



Te Tūāpapa Kura Kāinga
Ministry of Housing and Urban Development

Final decisions on changes to how we are organised:

- **Strategy, Insight and Governance**
- **Policy**
- **Organisational Performance**

13 June 2024

Introduction from Andrew

Kia ora koutou,

This pack sets out final decisions for changes to how we are organised in three of our business groups at the Te Tūāpapa Kura Kāinga | Ministry of Housing and Urban Development.

These decisions reflect the feedback you shared through consultation over May 2024 on proposed changes to the capability, capacity, and structure needed in HUD for the future in the following groups:

- Strategy, Insight and Governance
- Policy
- Organisational Performance

I have approved these final decisions after considering recommendations from Deputy Chief Executives.

I want to thank each of you for your willingness to work through the proposals, and for sharing your thoughts and feedback. I know that some of our conversations have been uncomfortable for some people, however some good ideas have also been shared about how we could work differently in the future as a smaller organisation.

As we work together to implement these changes, I encourage you to keep asking questions, and keep supporting each other.

Ngā mihi,



Andrew Crisp
Chief Executive



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How to read this pack

There are three parts to this pack:

- Part A: Summary of overall feedback**

This section includes a summary of feedback received through consultation on our context for change and our overall workforce reduction. This section applies to all three business groups included in this change process.
- Part B: Confirmed changes**

This section includes a summary of feedback received through consultation for each business group, and confirms the changes for each group, including how current positions are impacted or affected by the changes. There is one section for each group:

 - Strategy, Insight and Governance
 - Policy
 - Organisational Performance
- Part C: Confirmed change process**

This section includes a summary of feedback received through consultation on our proposed change process. It also details the confirmed change process for people in positions that are impacted or affected by the changes. This section applies to all three business groups.

We also have **Appendices** which are referred to throughout the decisions material.

How do I know if I'm affected by the changes?

If you are affected by the changes, we will confirm this in writing for you. This will happen before the final decisions material is published.

The consultation material on this site also identifies positions that are confirmed to be impacted or affected by these proposed changes. Appendix A – Confirmed Position Impacts identifies the impacts for positions in each group, function and team, along with the change process for people in those positions.

If you think you are affected by the changes and we haven't identified this, please talk to your manager, or you can message the consultation team via What Say You, or by emailing HRAssist@hud.govt.nz

Support

We know change can be unsettling and can create feelings of uncertainty about what's coming next. As you consider what the changes may mean for you, remember support is available.

We have set up a [Change Hub](#) on Puna where we are sharing information about the changes underway and support available to you.

Our [Health, Safety and Wellbeing page](#) has a range of resources available that promote good wellbeing and mental health, including eLearn modules.

It's important to take care of yourself. Please talk with those around you - discuss the changes, and get support that is right for you, whether that's from your manager, colleagues, whānau or friends.

The Employee Assistance Programme (EAP) provides a free, confidential and independent service. You can contact EAP directly on 0800 327 669, visit their website: www.eapservices.co.nz; or download the habithealth app on your phone to check out EAP resources or to book an appointment.

If you're a union member, the PSA is also available to provide support and advice. You can contact the PSA via psa@hud.govt.nz or talk with a PSA delegate.

Please talk with your manager if you think you may need any other support as we work through these changes.

Part A: Summary of overall feedback and changes

We were pleased with the level of engagement through consultation. 84% of you logged onto the What Say You consultation tool to read the consultation material, with 377 comments shared. We also received 34 pieces of feedback via the MyFeedback email inbox, including a submission from PSA members. Additionally, many of you shared thoughts and feedback directly with your managers, or with Deputy Chief Executives through drop-in sessions and other conversations throughout the consultation period.

As we worked through the feedback, some themes arose that were consistent across all three business groups, or, related to our context for change and our overall approach to identifying areas for change. These themes are noted below, along with some broad considerations for that feedback.

Themes arising from feedback relating to the changes proposed for Strategy, Insight & Governance, Policy, and Organisational Performance groups are included in the relevant sections in Part B of this pack, and the themes relating to our Change Process are included in Part C of this pack.

Theme	Feedback	Considerations
The 3 Change Drivers, and overall workforce Reductions	<p>There was conversation around the Three Drivers for change, with people showing understanding for the need to work differently to deliver for Government (e.g. Drivers 1 and 2). There was some concern shared by people that Driver 3 - the fiscal sustainability driver - for this change was understated in the consultation material.</p> <p>People asked questions to understand how the fiscal savings from this change would stack-up against Government expectations. There was some concern that the proposed reductions felt high against the overall workforce reductions signalled by the Chief Executive at the start of the change process, which at that time aligned with the 7.5% savings expectation from Government, and that more change is coming.</p> <p>Connected to this, people asked for information about the numbers of positions that have not been filled over the past months, and wanted clarity of whether those positions were being disestablished through this change.</p>	<p>On 30 May, we were able to share information around Budget '24, and what that means for HUD in FY2024/25 and outyears (- you can read more about this on Puna).</p> <p>As you know the 7.5% savings originally signalled by Government have landed differently as Ministers made decisions about Budget '24. Our departmental budget was set at \$73M, and we were originally facing a reduction to \$58M. Our departmental budget is now confirmed at \$61M and while the overall reduction is more than 7.5% in 2024/25, it is less in outyears, equating to 3% from 2025/26.</p> <p>The majority of our departmental budget is personnel costs. We have worked hard to reduce 'other costs' – these relate to contractors/ consultants, digital/IT service providers, insurance, travel, and property. This work means we have approx. \$45M available for personnel per annum, which aligns to an affordable workforce of 315-320 FTE.</p> <p>Last November we started actively managing our vacancies in anticipation of limiting the number of people we may have to reduce by, to operate within our available budget. We don't hold 'vacancies', and when someone leaves the organisation we look at the work we need to do and we decide whether it is critical that we fill that position. These types of workforce decisions will continue to be tightly managed at a senior leadership team level for the foreseeable future as one way of reducing the need for redundancies in order to achieve our affordable workforce FTE.</p>

Theme	Feedback	Considerations
Future change	<p>Some people asked for more certainty around the timing for the next phase of change, with some people in functions that are not changing right now – particularly those in SIG and OP that will now be looked at later in the year - sharing concern that they will be negatively affected by ongoing uncertainty.</p>	<p>As we started our organisational change work earlier this year, we signalled that as Budgets and priorities are determined by government, we will need to keep looking at our capability and capacity, and this may require more organisational change over time. This is still the case.</p> <p>The DCE SDP has now confirmed the high-level timeline for the work around a place-based operating and organising model. We have commenced work on the design of our place-based delivery operating model, and we anticipate we will be consulting with people on the proposed changes to our operating and organising model around mid-to-late-August, with final decisions shared in late September.</p> <p>We have also decided to align the next phase of change for our Finance, Legal, CHRA and Crown Entity Monitoring teams with the timing for the SDP changes.</p> <p>We are currently recruiting for a new DCE, Māori-Crown Relations for Te Kāhui, and once this person is on board we will work together to understand the resourcing mix required for this group for the future.</p>
Area of focus and types of roles being reduced	<p>There was conversation about the teams that were focused on for the change, and types of roles that featured in the proposed changes. There was a lot of conversation around the value of different types of roles in our structure, with people sharing feedback on how the roles described in the Leadership Framework were being applied across our structure.</p> <p>People shared concern that the proposed reductions were not focused on the right levels of the organisation, and that we should be looking at reducing more positions from our Tier 2 level e.g. Deputy Chief Executives, and Tier 3 Senior Leader level e.g. General Managers/ Heads of. For example, some people suggested greater savings could be found from a model where Managers report directly to a DCE.</p> <p>We also received feedback about how our Principal Advisor role was described in the proposed changes and the Leadership</p>	<p>It's important to us that we have the right leadership roles at the right level in the organisation. We are comfortable our leadership model offers us the flexibility to choose which senior leader role type will be fit-for-purpose for an area, based on the outcomes to be achieved for a function or area of responsibility.</p> <p>Taking on board feedback provided through final decisions we will make some adjustments to the framework for the future e.g. update the reporting line for Principal Advisors, and offering greater clarity around where our General Manager vs Head of positions might feature across our structure.</p> <p>The feedback shared around the value of different leadership roles across our structure will be considered as we continue to possible improvements to our ways of working over the coming months to create greater efficiency.</p> <p>We agree our Principal Advisors add significant value to the organisation, however we disagree that these people do not have a leadership role in the organisation. The majority of our Principal Advisors offer depth and breadth of thought leadership, they lead and drive projects and programmes of work, they coach others, and offer quality assurance over work. The remuneration for our Principal Advisor roles reflects this leadership component, and the expertise they bring to HUD.</p> <p>However, we also know there is some compression of responsibility around both</p>

