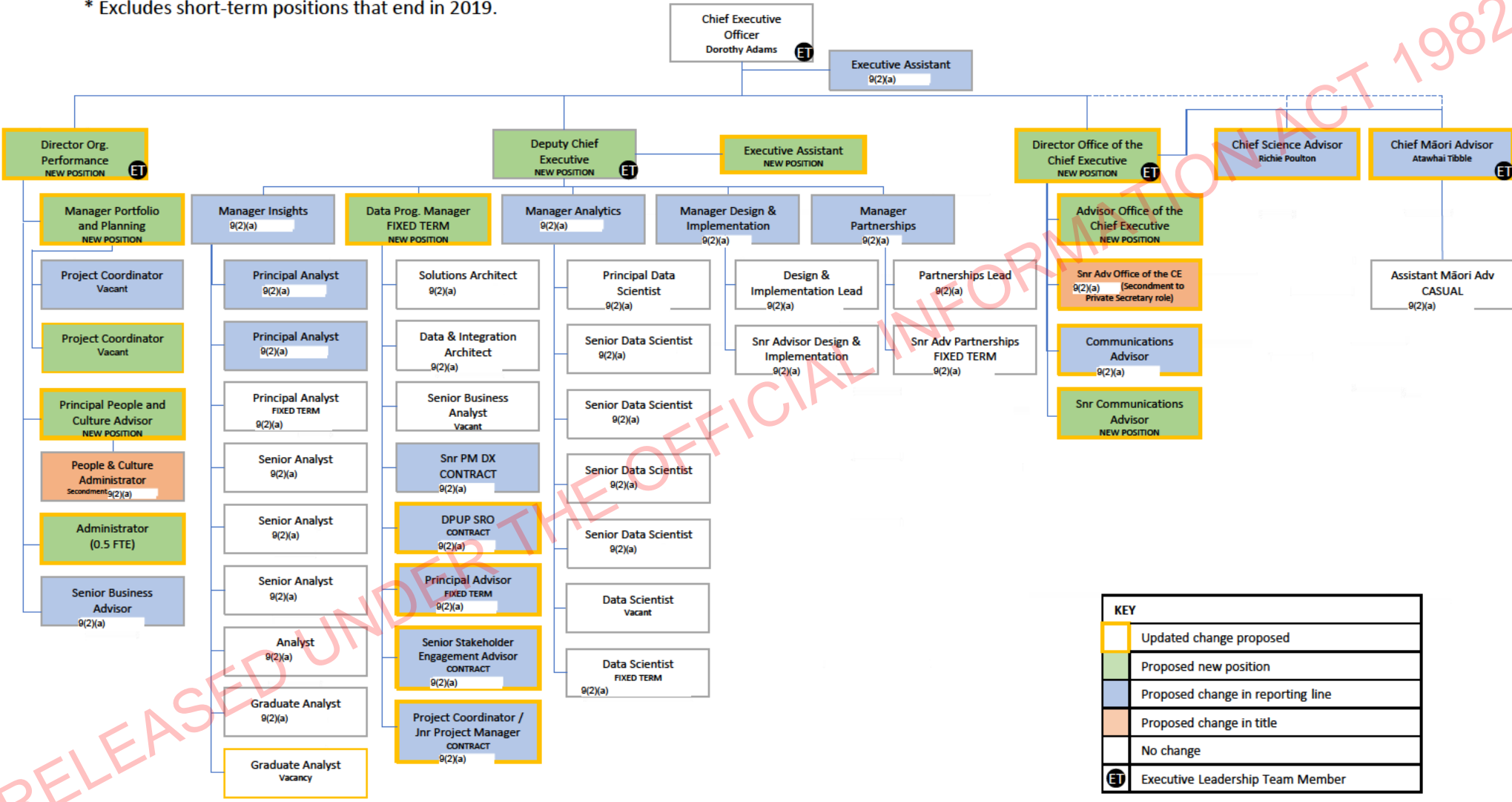
The support people need will vary. If you need additional support please talk to your manager or **9(2)(a)**

# Appendix A: Current state organisation chart



# Appendix B: Updated Proposed future state\* organisation chart

\* Excludes short-term positions that end in 2019.



| KEY          |                                   |
|--------------|-----------------------------------|
| [Yellow box] | Updated change proposed           |
| [Green box]  | Proposed new position             |
| [Blue box]   | Proposed change in reporting line |
| [Orange box] | Proposed change in title          |
| [White box]  | No change                         |
| [ET icon]    | Executive Leadership Team Member  |

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### Our new organisation structure will enable us to deliver our renewed agency mandate.

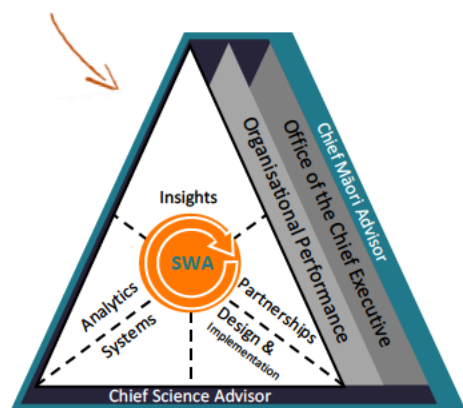
We are New Zealand's Social Wellbeing Agency. We work with the social sector to create insights, tools and practices that improve people's wellbeing. Together, we can do more of what works for better lives.

Our new structure reflects feedback considered in response to an initial proposal for change, and an updated proposal. This A3 overview presents the final confirmed structure. Affected individuals will receive a letter confirming the impact to their current position and next steps.

Our new structure better positions us to achieve the strategic shifts required by current operating challenges and the Government's repositioned expectations of us. However, structure alone won't get us where we want to go. Our continued professionalism, shared values, partnerships, and passion are also critical to our success.

This A3 is intended for SIA internal use only, and should be read in conjunction with the Proposal for Change (4/11/19), and Response to Feedback and Proposal Update (27/11/2019).

### SWA's future operating concept



### Organisational Performance enables SWA to be the best it can be by developing and improving organisational capabilities.

Led by the Director Organisational Performance, the team leads the development and implementation of SWA's organisational strategies. It develops and supports organisational capabilities and practices to ensure SWA's portfolio of work and projects are well managed, planned and executed.

In addition, the team manages SWA's corporate functions to enable SWA's success, including services provided by external partners.

#### Feedback considerations

Your feedback highlighted the need for Org. Performance to work effectively with Advisory Services.

Org. Performance works on the business, whereas Advisory Services is the business. As such, and in keeping with your feedback, Project Coordinator positions will sit in Advisory Services, not Org. Performance.

The focus goes beyond 'corporate services'. It includes portfolio and performance management. The Principal Portfolio & Planning Advisor role is key to this. The position will continue to develop and embed SWA's approach to portfolio, programme and project management so we can effectively balance the supply of our services to the demands on our business. We will be able to be responsive to new opportunities without sub-optimising agreed outcomes.