Theme	Feedback	Considerations
	<p>Framework, with people sharing that our Principal Advisors offer significant breadth and depth of skills, knowledge and experience, including in critical specialist areas. People were concerned that by describing our Principal Advisor role as having a 'leadership focus' meant we were diminishing value they add in driving and doing work.</p> <p>We have addressed this theme in more detail in the Policy group themes as a lot of the feedback related to the way our Policy roles were described for the future.</p>	<p>leading and doing work across some parts of our structure. We believe that by reducing the number of Principal Advisors in some parts of our structure we will not only be contributing significantly to our fiscal goals, but given we will have reduced resource we will also be required to make clearer decisions about whether work is most appropriately performed by Principal Advisors, Senior Advisors, or Advisors.</p>
Administration Support	<p>People shared some feedback around how our Administration Support Model has been applied across the structure.</p> <p>There was some conversation about the role that different administration support people play across the organisation, in different locations, and for different teams. Some suggestions were shared about how some of our administration support people could be used differently across multiple teams, or to help improve workflow within existing teams.</p>	<p>Our Administration Support people play a key role in enabling workflow and efficiency across the organisation.</p> <p>As we work through the changes to our groups, and introduce different ways of working, this may impact on the numbers and types of administration support roles we need across our structure.</p> <p>Largely the model is fit-for-purpose, however we acknowledge there may be opportunities for our administration people to support different or additional leaders, teams or functions and to do this by working differently. We will look at this along the way and engage with our administration people as needed.</p>
Workload & Wellbeing	<p>Some concern was shared about the level of reductions in some areas, and that remaining team members would have to absorb work from positions being disestablished. People are worried this will negatively impact wellbeing. People asked whether training or support would be available to remaining team members to equip them to pick up different work or fill the gap left by departing people.</p> <p>Some concern was shared that the proposed changes are unrealistic for workloads, and that we may not be able to meet legal or Government</p>	<p>Through consultation we saw this theme emerging, and we developed an FAQ to reaffirm that the wellbeing of our people is really important to us.</p> <p>As we are a relatively small organisation, our DCEs work closely with their leadership teams and have a good understanding of priorities and work in each function/team. As DCEs shaped up their proposals for change, they considered the work of each function/team, and what types of roles may be needed in future to do that work, taking into account increases/decreases in work volumes, and whether the work is becoming more complex, or could be simplified.</p> <p>They talked to others if they needed to understand more about the work in order to shape up the proposals, and drew from their experience in other agencies.</p> <p>We know that if we remove some positions from our structure, this may mean the</p>

Theme	Feedback	Considerations
	<p>expectations with reduced capability and capacity in some parts of our structure.</p>	<p>day-to-day work/activities of people remaining in a team may need to adapt. However, this would not be outside of what is provided for in existing position descriptions and employment agreements, and we do not expect to overload remaining team members.</p> <p>We know that active prioritisation and work programme management are critical, and that in a smaller organisation more trade-offs may be required (e.g. timeframes) in order to ensure workloads are manageable. Our senior leaders will play a key role in helping to prioritise work and manage customer or stakeholder expectations.</p> <p>Wellbeing is everyone's responsibility, and we will need to work together to manage workloads and support each other as we implement these changes.</p>
<p>Consultation approach</p>	<p>People shared feedback about the approach to consultation, with mixed views shared about the use of the What Say You tool to gather feedback on the proposed changes.</p> <p>Some people queried the What Say You tool moderation process, and that members of the People team could see 'who said what' as they supported the consultation process. Some concern was shared that HUD did not meet its commitment to anonymity through this process.</p>	<p>We don't agree that we didn't meet our commitment to anonymity.</p> <p>During the Phase 1 changes to SLT, when people submitted feedback on the proposed changes via Microsoft Forms, individual names were visible to the Chief Executive alongside their feedback - this was a conscious decision for that phase of change. Some people shared concern about the lack of anonymity in this approach, so for Phase 2, we used the 'What Say You' tool which meant people could share feedback in a more open way where their names were not visible to others, or to decision-makers.</p> <p>This tool is similar to the Consider This tool we used through Kia renarena, and is used widely across the public service. Prior to consultation starting, we shared information about the tool and about the moderation process, including what information would be visible to who.</p> <p>As queries arose through consultation about the tool and anonymity, we responded to those and created an FAQ to reshare the information we had published about our approach. We also offered alternative methods for people to share feedback directly (either with or without names visible) and we received a number of submissions both online and using those different avenues.</p> <p>We are comfortable that we provided genuine opportunities for people to provide feedback on the proposed changes and that we met our commitment to anonymity.</p>

Summary of changes

Having considered all of the feedback shared, we are largely proceeding with the changes as proposed, with some adjustments.

We have made some changes to the group models

We are confirming changes to the shape and size of all three business groups, and all three groups will be smaller than they currently are. The majority of these changes will take effect around 1 August 2024. We remain focused on:

- Resetting our leadership structures by bringing functions or team together differently under a smaller number of leadership positions, where this makes sense:
The changes to leadership positions at a Senior Leader (Tier 3) level, and Manager (Tier 4) level are going ahead as proposed.
- Reducing the number of Principal Advisors in our structure:
In the Policy group we have reconsidered the scale of these reductions against the work programme, and the Principal Advisor reductions will not be as significant as originally proposed – 15 permanent Principal Advisor positions will remain in our structure, rather than the 13 proposed, and we have transitional opportunities for up to two other Principal Advisors for up to 4 months.
- Reducing the number of positions in areas where we have reduced work volumes or where we need different capability in the future:
The changes to positions within functions/teams are largely going ahead as proposed, with some adjustments to the resourcing in the Governance, Planning & Programmes area.

All of the changes to business group models are detailed in Part B.

What this means for workforce numbers

We are working towards an affordable workforce of 315-320 FTE.

We are proposing to disestablish 49 positions from our structure, 7 of which are vacant; alongside this we are also proposing to establish 16 new positions in some parts of our structure that we believe will better match the work we need to do in the future. We are aiming to reassign permanent employees into these positions wherever possible.

Overall, these proposals would result in a net reduction of 26 from our current workforce.

Note this is lower than the proposed reduction of 30 positions from current workforce, because two Principal Advisor positions have been added to our Policy group model, and two affected people have resigned from the organisation through the consultation period.

We have also made some adjustments to our change process and our timeline

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- We have updated the timeline so that the EOI process opens and closes for all positions at the same time
- We are staggering panels to select for leaders first where we can, so that the majority of people will now know who their Manager would be before being assigned to a Team. Principal Advisors in Policy will now also participate in the Team Assignment process
- People can now express interest in up to 5 positions or options through the EOI process
- Some changes have been made to the available positions, who can express interest in those, and to the selection criteria

- Principal Advisors are no longer required to complete a written Technical Scenario as part of the EOI process
- We have decided we need some specialist skills for the Principal Advisor position in Māori Housing Policy which makes it different from our other Policy positions; so, all affected Principal Advisors in Policy and SIG can express interest in this position as a possible reassignment option
- All panels where we go from 'many to few' positions are led by DCEs, with the Chief Executive approving all individual outcomes
- We are aiming for all affected people knowing their individual outcome before Tuesday 9 July, and that the Policy Team Assignment process will be completed by Friday 19 July.

All of the changes to our change process are detailed in Part C.

Part B: Confirmed changes for groups

Strategy, Insight and Governance

Introduction from Jo Hughes, Deputy Chief Executive - Strategy, Insight and Governance

Thank you for the feedback you provided on the changes for the Strategy, Insight & Governance group.

92% of people in our group logged into What Say you to engage in the online consultation process, and we also received 3 direct submissions from individuals or cohorts of people in the group. This is a high level of engagement and I am pleased so many of you took the time to be involved in the consultation process.

The feedback was thought-provoking, and as a result we looked again at the areas proposed for change, to validate whether they are the right changes to make right now. The decisions for our group are made in the context of needing to make hard choices about capability and capacity and mean we will need to work differently in some areas in the future.

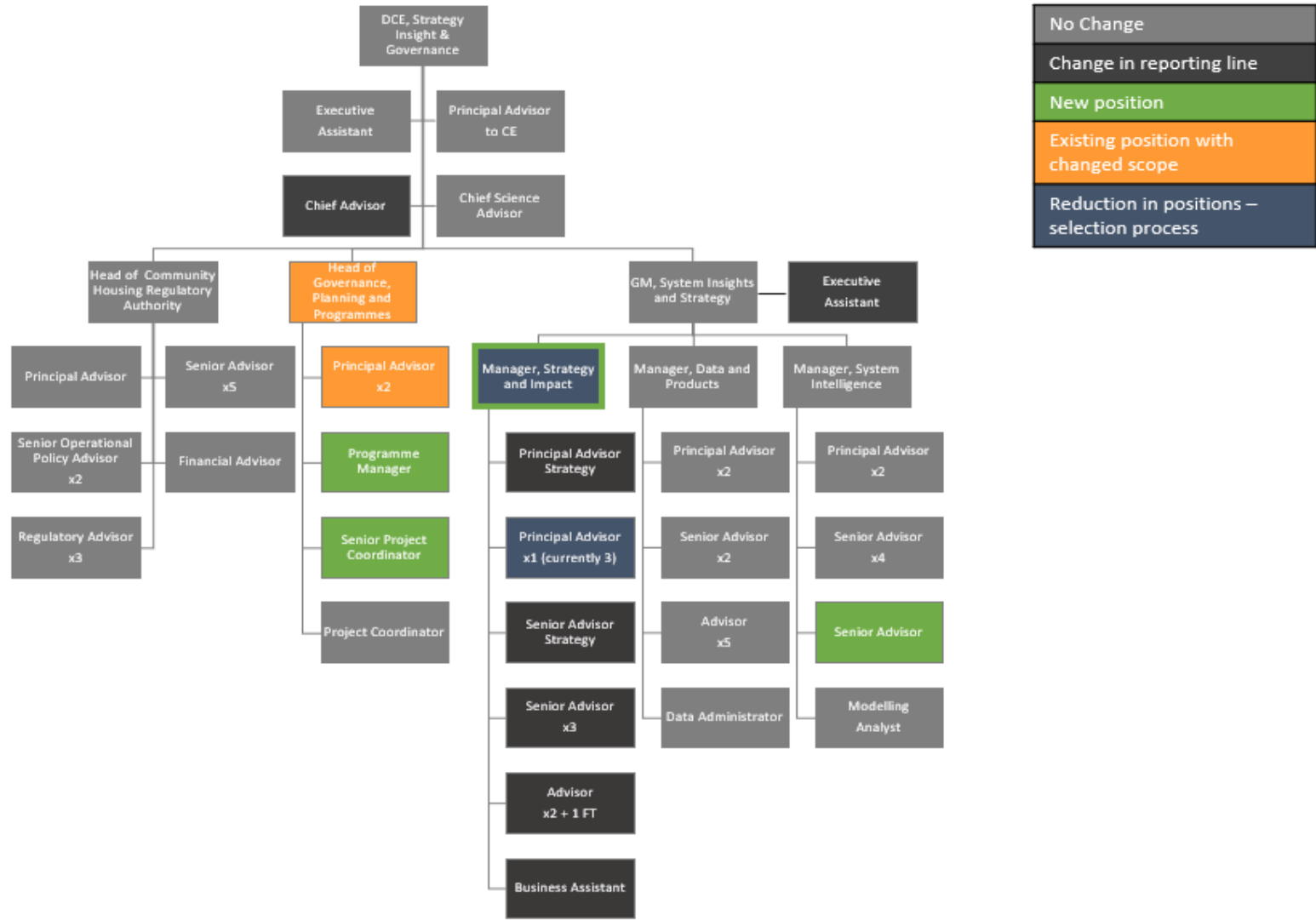
We are going ahead with the changes that were proposed, with some minor adjustments.

Underneath the confirmed group model below, we have summarised the feedback received about the changes, and our responses to that feedback. The table may not reflect all individual pieces of feedback, however all feedback has been considered when making decisions. If a decision has changed as result of the feedback this has been noted.

You can find more information about our decisions here:

- **Appendix A** - impacts for all positions in this group, along with the change process for the people in those positions.
- **Appendix B** - positions available in the new structure
- **Appendix C** - confirmed selection criteria and panels for available positions
- **Appendix D** - new or changed position descriptions.

Confirmed Model – Strategy, Insight & Governance group



Feedback and decisions

The table below summarises the high-level themes and feedback that emerged for the group. Changes will proceed as proposed unless identified otherwise in the tables below, and in Appendix A: Position Impacts.

Feedback Focus	Feedback	Considerations	Decisions
SIS – Strategy & Impacts team	<p>People expressed the importance of MERL (monitoring, evaluation, research and learning) and Wai 2750 work and outcomes to the continuous improvement of the organisation. They shared concern that in establishing a Strategy & Impact team, and reducing the resource will impact our ability to deliver outcomes in these areas.</p> <p>Some people expressed there isn't a clear fit for the Strategy and Impact teams in bringing the work together. Some feel there is a conflict of interest, and suggested that monitoring work should be independent of strategy work so as not to compromise the outcomes of each work area.</p> <p>Suggestions were received for different team structures, reporting lines for teams (e.g. to Governance, Planning & Programmes) or individuals (e.g. to DCE) and to retain 'Evidence' or MERL in the team's title.</p>	<p>We remain of the view that the strategy and MERL functions sit well together, as they both focus on impact and outcomes and don't foresee a conflict of interest between the functions because these functions are not responsible for the implementation of individual initiatives.</p> <p>In terms of resourcing, we acknowledge trade-offs will have to be made in this area. The decisions will require us to balance our MERL and strategy work to achieve a smaller work programme within a reduced resourcing envelope.</p> <p>We agree there are clear links to the Governance, Planning & Programmes team which was a key part of the rationale for bringing these functions into the same group and we expect to see the synergies realised over time through cross-team collaboration.</p>	<p>We are confirming the decision to establish a Strategy & Impact team within the System Insights & Strategy function, bringing together capability currently in our Strategy team and our Impacts & Evaluations team.</p>
	<p>There was conversation around the number and types of positions proposed in the new Strategy & Impacts team.</p> <p>Specific concern was shared that we are reducing our strategy capability too much and losing a critical mass in this space. People expressed that in stating we are moving towards 'strategy execution' we are taking a relatively short-term view of system-level</p>	<p>We agree the proposed strategy resourcing is lean, however we are comfortable with this in the context of needing to make hard choices about our overall resourcing in the group. We have made some great progress in our Strategy work and as we move forward we will be looking for ways to ensure that the strategy continues to play a thought leadership role, especially with respect to supporting SLT and the wider organisation with</p>	<p>We are confirming the decision to establish a Strategy & Impacts team with the team model as proposed.</p>

Feedback Focus	Feedback	Considerations	Decisions
	<p>strategy, which will put us in a more reactive place instead of leading system issues and thinking about future challenges. Some people shared there is an opportunity to create stronger links between strategy and policy in the future too.</p> <p>Concern was also shared about the level of resource dedicated to impacts and evaluations work in the future model. They shared concern that in moving to a 'social investment approach', MERL will be front-and-centre to this work.</p> <p>Alongside this, people expressed concern about reducing the number of Principal Advisors in this area, and that more work needs to be done to understand the specific expertise required in the future, and to value, retain and develop that expertise.</p>	<p>horizon scanning to enable HUD to identify and respond to future challenges.</p> <p>We acknowledge that the reduction in Principal Advisors with research, data and impacts expertise (from our MERL area) will lead to a loss of skill, experience, and institutional knowledge for HUD.</p>	
SIS - Māori Capability	<p>Some people shared concern that in reducing the number of Principal Advisors in the proposed new Strategy & Impact team, we are diminishing and weakening the Māori capability in the group and the organisation overall.</p> <p>They expressed this is a step backwards for HUD and moves us further away from our principle of being Treaty-anchored in our work by 'mainstreaming' Māori capability in this area. There is concern that Wai2750 was not considered in the proposals and that continuing to improve our Māori data is critical to fulfil our Māori housing data commitments, uphold the data needs of our Iwi Accords, and ensure that we respond to the Wai 2750</p>	<p>We are comfortable that HUD is now better positioned to respond to future phases of Wai 2750 and share the load of working with the Tribunal than we were in Phase One with a well-established team in Te Kāhui to triage and coordinate the work across the Ministry. While we don't yet know exactly what will be required of for future phases, we are committed to ensuring that SIS's contribution to this work is well-resourced from across the teams.</p> <p>We acknowledge we have had a Principal Advisor position in SIS who has played a key role in our Wai 2750 work and has led work around Māori data with support of others in the Impacts and Evaluation team and the decision to disestablish this specialist position has not been taken lightly. Our expectation remains that all of the SIS teams</p>	We are confirming the decision to establish a Strategy & Impacts team with the team model as proposed in the consultation document.

Feedback Focus	Feedback	Considerations	Decisions
	<p>kaupapa enquiry adequately.</p> <p>Specific concern was shared that we need a specialist Principal Advisor with expertise in Māori data, research, and evaluation to lead the Māori Data work programme and feed into our Wai2750 work.</p> <p>People expressed there is still work to be done in the Māori data, evaluations and impacts space and that we need to continue this work to deliver on our Treaty commitments. Concern was shared that this capability cannot be replaced by the Māori data capability tool, and that under the proposal, remaining SIS team members would be required to pick-up and drive this work without appropriate support, and potentially without Māori being involved. Suggestions were received to retain the Principal Advisor, Māori position, potentially with a different reporting line.</p>	<p>have a clear view of what we can best do to support outcomes for Māori. As we move forward, we will ensure that there continues to be a strong Māori voice to help guide the SIS leadership team in how to best target our effort including working with our colleagues at Statistics New Zealand and our iwi accord partners.</p>	
<p>Governance, Planning & Programmes - Team Model</p>	<p>There was support for the expanded Governance, Planning & Programmes function, with people sharing feedback that it will reduce overlaps across the work of existing teams.</p> <p>There was some conversation about whether there is a true need for permanent resourcing in this area at the level proposed, when we are shrinking other areas. Others however suggested that we are lacking Programme Management capability as an organisation and need to invest in this area.</p> <p>Some people shared feedback on the proposed new structure and programme-specific roles in the GPP team, with</p>	<p>It is clear from the feedback that we need to keep building good programme and project management capability as an organisation, and bring our governance and risk functions together with this area. Reflecting on feedback received, we have decided on a slightly different configuration of roles. There will intentionally be limited capacity to “do the doing” for project management, with the team focusing instead on fulfilling its role of providing frameworks, tools and support for teams across HUD to manage their projects and risk.</p> <p>The proposed Governance Programmes and Risk Lead and the Project Manager positions will not be established. Instead, we will establish a more senior Programme Manager role (Salary Band 20), recognising that at any point in time we have large</p>	<p>We are confirming the decision to establish an expanded Governance, Planning & Programmes function, with a different mixture of positions in the team, and a smaller team overall than proposed.</p> <p>This team will report to the expanded position of Head of Governance, Planning & Programmes.</p>

Feedback Focus	Feedback	Considerations	Decisions
	<p>recommendations around changes to the position description for the Senior Project Administrator, and recommendations to have a more senior Programme Manager role in the team that is better aligned to the work we need to do.</p> <p>In moving to a new team model, people can see an opportunity for clarity around responsibilities for the programme implementation team and ways of working, vs those of other teams across HUD.</p>	<p>and complex programmes to deliver that require senior expertise and support (e.g. EH targets).</p> <p>Current Principal Advisors in the team will be able to lead organisational activity relating to governance, business planning, risk and assurance, with some minor changes to position descriptions.</p> <p>In terms of responsibilities, the team will provide SLT with overall visibility of key programmes of work through its role leading business planning and tracking. It will provide direct programme management support to a small number of large and complex programmes of work as agreed with lead DCEs (e.g. EH targets), and be a centre of expertise for providing support and tools for teams to manage projects. The team will also work with the new DCE Policy to clarify how we best support major programmes of work.</p>	

Group: Policy

Introduction from David Smol, Acting Deputy Chief Executive, Policy

Thank you for the feedback you provided on the changes for the Policy group.

86% of people in our group logged into What Say you to engage in the online consultation process, and we also received 23 direct submissions from individuals or cohorts of people in the group. This is a high level of engagement, and we were pleased so many of you took the time to get involved throughout the consultation process.