4 5

### The strategic shifts we want to achieve

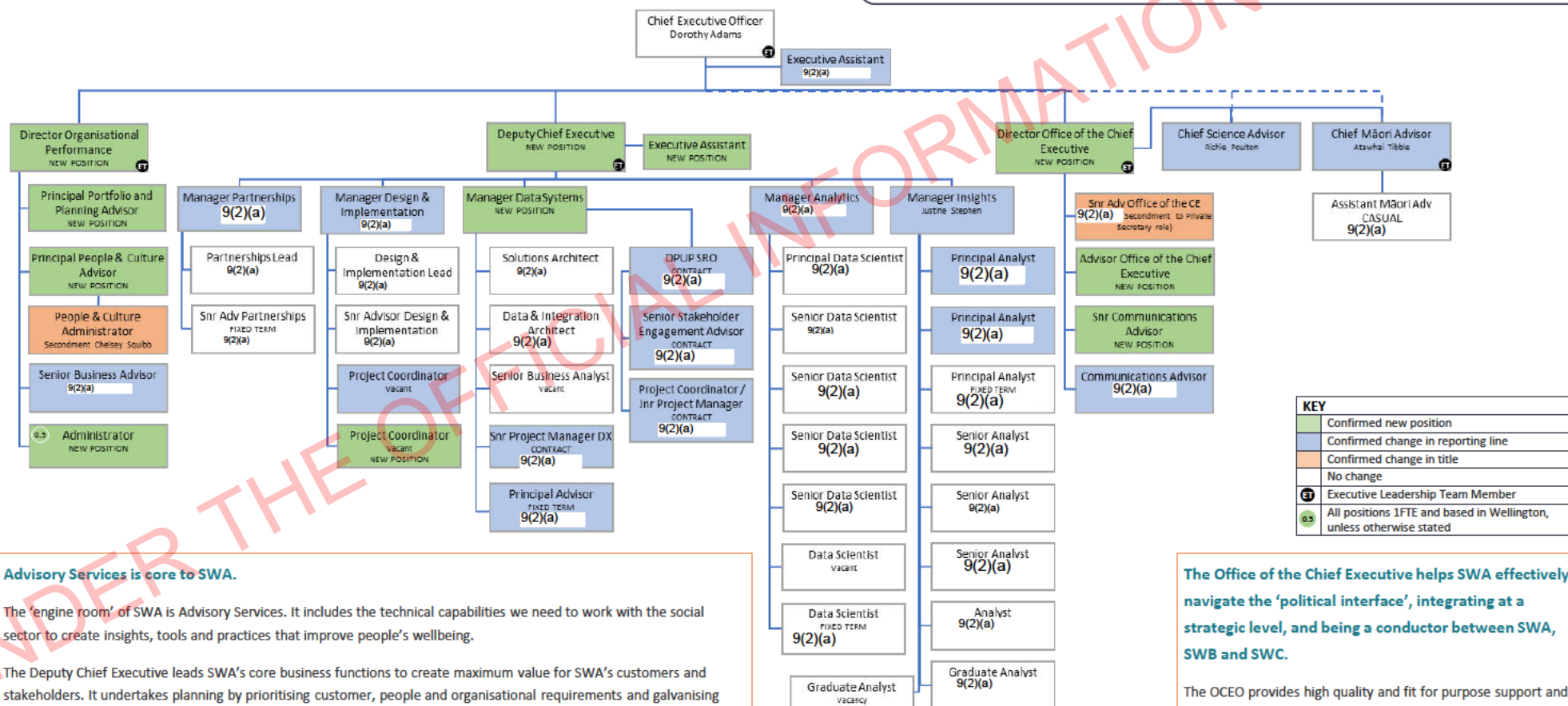
| From ...   | To ...  |
|--|---|
| Uncertainty about who our customers are and what they want.                | 1 A consolidated and coordinated customer focus.  |
| An incoherent functional structure and too many silos in our organisation. | 2 Driving collaboration and breaking down silos.  |
| Delivery planning is more 'supply-side' than 'demand-side' focussed.       | 3 Delivering to our mandate, including supporting the Social Wellbeing Board to support the Social Wellbeing Committee. |
| We lack consistent delivery discipline.                                    | 4 Lifting delivery disciplines and improving how and where we allocate our time.  |
| Unsustainable cost challenges.   | 5 Thriving within our means.  |

### Internal reassignments to the new structure will be announced by the end of 2019. Transition to the new structure will start in late January 2020.

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

The expression of interest (EOI) process is open and invites affected people to register preferences for reassignment to new positions. Expressions of interest close 10:00 am, Monday 16 December 2019. The reassignment process may involve an interview or a paper-based assessment, and will consider a person's skills against those required of the new position. An 'assessment panel' will consider previous/current experience at SIA, skills and/or competencies for the positions, qualifications and experience.