The feedback and suggestions shared reflect your commitment to quality policy. There was genuine concern that the proposals would significantly diminish our organisational policy capability, and that this would negatively impact the quality of our policy advice and our ability to deliver, and therefore also negatively impact our reputation as a high-performing Policy shop.

All decisions for the Policy group were considered by the senior leadership team as a whole. There was significant conversation around the proposed model to ensure we are taking the right approach to the policy portfolios, and to check the structure and resourcing in the group is right for the future based on what we know about the work programme and priorities.

We are going ahead with the proposed Policy group model, with some changes to the number of positions in our Policy teams for the future. Additional Principal Advisor positions will be retained on a permanent and transitional basis, which will be funded by not filling vacancies at a Senior Advisor position that had been signaled in our future model.

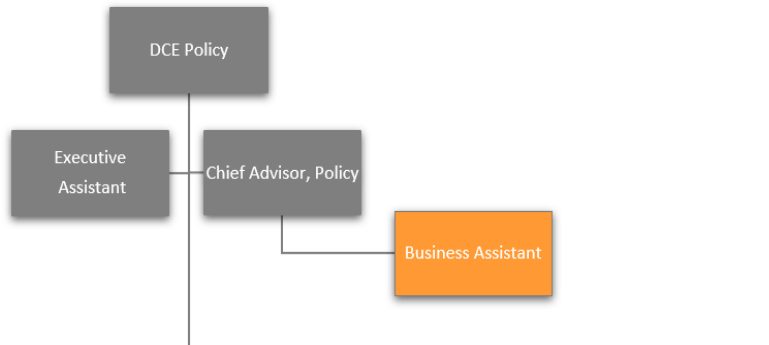
Underneath the confirmed group model below, we have summarised the feedback received about the changes, and our responses to that feedback. The table may not reflect all individual pieces of feedback, however all feedback has been considered when making decisions. If a decision has changed as result of the feedback this has been noted. There are also adjustments to our change process arising from the feedback shared by Policy people – the themes for our change process, and the decisions made around this are detailed in Part C.

You can find more information about our decisions here:

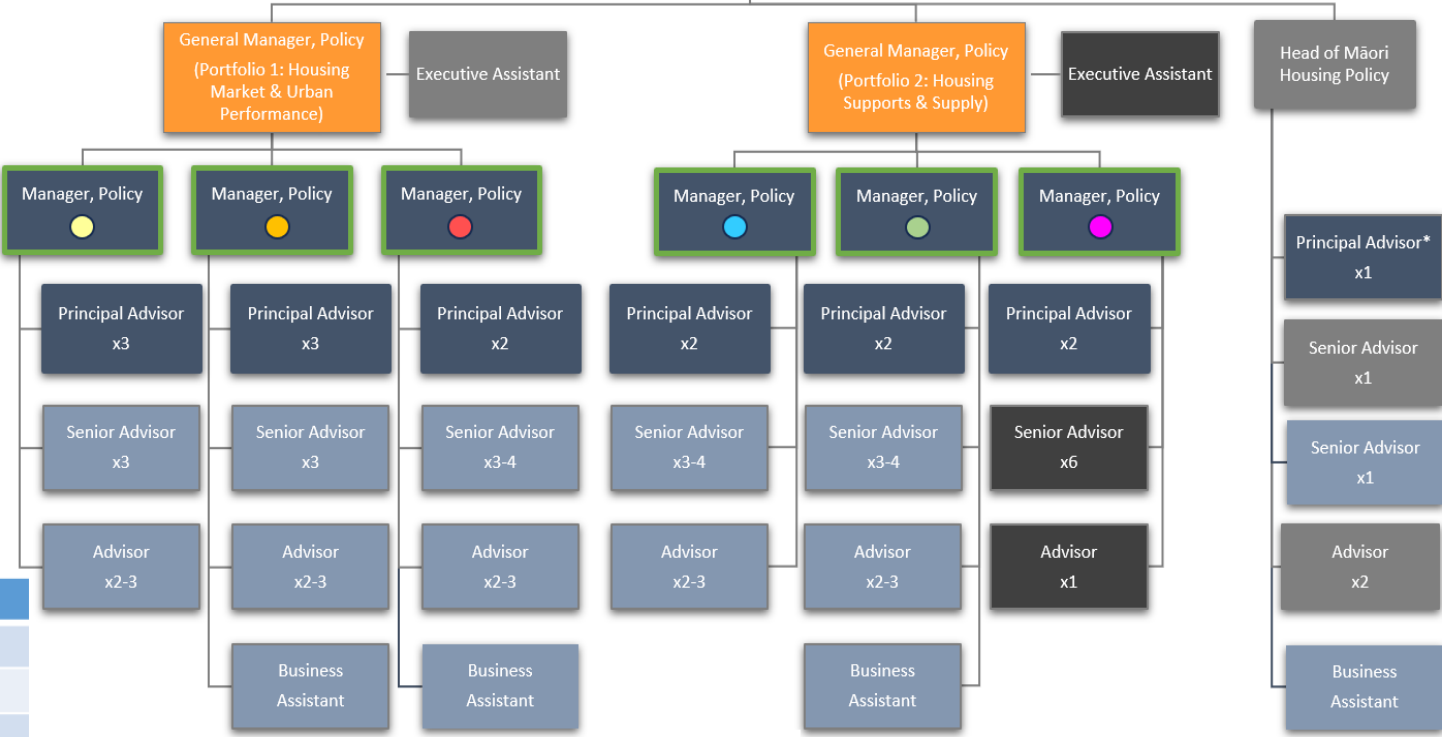
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Confirmed Model – Policy group

Portfolio 1: Housing Market & Urban Performance	Portfolio 2: Housing Supports & Supply
Land use and Land Markets ●	Social Housing and Other Supports ●
Urban Development and Infrastructure ●	Responding to Severe Housing Needs ●
Housing and Rental Markets ●	Operational Policy ●



No Change
Change in reporting line
New position
Existing position with changed scope
Reduction in positions – selection process
Team Assignment Process



*This position is a reassignment option for Principal Advisors in Policy and SIG.

Positions	Max #s
Principals	15 max
Seniors	25 max
Advisors	15 max

You will see from the model above that through final decisions we have adjusted the shape of some of our policy teams vs the proposed model. The team model proposed for consultation remains our ideal team model, and we will aim to transition to this model over time.

However, having considered feedback about the capability required for the work we need to do, we have decided that when we establish our new Policy group structure, we will have the following positions across our two policy portfolios and our Māori Housing Policy group:

- 15 Principal Advisor positions
- 25 Senior Advisor positions
- 15 Advisor positions.

While there is a reduction in the number of Principal Advisors in our future model, we are not changing the number of Senior Advisors and Advisors we currently have.

You can read more about these decisions in the 'feedback and decisions' section below.

Feedback and decisions

The table below summarises the high-level themes and feedback that emerged for the group. Changes will proceed as proposed unless identified otherwise in the tables below, and in Appendix A: Position Impacts.

Feedback Focus	Feedback	Considerations	Decisions
<p>Portfolio approach and team model</p>	<p>People were generally supportive of moving to a portfolio approach to policy, and bringing together work that may have been disconnected previously e.g. removing the split between the policy work and the legislative work, where hand-offs have needed to occur.</p> <p>Significant feedback was shared about the proposed portfolios and getting the right balance from a work programme perspective.</p> <p>There was concern that the portfolios feel uneven, and that some work may be under-resourced, while other work may be over-resourced. This was backed-up with requests for clarity around what each team will be tasked with doing in the new model.</p> <p>People requested that HUD clearly scopes the work requirements for each portfolio by mapping existing work across to ensure resourcing is right in the new model. People also want clarity around how other new work fits in e.g. Kāinga Ora review implementation and active procurement work.</p> <p>While some positive feedback was received on the desire to reset the shape of teams to build in consistency and greater flexibility, concern was shared that while the proposed model may be 'best practice' it does not reflect the variation in complexity of work across teams. People requested that additional resource is assigned to some teams where there is perceived to be a greater need based on anticipated workload.</p> <p>Concern was shared around the extent of workload</p>	<p>The feedback on the proposed portfolios helped the senior leadership team assess and balance the two work programme portfolios.</p> <p>Significant work was done over the consultation period by the General Managers in Policy, working with Managers to validate the proposed portfolios, and how it could best be achieved within the proposed team model or possible variants.</p> <p>The two new portfolios to be led by the two General Manager, Policy positions are:</p> <ul style="list-style-type: none"> • Housing Market and Urban Performance • Housing Supports and Supply <p>The portfolios are summarised in the 'Policy Portfolio' section below.</p> <p>This summary also confirms the initial focus of each team, with an expectation that teams' focus will adapt as priorities change over time. This remains a starting point for us; it captures what we currently know about our work programme and how we will organise ourselves to deliver.</p> <p>While we are moving to a model with less resource, we have an opportunity to work quite differently in the future. The intention is that teams right across the Policy group will support each other to deliver work, and we will move work around across the model e.g. if one team is under-resourced, we will look across the model for the</p>	<p>We have confirmed the decision to move to a portfolio-based approach to managing the work programme, with two General Manager positions established to lead portfolios of work, which will change over time.</p>