Interviews will be held on either 16, 17 or 18 December 2019 and outcomes will be advised by Thursday 19 December 2019. Internal appointments to the new structure will be announced by the end of 2019. Transition to the new structure will begin in late January 2020.



### Advisory Services is core to SWA.

The 'engine room' of SWA is Advisory Services. It includes the technical capabilities we need to work with the social sector to create insights, tools and practices that improve people's wellbeing.

The Deputy Chief Executive leads SWA's core business functions to create maximum value for SWA's customers and stakeholders. It undertakes planning by prioritising customer, people and organisational requirements and galvanising into integrated action the Partnerships, Analytics, Insights and Data Systems functions that make up the SWA's engine room. The Deputy Chief Executive builds effective strategic relationships across the sector.

#### Feedback considerations

The new DCE position is a critical appointment for SWA, and your feedback echoes this. A consolidated 'engine room' under a single DCE signals our intent to empower tier three leaders, and break down silo's. The combination of technical functions gives SWA the ability to accomplish greater things. We are data-driven insights specialists for the social sector who want to partner and try different approaches to improving social wellbeing.

Some feedback sought clear 'accountabilities' for stakeholder engagement. But being rules-based isn't how we embed multi-disciplinary and innovate ways of working. To confirm, partner agency relationships and those with other organisations will be managed by the right position at the right time. How we stay connected and coordinate across relationships is key. The DCE, with support from the Org. Performance team will optimise relationships for operational effectiveness, whereas the Director of the Office of the Chief Executive will coordinate across relationships for strategic stakeholder engagement.

The combination of the DPUP and DX programmes under the new (and now permanent) Manager Data Systems position reflects your feedback on the opportunity to optimise functional adjacency and maintain delivery momentum.

Maintaining separate Partnerships and Design & Implementation teams recognises the unique technical challenge each team faces. Our Partnerships team actively pursues strategic opportunities for a SWA by cultivating partnerships or other relationships, or identifying new opportunities for SWA's services. The Design & Implementation team maximises impact through innovative design-thinking and doing the hard yards of actually driving implementation. Feedback suggests a new name could better describe the Design & Implementation team.

We will consider this in the New Year.

### The Office of the Chief Executive helps SWA effectively navigate the 'political interface', integrating at a strategic level, and being a conductor between SWA, SWB and SWC.

The OCEO provides high quality and fit for purpose support and advice (including secretariat support) to the Social Wellbeing Board and Social Wellbeing Committee.

It manages the relationship with the Minister's office, will lead development of SWA's strategic narrative and ensure excellent external and internal communications.

Advisory Services develops SWA's business strategies. Org. Performance develops our organisational strategies, and the OCEO stitches it all together, including positioning within our external context.

The Director and Chief Advisors provide strategic advice and support to the Chief Executive and wider Agency across a broad range of areas, in particular Ministerial engagement, bringing a Māori perspective and social science expertise, knowledge, advice and support.

1 2 3

# Māramatanga follow up proposal

## Introduction

Kia ora tatou

Thank you for your support as we implement Māramatanga. Saying farewell to colleagues and transitioning to a new structure is unsettling and I appreciate the energy you've all returned from the holidays with, and your ongoing professionalism.

They say change is constant, and this is often the case with organisational structures as circumstances change. Since our new structure was confirmed in December sadly [redacted] has resigned. With [redacted] leaving I have been considering options for leadership of the Partnerships team. As a result I'm proposing a small change to the structure we arrived at through Māramatanga and as with our Māramatanga process I want to hear your feedback on my proposal, set out on this A3. I want to minimise uncertainty for people as soon as possible and am therefore aiming to finalise this process in line with the effective date for the Māramatanga structure on 3 February 2020.

I look forward to hearing your thoughts on the proposal. And of course as always if you have any questions please come and talk to me or if you'd like support you can access Vitae on 0508 664 981.

Ngā mihi  
Dorothy Adams  
Chief Executive

## Proposal

Those of you who were here in 2018 will remember our original permanent structure had under the Director Partnerships a Manager Design and Implementation (with two Senior Advisors and two Partnership Leads), a Principal Communications Adviser and a Māori, Pacific and Key Communities Specialist. As the structure was implemented we decided to create the Manager Partnerships role and change the reporting lines of one Partnerships Lead and one Senior Advisor. This was to ensure we had a solid focus on partnership, both working with our current partners and creating new relationships.

With [redacted] leaving I've been reconsidering the structure again. I'm proposing to go back to the original structure by disestablishing the Manager Partnerships role and changing the reporting line for the Partnerships Lead and Senior Advisor Partnerships to report to the Manager Design and Implementation.

I have considered this proposal against our Māramatanga design and change principles and believe it aligns with them.

This will not reduce our focus on partnerships. Our partnerships are vital to our work and I think over time our partnerships team will have an increased focus on government as well as non-government organisations. It may be that the title of the Manager Design & Implementation role, and the team, needs to change to better reflect their functions. I welcome your feedback on this although I will ask the Manager Design and Implementation to progress this outside of this process.

I have also been thinking about SIA's level of cultural capability and whether we need to re-establish the Māori, Pacific and Key Communities Specialist role. Our capability in this area has increased since 2018 and with Atawhai and [redacted] leadership of Te Aho Kura we will continue to build capability across all our people, so at this stage I do not believe we require a specialist role.

## Summary of proposed changes

| Position                          | Proposed change        |
|-----------------------------------|------------------------|
| Manager Partnerships              | Disestablish           |
| Manager Design and Implementation | Two new direct reports |
| Partnerships Lead                 | Reporting line change  |
| Senior Advisor Partnerships       | Reporting line change  |

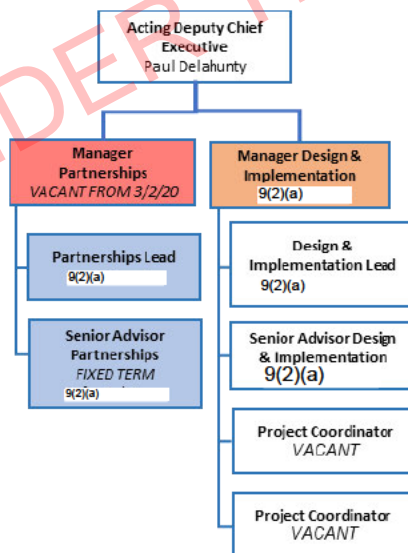
## Change management process

As with Māramatanga I intend to use SIA's change management protocols. There are three distinct approaches:

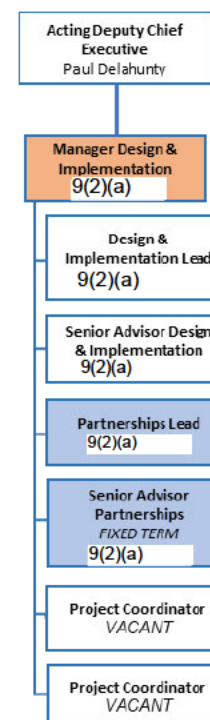
- 1. Reconfirmation** – where you may be reconfirmed into a role that is the same or substantively the same as the one you do now.
- 2. Reassignment** – where you may be reassigned to a role where your skills and experience may be a good match for the role.
- 3. Redundancy** – our third and final option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

In considering the impact on the Manager Design & Implementation role I consider this to be a reconfirmation given accountabilities for the Manager Design & Implementation and Manager Partnerships are substantively the same.