Feedback Focus	Feedback	Considerations	Decisions
	<p>across policy teams under the proposed model which presents a possible health and safety risk to people and the organisation.</p> <p>Some different role titles were suggested for the General Manager positions to ensure they best reflect the portfolios of work that may change over time.</p>	<p>right capability to support that work. This is a shift to a more dynamic resourcing approach, and means that while people in teams will report to their Manager for their core work, they will also work in project teams that may be led by a Principal Advisor, or other colleagues.</p> <p>We will monitor the transition to the new portfolios and teams, with leaders across the group working together to actively monitor workloads and support the wellbeing of people.</p>	
<p>Operational Policy</p>	<p>People shared feedback that the role of Operational Policy in the new model is unclear. Clarity was requested around whether 'end-to-end policy' includes operational policy, and the interface with SDP group from a policy implementation and delivery perspective.</p> <p>Concern was shared that locating the operational policy team in one group will make it difficult in practice for the team to support the whole of Policy.</p> <p>Other options included locating operational policy outside of both policy groups, potentially under a 'head of' structure like Māori housing policy, or with mini-teams located in each group.</p>	<p>The proposal to retain current Operational Policy (including Service Design) capability in one team for the future was a significant topic that senior leadership team worked through together.</p> <p>As we start to move towards an active procurement model, and place-based delivery model over the coming months, there will be priority work for our Operational Policy people. This work will require focused effort.</p> <p>SLT considered the capability required for this work, and acknowledged this is a distinct (although overlapping) skillset within the end-to-end policy lifecycle. People with this capability play an important role in understanding the intent and design of policy, and making this real for our delivery teams, through designing detailed policy, fit-for-purpose frameworks, and processes that bring the policy to life.</p> <p>SLT considered spreading this capability across all teams in both portfolios (fully-dispersed), or one portfolio area (partially-dispersed) however for the reasons above decided to retain this capability as one team within the Housing Supports & Supply portfolio.</p>	<p>We have decided to retain all of our Operational Policy & Service Design capability in one team in the new Housing Supports & Supply portfolio.</p> <p>Advisors and Senior Advisors in these teams will be reconfirmed into this team at the time of final decisions, as proposed.</p>

Feedback Focus	Feedback	Considerations	Decisions
<p>Policy leadership structure and roles</p>	<p>People largely agreed the Policy group is top-heavy, with some querying whether three levels of management are required in the group. There was conversation about the value and scope of different leadership roles in the structure, with some suggestions that greater value and savings could be found from a model where Managers report directly to the DCE Policy rather than through General Managers.</p> <p>There was acknowledgment that while Managers are people leaders, they also have a depth of expertise in Policy work that is valued by their teams. People suggested that removing the General Manager layer could remove barriers, tighten connections, and make it easier to get things done, while retaining a manageable number of Manager direct reports for the DCE.</p> <p>Others shared a differing view that the General Manager model is more effective than the pre-Kia renarena model where Managers reported directly to a DCE. People suggested that General Manager, Policy roles need to be positioned at a level where they strategically lead and intervene on significant policy issues, and that we need to create space for GMs in system-level conversations to position HUD to more pro-actively lead and drive work across the system.</p> <p>People acknowledged that while a change in structure may help, clarity of responsibility and a shift in ways of working are also required to address some of the potential for overlap in the roles of DCE, General Managers and Managers.</p>	<p>Our General Manager roles are a significant contributor to leading work at both a system and organisational level, and there is no intention to change the leadership model that is in place across the organisation.</p> <p>This means General Manager positions will exist in the future Policy group – they will focus not only on achieving system-level outcomes but also on developing the Policy group as a whole as we transition to our new model.</p> <p>There are fewer General Managers in our future model than we currently have, and while we acknowledge the two GMs will have relatively small spans of control, we believe this is the right model for the group taking into account the complexity of the work across the system.</p> <p>The focus on reducing the number of positions at the General Manager, Manager and Principal Advisor levels in the group will force us to be very clear about who is involved in work, why, and when they get involved.</p> <p>We know there are plenty of opportunities to work differently under our new model. We signaled through consultation we are intending to look at roles and responsibilities across the group – we plan to involve our Policy people in shaping our Advisor, Senior Advisor, and Principal Advisor roles for the future, which includes understanding and being clear about the interplay between these roles and our people leader roles in the group.</p>	<p>We have decided to proceed with the leadership model for the Policy group as proposed.</p>
<p>Team Model - Principal Advisor role and reductions</p>	<p>People shared feedback that the proposed cuts to Principal Advisors in the Policy group are too deep.</p> <p>There was conversation around how Principal Advisors were described in the consultation material as having a</p>	<p>We acknowledge the significant depth and breadth of expertise our Principal Advisors bring to the Policy group.</p> <p>In describing Principal Advisors as having a</p>	<p>We have decided to have up to x15 permanent Principal Advisor positions in</p>

Feedback Focus	Feedback	Considerations	Decisions
	<p>'leadership focus', rather than describing them as 'workers' – people felt strongly this was not an accurate representation of the role they play. People shared that Principal Advisors do not slow work down; rather they are actively involved in leading and driving work, and they have depth of skills, knowledge and expertise that are heavily relied upon both internally and externally.</p> <p>Some people agreed there are too many principal advisors in the current model, which means the principal advisor workloads tend to include work that could be done by senior advisors and there are insufficient development opportunities for senior advisors and advisors. However, we heard from many submissions that the proposed reductions present significant risk for HUD in delivering on Government priorities and the expectations of Ministers. Concern was shared that the proposed reductions to Principal Advisors would result in trade-offs in delivery and quality of advice. It would also result in significant loss of institutional knowledge and subject matter expertise, and disruption of projects that are underway and of relationships with other government agencies and external stakeholders.</p> <p>There was conversation around whether we need to have dedicated Principal Advisors in Auckland for a policy presence there (e.g. maintain stakeholder connections, lived experience and an Auckland 'policy lens'). People did not want us to inadvertently erode our Auckland presence, capability and experience through these decisions.</p> <p>People suggested that if some Principal Advisor reductions are required, HUD should consider a transition pathway over time. Options include retaining people on a longer notice period or transitional arrangements e.g. 3-6-9 months year to allow for hand-over of knowledge and expertise.</p>	<p>'leadership focus', we were capturing the significant thought leadership role our Principal Advisors play, how they lead policy projects and programmes of varying complexity, and how they coach Senior Advisor and Advisor colleagues. The intention was never to diminish the role our Principal Advisors play in driving and doing policy work – their efforts are recognised and valued.</p> <p>Having considered all of the feedback received, we are retaining two more permanent Principal Advisors in the group. This means the number of permanent Principal Advisors in our group will be 15 (vs 13 proposed).</p> <p>These positions will be placed within the Housing Market & Urban Performance portfolio in the first instance, to reflect the nature of the work in this portfolio in the medium-term, however like all roles in our model, over time these positions will be utilised across the whole Policy group to resource work as needed.</p> <p>Additionally, to support a smooth transition to our new model, we may also offer longer notice periods (up to 4 months, to December 2024) to two other Principal Advisors. This means that in the short-term, the number of permanent Principal Advisors in our group will be 17 (vs 13 proposed). People will be able to let us know in their EOI if they may be interested in a longer notice period.</p> <p>Having considered the feedback about Wellington and Auckland-based Principal Advisors, we do not think there is a need to build this into our selection criteria. We will do a check-and-balance across selection decisions to understand impacts from a geographical perspective.</p>	<p>our model, and up to x2 Principal Advisor positions to support the transition of critical policy work.</p> <p>We have repurposed 'vacant' Senior Advisor positions to fund additional Principal Advisor positions, and we won't be creating any Advisor vacancies at this time.</p>

Feedback Focus	Feedback	Considerations	Decisions
	<p>People also suggested to convert the indicative Senior Advisor and Advisor ‘vacancies’ in the Policy model into Principal Advisor positions in the short-term, and as people leave, converting those positions back to the original role intention.</p>	<p>The additional Principal Advisor positions noted above will be funded by not filling all Senior Advisor signaled in the future policy model. When Principal Advisors leave, we anticipate that we will reassess need, with a view to converting these back to Senior Advisor positions. We have also decided not to fill any further Advisor positions at the current time; we indicated teams would have around 2-3 Advisors and we are comfortable with our current level of two Advisors per team.</p>	
<p>Team Model – Senior Advisors and Advisors</p>	<p>Some people shared concern that significant reductions to Principal Advisors would mean Seniors need to pick up Principal-level work.</p> <p>Some people expressed that they see an opportunity for Seniors to get involved in more challenging work under the new model, and that some have the capacity to do so. Some others expressed concern that significantly reducing Principal positions offers fewer career progression opportunities in the longer-term.</p> <p>There was some acknowledgement that Senior Advisors picking up work previously done by Principal Advisors comes with some risk, but that HUD should be willing to accept this initially. Others expressed concern that the risk was too great with developing Senior Advisors, that people would not be renumerated appropriately for stepping into this work, or that the tools and support would not be there for them to operate at this level.</p>	<p>One benefit of reducing the number of positions in the policy group that have a leadership focus, is that we are creating more space for our Senior Advisors to be involved in a wider variety of work.</p> <p>This includes leading policy projects and providing high quality advice across the end-to-end policy lifecycle. We have a great range of capability within our Senior Advisor cohort, and we are committed to supporting people to grow their policy skills.</p> <p>Our new resourcing model offers a great opportunity for our all of our Policy people to be involved in a wider range of policy work, within the scope of existing position descriptions and employment agreements.</p>	<p>This feedback helped inform our decisions around the policy group model.</p>
<p>Ways of working</p>	<p>Throughout all the feedback received, there were lots of suggestions around improvements that could be made to the ways of working within the Policy group.</p> <p>People shared the importance of continuing to develop people at all levels of the group, including a focus on developing people leadership skills of those in leadership roles, and supporting Senior Advisors.</p>	<p>There is lots of opportunity to work differently as a group, including by looking at our systems, processes, tools, and other ways of working.</p> <p>When our new DCE, Policy starts in early July, a core focus of the role will be bringing the new group model to life. This is not just about creating efficiency, but also to keep build a positive</p>	<p>This feedback helped inform our decisions around the policy group model.</p>

Feedback Focus	Feedback	Considerations	Decisions
	For example, people shared the importance of building 'high trust' and empowering environment e.g. by examining commissioning and sign-out processes which can be multi-layered and onerous, leading to bottlenecks.	environment for our people where they can get involved in challenging and interesting work and develop their policy capabilities along the way.	
Change Process	Feedback was shared about the proposed change process, particularly for Principal Advisors. Alongside suggestions around the timeline and the proposed approach to 'ringfencing', some suggestions were shared about different ways of assessing people for positions in the future structure.	<p>This feedback was considered in the context of the broader change process, and changes were made to the process.</p> <p>The themes arising around the change process, and related decisions, are summarised in Part C – Our Change Process.</p>	We have made some adjustments to our Change Process based on the feedback received.