Partnerships and Design & Implementation Māramatanga structure effective 3 February 2020



Partnerships and Design & Implementation Proposed structure for feedback



| KEY          |                                   |
|--------------|-----------------------------------|
| [Red box]    | Proposed disestablished position  |
| [Blue box]   | Proposed change in reporting line |
| [Orange box] | Proposed reconfirmation           |
| [White box]  | No change                         |

## Proposed timeframe

| Activity  | Timeframe                |
|---|--------------------------|
| Consultation starts with Partnerships and Design and Implementation Teams | Monday 27 January 2020   |
| Consultation starts with all SIA  | Tuesday 28 January 2020  |
| Feedback closes   | Thursday 30 January 2020 |
| Decisions announced and changes effective                                 | Monday 3 February 2020   |

## Providing feedback

I genuinely welcome your feedback on my proposed structural change and any other aspect of the proposal. You can provide feedback individually or as a group via email. Please send your feedback to [redacted] by the close of business Thursday 30 January 2020. I am keeping the timeframe short given the nature of the proposal and my desire to finalise it in line with the Māramatanga structure going live on 3 February 2020.



**From:** Dorothy Adams 9(2)(a)  
**Sent:** Friday, 31 January 2020 2:59 pm  
**To:** SIA\_All\_Staff (SIA) <SIA\_All\_Staff@sia.govt.nz>  
**Subject:** Decision - Design & Implementation and Partnerships teams and GO LIVE Monday

### Change proposal decision

Thank you to those who gave me feedback on the proposal for the Partnerships and Design & Implementation teams. I received feedback from four people and one group submission. Overall feedback was supportive of the proposal. The submission from the Partnerships and Design & Implementation teams asked for a number of things to be progressed over the next six weeks, including the new team name and clarifying roles, expectations, relationships across the organisation and the work programme. I expect that 9(2)(a) will lead this work with the team, supported by Paul.

There was a question about the potential increase in travel for the Manager Design & Implementation. I am comfortable that travel can be managed across the team and the wider organisation. It was also suggested that the Partnerships Lead and Senior Advisor Partnerships might be better aligned with the Office of the Chief Executive (OCE) given the role the OCE will play in the organisation's relationship strategy. I believe the roles are best placed under the Manager Design & Implementation but acknowledge they will need to work closely not only with the OCE but the wider organisation too. I think this will be clarified in the work the team will do around name, purpose and work programme.

After carefully considering all feedback I am confirming the structure as proposed and I am reconfirming 9(2)(a) into the Manager Design & Implementation role. The change will be effective from Monday 3 February 2020. I have attached a copy of our final structure and below is a summary of the confirmed changes:

| Position                          | Confirmed change                                      |
|-----------------------------------|---|
| Manager Partnerships              | Disestablished  |
| Manager Design and Implementation | 9(2)(a) reconfirmed in role<br>Two new direct reports |
| Partnerships Lead                 | Reporting line change                                 |
| Senior Advisor Partnerships       | Reporting line change                                 |

### Monday 3 February 2020

I'm looking forward to our new structure coming into effect on Monday. I've said before that I

believe our structure will help us to deliver the Government's repositioned expectations of us. But structure alone can't do this. ELT and managers have plans to bring their new teams together and plan how we will deliver as teams and as an organisation. And, we will build on this at our annual staff hui later this year.

On Monday there will be changes for people. We've got people in new roles and some of us will have new teams, new reporting lines or new direct reports. We will have a few folk moving desks to be closer to their new teams. And, in traditional SIA style, we'll acknowledge our new structure with a morning tea.

As mentioned at Stand Up **9(2)(a)** and **9(2)(a)** are working closely with MSD to make changes in myHR. There is a lot of work to transition to our new structure and some changes may take a bit longer to show up. If things don't look right by the end of next week or if there are any issues please talk to **9(2)(a)** or **9(2)(a)**.

Change can be exciting for some and for others it take as a bit of getting used to. Talk to your manager if there's any support you need.