Policy Portfolios

The table below shows the two portfolios of work that will be our starting point. Broadly the portfolios are consistent with the proposal, however based on the feedback received, the number of Principal Advisors allocated to the group model (initially to Portfolio 1) have increased to reflect the volume, nature and complexity of work on the policy work programme in the foreseeable future.

Portfolio	Portfolio 1: Housing Market & Urban Performance	Portfolio 2: Housing Supports & Supply
Focus of portfolio	Housing Market and Urban Performance (HMUP) develops policy to address issues and opportunities with the underlying drivers of housing supply and urban performance.	Housing Supports and Supply (HSS) develops policy and operational policy to address housing needs that arise from issues with the housing and urban system and broader social sector.
Initial portfolio of work programme priorities	<ul style="list-style-type: none"> • Lead for ‘four markets’ for HUD – land, infrastructure, development, construction • Going for Housing Growth (GfHG) programme – leading overall work programme and key aspects of the work as well as co-leading aspects with other agencies • Input into Resource Management Act (RMA) reforms as it impacts on housing and urban development (part of GfHG) • Watching brief for other elements of four markets, for example work in the Building and Construction and Transport portfolios • Policy for rental market and existing housing, including regulation (Residential Tenancies Act, Unit Titles Act, Methamphetamine Regulations, Retirement Villages Act) • Watching brief on climate change as it impacts housing and urban development (mitigation and adaptation) • Policy and legislative change related to Urban Development functions, including resulting from KO review and policy work required for Value for Money (includes Land for Housing and Large Scale Projects). 	<ul style="list-style-type: none"> • Kāinga Ora review implementation: Lead on legislative change (except Urban Development functions) • Redesign of Social Housing funding settings • Policy to support expanded role for CHPs, including access to finance • Policy change needed for HUD active purchaser role including any changes needed to Public and Community Housing Management Act (PACHMA) • Policy and operational policy on Government support for responding to severe housing need– e.g. Emergency Housing/Transitional Housing, Supported Housing, Housing First • Policy and operational policy on Government support for rental or home ownership • Policy and operational policy on housing transitions e.g. exit from Corrections and Oranga Tamariki • HUD lead for Government target on reducing use of emergency housing (Note: Manager/ team leading target and delivery plan TBC)

Policy Teams: We are planning to build the teams below, as our starting point, to support the work of each portfolio. The types and numbers of positions in each team are shown in the confirmed group model.

Portfolio 1: Housing Market & Urban Performance		Portfolio 2: Housing Supports & Supply	
<p>Land use and land markets</p> <p>Leading policy work to free up land for development, removing unnecessary planning barriers, and ensuring efficient and effective urban form to support good housing and urban outcomes. This includes leading legislative changes (e.g. via RMA Bill 2/NPS). Initial key focus is GfHG workstream 1, management and coordination of cross government Going for Housing Growth programme.</p> <p>Key relationships: MfE, Treasury</p>	<p>Social housing and other supports</p> <p>Leading policy work on settings to enable better outcomes from social housing (CHPS and KO) and supporting other tenures. This includes leading any changes to legislation (excluding UD related changes) and/ or funding/financing settings and policy work to support HUD’s active purchaser role and policy advice on social housing eligibility and the Social Allocation System. Also responsible for policy around supports for home ownership and rentals (in conjunction with Group 1). Key initial focus is policy work around responding to KO review.</p> <p>Key relationships: Kainga Ora, Treasury, MSD, CHA</p>		
<p>Urban development and infrastructure</p> <p>Leading policy work to remove barriers to improve the efficiency and responsiveness of infrastructure, development and construction. This includes leading legislative changes (e.g. related to infrastructure funding and financing; UD changes arising from KO review). Initial key focus is GfHG workstream 2 and 3, UD advice and regulatory changes from KO review, and urban development related funds and programmes).</p> <p>Key relationships: DIA, MBIE (BSP), Treasury, MoT, InfraCom, CIP, LINZ.</p>	<p>Responding to severe housing need</p> <p>Leading policy work on HUD’s overall approach to responding to severe housing needs including emergency housing and supported housing. This includes policy for HUD funded (contracted) responses to severe housing need (e.g. TH, CEH, Housing First) and working closely with other agencies on supports and transitions. Key initial focus is policy work to support EH target.</p> <p>Key relationships: MSD, Kainga Ora, OT, Health, Corrections, Justice, CHA</p>		
<p>Housing and rental markets</p> <p>Leading policy work related to the use and regulation of existing homes. Lead on Residential Tenancies Act, Unit Titles Act, Retirement Villages Act, and rental system regulatory stewardship. Lead on operation of rental market, including how to grow supply (incl through Build to Rent), and any future policy work that comes up on interaction of tax system, Overseas Investment Act etc.) Initial key focus is on RTA Amendment Bill by end of 2024 on rolling back 2020 changes and introducing pet bonds).</p> <p>Key relationships: MBIE (i.e. Tenancy Services), Treasury, IRD, Health</p>	<p>Operational Policy</p> <p>Leading development of detailed policy and design of interventions or initiatives (often to support implementation). Interventions/initiatives could be funds, services, programmes, products, or operational tweaks. Likely that initial work will be more focused on responding to severe housing need (e.g. TH, EH Target) and social housing but will provide support across HUD as capacity allows.</p> <p>Key relationships: HUD Delivery functions (need to be able to translate policy decisions into operational guidance and contribute to design of services)</p>		

Group: Organisational Performance

Introduction from Brad Ward, Deputy Chief Executive, Organisational Performance

Thank you for the feedback you provided on the changes for the Organisational Performance group.

89% of people in Organisational Performance logged into What Say you to engage in the online consultation process and around 30% of all comments shared via the tool were from people in our group. We also received 10 direct submissions from individuals or cohorts of people relating to the Organisational Performance proposals. I am pleased so many of you took the time to engage in the consultation process.

The feedback received in response to the proposals shared reflected that people across the organisation value the high-quality advice and services we provide as a group. We know you have worked hard to improve the systems, processes and support we offer to our colleagues to enable HUD to fulfil its role in the housing and urban system as this has changed over time.

This work is not over, however as we signaled in the consultation material, it is not feasible to maintain our current workforce levels as we work to support a smaller organisation.

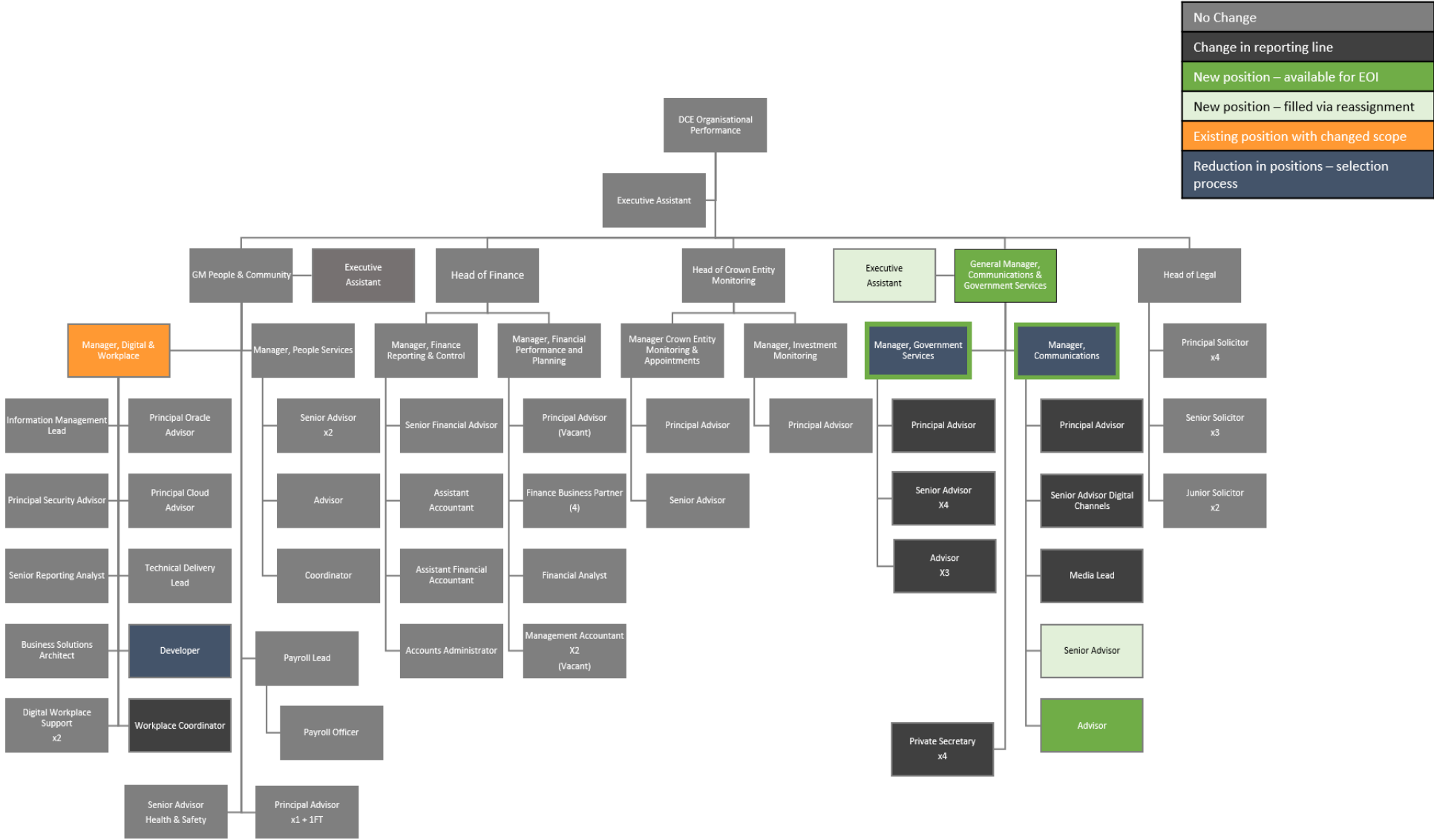
As such, we are going ahead with the changes that were proposed.