Cheers and have a fabulous weekend  
Dorothy

**Dorothy Adams**

Chief Executive

Social Investment Agency

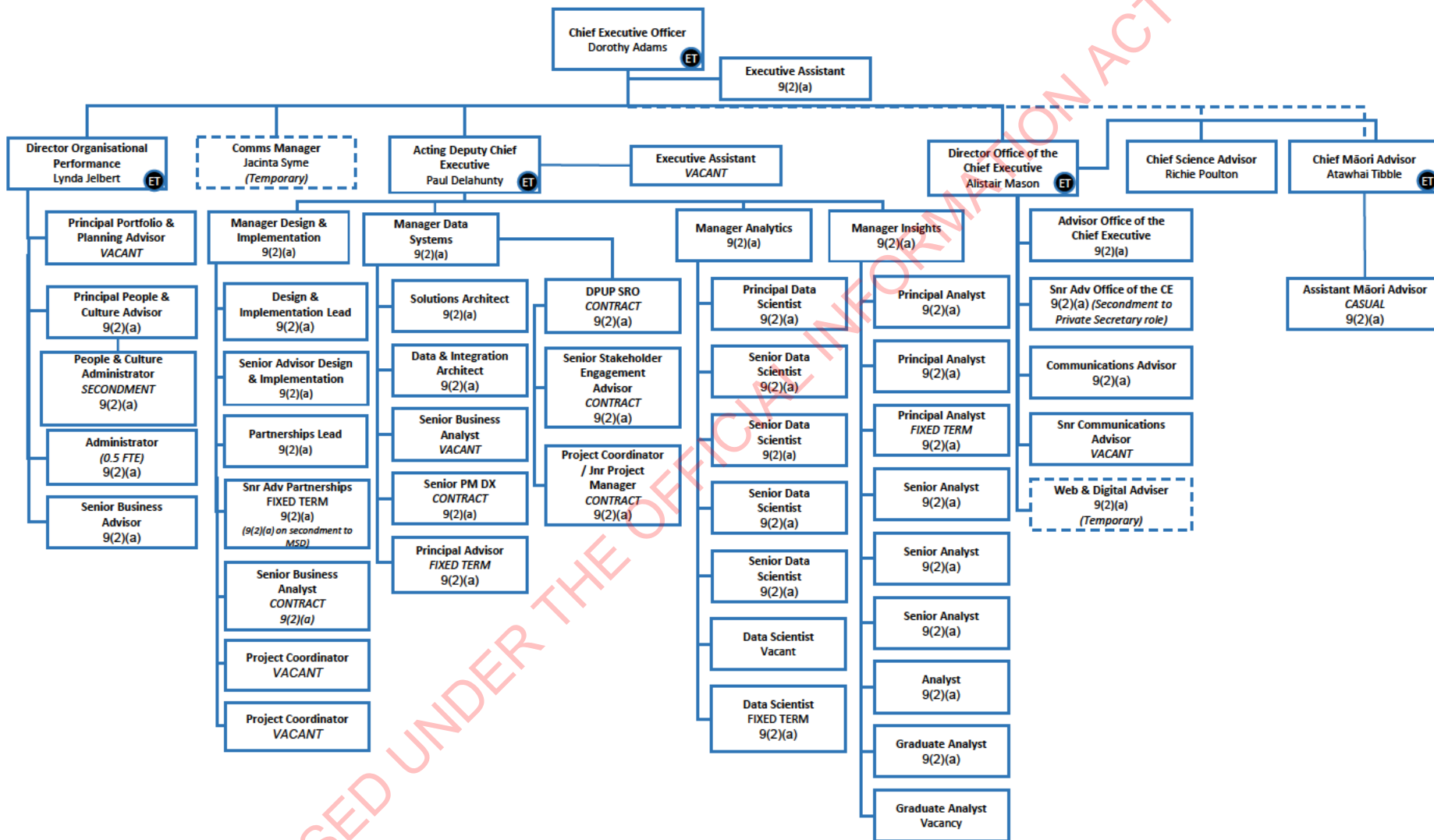
117 Lambton Quay – Level 3 | Mobile: **9(2)(a)**

<http://www.sia.govt.nz>



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# Confirmed Organisation Structure Effective 3 February 2020



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