Underneath the confirmed group model below, we have summarised the feedback received about the changes, and our responses to that feedback. The table may not reflect all individual pieces of feedback received, however all feedback has been considered when making decisions. If a decision has changed as result of the feedback this has been noted.

You can find more information about our decisions here:

- **Appendix A** - impacts for all positions in this group, along with the change process for the people in those positions.
- **Appendix B** - positions available in the new structure
- **Appendix C** - confirmed selection criteria and panels for available positions
- **Appendix D** - new or changed position descriptions.

Confirmed model – Organisational Performance group



Feedback and decisions

The table below summarises the high-level themes and feedback that emerged for the group. Changes will proceed as proposed unless identified otherwise in the tables below, and in Appendix A: Position Impacts.

Feedback Focus	Feedback	Considerations	Decisions
Leadership Model	Feedback was shared on the size of some teams in Organisational Performance e.g. smaller spans of control for some General Managers/Heads and Managers, which feels out-of-step with other parts of HUD. Others recognised that in corporate services areas it's sensible that some teams are smaller.	As we have worked through decisions, we have considered the current shape and size of functions and teams across the OP structure. Our corporate services teams are led by leaders who have responsibility for technical and specialist functions, and we believe there are no other areas of our structure where we can sensibly change spans of control or change the nature of management positions right now.	This feedback was considered when making decisions across the group.
Crown Entity Monitoring	Some people shared feedback that changing the name of the Head of Crown Entity Monitoring role to a more temporary title that reflects a 'point in time' for HUD, and created some uncertainty about the future for this team. Some feedback was also received about possible resourcing changes to support the Kāinga Ora Review Implementation.	The intention of this change was to better reflect the current focus of this position for external parties while the Kāinga Ora Review Implementation work progresses. However, we appreciate there is no enduring business need to make this change, and that the temporary title can still be applied with engaging with external parties.	No change to position title – remains as Head of Crown Entity Monitoring.
People & Community: Digital capability and capacity	Some feedback was shared that the reduction in Digital roles may be too significant and that remaining members of the team will need to pick up work they do not have the capability or capacity to do. Some people were concerned that downsizing Digital teams, particularly so significantly, is not good for any organisation in the long-run and will end up costing more. Other feedback was received that the right roles	Through consultation, we shared our view that the Digital team contains deep Microsoft skills, and there are others in the team with the capability to troubleshoot the SharePoint, including the intranet. The wider Digital support team also maintains ad hoc support from our support vendor Fujitsu, which has appropriate skills to assist if required. Alongside this, the Information Management Lead would continue to provide oversight and quality assurance of Sharepoint and intranet	This feedback was considered when making decisions across the group.

Feedback Focus	Feedback	Considerations	Decisions
	<p>have been focused on, and that removing roles elsewhere in the team would have a greater negative impact on digital service delivery.</p>	<p>administration practices.</p>	
<p>People & Community: Digital leadership model</p>	<p>People noted the number of direct reports for the Manager, Digital (x11) in the new model. They shared concern about the extra work this role would absorb if the Scrum Master position was disestablished as proposed, including activities the Scrum Master position has picked up on behalf of the Manager, Digital.</p> <p>Some concern was shared that the three remaining digital squads would still require oversight to manage the various workstreams and manage conflicting priorities, and suggested the Scrum Master position could be retained to support this.</p>	<p>We acknowledge the value the Scrum Master position has brought to the digital team in helping to establish agile ways of working and self-managing teams, and also in picking up additional activities across Digital and Workplace because they had capacity to do so. However, we believe there is no need for a Scrum Master position in the future.</p> <p>We appreciate the span of control for the position of Manager, Digital & Workplace is at the upper end of our desirable spans of control, and that this will be a busy role.</p> <p>However, the digital team has well-established agile ways of working, and we have an opportunity to possibly reset the meeting rhythm for the team to create some capacity. We will be moving to three digital squads, largely made up of experienced specialists at Senior or Principal level, who are generally self-managing day-to-day, and have the capability to look at workstream integration and manage conflicting priorities. The Technical Lead also offers oversight of the Digital Support team.</p>	<p>We are confirming the decision to bring Digital and Workplace functions together under the expanded role of Manager, Digital & Workplace.</p> <p>We are confirming the decision to disestablish the position of Scrum Master.</p>
<p>People & Community: Digital & Workplace</p>	<p>Some people expressed that the Digital team is busy and shared concern about the level of focus the Workplace function will receive in the future if Digital and Workplace come together permanently.</p> <p>People queried whether permanently aligning Workplace alongside Digital is the right placement for the function. There were</p>	<p>We believe there is greater synergy between the Digital and Workplace teams than there is between the Workplace and People Services teams.</p> <p>The People Services team is focused on delivery of specialist human resources support relating to the capability and capacity of our workforce. The placement of Workplace</p>	<p>We are confirming the decision to bring Digital and Workplace functions together under the expanded role of Manager, Digital & Workplace.</p>

Feedback Focus	Feedback	Considerations	Decisions
	<p>suggestions Workplace may be better aligned with the People Services team. Some people also see alignment with Health, Safety & Wellbeing, and looked for options to combine these functions.</p> <p>Suggestions were shared to expand the People Services team model, with Workplace, HSW and Payroll moving to report to the Manager, People Services, to improve workflows and increased collaboration across BAU activities.</p>	<p>alongside Digital means that we have one team focused on 'ensuring our people have the right tools to do their work' – whether those tools are IT equipment, or other resources like desks, meetings rooms, office and other kitchen supplies. This feels like the right fit.</p> <p>There would be no financial gain in changing the reporting lines for Payroll and HSW as suggested at this time; the gains in workflow and increased collaboration can be achieved through enhanced ways of working, rather than reporting lines. In future, the Payroll function could report into the Manager, People Services; this is something we may explore further down the track.</p> <p>The General Manager P&C and the Manager, Digital have been, and will continue to, monitor the workload of the Workplace function, and support work prioritisation.</p>	

Feedback Focus	Feedback	Considerations	Decisions
<p>People & Community:</p> <p>Digital – Support Consultant roles</p>	<p>People shared concern that removing the Support Consultant positions would introduce several risks e.g. implementation issues, knowledge loss, and extra workload for others in the Digital team.</p> <p>Feedback suggested these roles add value beyond routine administration tasks, and that they play a vital 'next level' administrator role that support the adoption, optimisation and security of our digital systems and Sharepoint platform.</p> <p>Specific feedback was shared about disestablishing the Support Consultant - Sharepoint role, with people indicating we need specialist capability in order to maintain the Sharepoint system and work with users to resolve issues.</p>	<p>As signaled through consultation, our Support Consultant roles have really helped us improve our digital ways of working. However we are comfortable these responsibilities can be reasonably performed by the remainder of the Digital Support team, within existing position descriptions and employment agreements.</p> <p>We appreciate there may be some training required in Sharepoint, however our Digital Support people are well-versed in other aspects of Microsoft, and have the capability to do this work alongside the other work they do to support people in the business.</p> <p>Some trade-offs may be required for prioritisation and in relation to response times, however we are comfortable with this approach.</p>	<p>We have decided to proceed as proposed and disestablish two Support Consultant positions.</p>
<p>People & Community:</p> <p>Digital – Development Squad</p>	<p>Some concern was shared around disestablishing the Development Squad, particularly so soon after the PPM project (now called Kuhu) has gone live.</p> <p>People shared there is backlog planned now Kuhu is live, which needs attention. They also suggested there is an opportunity for the squad to drive other development work to support ongoing BAU demand - including driving business efficiency through the Microsoft platform, supporting data and reporting, and the enhancement/ integration of the Aho EPM solution.</p>	<p>We know we will need to continue with some development work as we look for efficiencies across the organisation in how we work.</p> <p>We believe the nature and volume of this work is enough for one full-time Developer, supported by other members of the Digital team.</p> <p>Unfortunately, it is not financially feasible to retain the full Development squad team for this level of work.</p>	<p>We have decided to proceed as proposed and disestablish positions in the Development squad, with the exception of x1 Developer position.</p>
<p>People & Community:</p> <p>People Services – Talent</p>	<p>Some feedback was shared that disestablishing the Senior Advisor, Talent Acquisition position would result in additional cost in the long-run for HUD because the People team will ultimately need to outsource more recruitment processes to</p>	<p>Recruitment remains a core function for the People Services team, however we are confident this can be delivered in different ways by the Senior Advisors in the team, noting the expected volume of work, and the tight</p>	<p>We are confirming the decision to disestablish the position of Senior Advisor, Talent Acquisition.</p>

Feedback Focus	Feedback	Considerations	Decisions
<p>Acquisition (Recruitment)</p>	<p>agencies.</p> <p>Concern was expressed about the capacity of Senior Advisors in the People team to pick up an additional specialist portfolio of work, and that Managers will need to pick up more recruitment activity too.</p> <p>Associated concern was shared that HUD may not be able to meet its legal obligations relating to recruitment, or that checks would be overlooked if recruitment is one of a number of activities the Senior Advisors do.</p>	<p>workforce management controls will remain in place.</p> <p>Based on what we know about our recruitment activity and what's happening across the public service, our recruitment volumes will stay low, which means the proposed approach is the most appropriate one for the foreseeable future.</p> <p>We will continue to avoid using external recruitment agencies, and we don't anticipate outsourcing significant amounts of recruitment. Where we do need to use external agencies, this will continue to be minimal, and unique to the position being filled.</p>	
<p>People & Community:</p> <p>Health, Safety & Wellbeing</p>	<p>People were largely supportive of the proposed changes to capability in the Health, Safety & Wellbeing area.</p> <p>There were some queries about where thought leadership for HSW will come from in the future if the Principal Advisor position is disestablished.</p> <p>Suggestions were also received that if HSW is becoming more operational, it could possibly move to sit under the Manager, People Services, or perhaps the Manager, Digital and Workplace.</p>	<p>HSW remains both a strategic and operational priority for HUD.</p> <p>HSW has an internal lens in that we need to ensure the safety of our people in their work, and it also has an external lens in that we need to ensure others working on behalf of the Ministry are safe in their work. Ultimately this is about the safety of people, and this strategic (and legal) requirement crosses over multiple areas within HUD. This is where our PCBU overlapping responsibilities come in – given this focus, we feel this responsibility sits best with the General Manager, People & Community.</p> <p>We envisage that as we move towards a more active procurement model, the nature of our contracting arrangements will change, and that we will need to understand the role of HSW in this approach. We will work with the Senior Advisor, HSW as this work progresses to understand what it means for our HSW function overall.</p>	<p>We are confirming the decision to disestablish the position of Principal Advisor, Health, Safety & Wellbeing.</p> <p>The end date for this position will now be as per notice period.</p>

Feedback Focus	Feedback	Considerations	Decisions
		<p>As we worked through final decisions we looked at the proposed end date for this position which was signaled as October 2024. We now expect this programme will be completed around August, so the timing for disestablishing this position is being realigned with the remainder of the changes confirmed through this process.</p>	
<p>Communications & Government Services</p>	<p>There was mixed feedback for the proposal to bring these two functions together, with many people agreeing there is synergy in the work, and others pointing out there are distinct differences e.g. Government Services focuses on meeting legislative and Ministerial responsibilities, whereas Communications is largely a business support function.</p> <p>Some people shared concern about introducing a General Manager role into this area when the current model may suffice.</p>	<p>The senior leadership team discussed the feedback around this proposed change.</p> <p>We are comfortable there is appropriate similarity in these functions to integrate them under one senior leader position. We are also comfortable that in applying our Leadership Framework, a General Manager position is the right role type to lead these combined new functions.</p>	<p>This feedback was considered when making decisions across the group.</p>
<p>Communications & Government Services:</p> <p>Communications team</p>	<p>Some people shared concern that the proposed changes would significantly diminish the capability and capacity in the Communications team to support HUD appropriately.</p> <p>People recognised the proposals reduce technical communications leadership capability by removing a Manager position, and through the proposed General Manager position working two functions. Feedback was shared that the Head and the Managers have people leadership responsibilities, while also leading and doing technical hands-on communications work.</p> <p>Feedback suggested that work volumes in the communications area have already started to pick back up, and that more resource is required, rather than less, particularly in the corporate and</p>	<p>The feedback on the resourcing model for our Communications area was thought-provoking and generated conversation within the senior leadership team about the capability and capacity we need in this function for the future. We acknowledge that there are trade-offs to make in this area, however we also believe there are efficiencies to be gained over time by bringing these functions together.</p> <p>We acknowledge there has been a recent increase in work volumes around the Kāinga Ora review and Budget '24, which was expected. We also know there is some demand coming for communications support around EH targets and Going for Housing Growth. On balance however we anticipate the volume and complexity of both our external and internal</p>	<p>We have decided to proceed as proposed.</p> <p>The Advisor, Communications position will be established in the team however not available immediately.</p>

Feedback Focus	Feedback	Considerations	Decisions
	<p>channels space. Concerns were shared around the ability to meet both BAU and business continuity requirements.</p> <p>Varying feedback was received around the need for a Communications Advisor role in the team. Some suggested the position is not needed, while others suggested it should be filled sooner rather than later as it's a possible employment opportunity for displaced people.</p> <p>Other submissions suggested that all roles in the Communications team should be disestablished to enable a full rebuild of team structure and roles. People shared that it doesn't make sense to keep some specialist roles in the communications team in order to lose broader skillsets, and an alternative model was suggested for Communications to retain the capability and expertise at the right level.</p> <p>Finally, many people across the organisation expressed that the Design Advisor role adds significant value to their work, and suggested that outsourcing this work is counter-productive in that it will cost HUD more and lead to inefficiency in the long-run.</p>	<p>communications work will be less than that of the past, and can be managed within the team as proposed.</p> <p>With respect to the Design Advisor position, it is not feasible for us to retain this specialist position in our structure given the level and volume of this work in the future.</p> <p>We have decided to proceed with the changes as proposed.</p> <p>The Communications Advisor position that was 'TBC' in the consultation material will be established in the team, however we will not be recruiting to this vacancy immediately.</p> <p>While there are positions in this team that are not changing at this time, we will expect all people in the Communications team to work differently in the new model to help support any new ways of working that are introduced when we bring the Communications & Government Services functions together.</p>	
<p>Communications & Government Services:</p> <p>Government Services team</p>	<p>Some concern was shared around the ability to keep maintaining high standards in this area, and the ability to meet legislative and Ministerial timeframes if the capability and capacity in the team is diminished to the level proposed.</p> <p>People suggested the proposals reduce technical leadership capability by removing a Manager position, and through the proposed General Manager position working across two functions. Feedback was shared that the Head and the</p>	<p>The feedback on the resourcing model for our Government Services area generated conversation within the senior leadership team about the capability and capacity we need in the future to service Ministers and manage our government accountability work.</p> <p>Other options for resourcing were considered, however the options did not align with our overall approach for this change (e.g. including reducing the number of Manager and Principal</p>	<p>We have decided to proceed as proposed.</p> <p>The Advisor, Government Accountability vacancy will be disestablished.</p>

Feedback Focus	Feedback	Considerations	Decisions
	<p>Managers have people leadership responsibilities, while also leading and doing technical hands-on government services work (such as advisory work, stakeholder management, and sign-off).</p> <p>Feedback was shared that there should be greater focus on using the recently vacated Advisor position, and potentially looking at disestablishing other staff-level positions in the team, to ensure some more senior/technical leadership capability can be retained. An alternative model was suggested for Government Services to retain the capability and expertise at the right level.</p>	<p>Advisor positions in our structure, while contributing to fiscal savings).</p> <p>As such we will be going ahead with the changes as proposed. We acknowledge there will be trade-offs to make in this area, and that workflow processes may need to be re-looked at within the team to ensure we have the right people involved in prioritisation of work.</p> <p>An Advisor position in this team became vacant during consultation, and based on feedback received during consultation, we have decided not to backfill this position.</p>	

Part C: Change process

This section confirms the change process we will apply to transition to our new structure.

Our aim is to retain the skills, knowledge and experience we need to achieve Our Kaupapa, and deliver priorities and expectations for Government as our context changes over time.

This process has been designed to reflect the terms and conditions across all of HUD's employment agreements. While the language differs across the change provisions in these employment agreements, we believe the overall intent is the same; if in doubt, the terms and conditions in your employment agreement will apply.

Appendix A – Position Impacts identifies the impact for your position and the change process for you. If you need further clarification on how you may be impacted or affected by these changes, please talk to your manager, or you can email HRAssist@hud.govt.nz

This assessment applies only to your substantive position – the position you are employed into on a permanent basis, rather than any position you are acting in or seconded into.

Fixed term employees will continue on their fixed term as per the terms and conditions of their employment agreement.

If you are seconded into a position within HUD or to another agency we will get in touch to confirm what the confirmed changes mean for your secondment arrangements.

Feedback and decisions

The table below outlines the high-level themes arising from the feedback on the proposed change process, and the decisions we have made in response to that feedback. The next section of Part C – Our Change Process confirms our process.

Feedback Focus	Feedback	Considerations	Decisions
<p>Timeline for EOI and Selection Process</p>	<p>People shared they would like the EOI process timeline to be more staggered so that people would know who their Manager would be before they express interest in a position. This feedback was particularly strong from people in our Policy group.</p>	<p>We have balanced this feedback with the desire to give people certainty of individual outcomes as soon as possible.</p> <p>We have looked at the EOI timeline and adjusted timeframes as follows:</p> <ul style="list-style-type: none"> • The EOI process will open and close on the same dates for everyone participating in the process • We will prioritise selecting for leadership positions first • For Principal Advisors in Policy, we will ask people to express interest in a Policy Portfolio area, or in Māori Housing Policy, and we will focus on selecting Principal Advisors using the confirmed selection criteria. Then, once reconfirmed into a position, our Principal Advisors will participate in the Policy Team Assignment process to match them to a Manager and a team, because we are intending to announce Managers prior to the Team Assignment process commencing. While this means a two-stage process for our Policy Principals, it meets the request for them to know who the Policy Managers are before expressing interest in a team. • Up to 2 days have been added onto the EOI timeline to ensure we have enough time to run a fair and objective process. Individual outcomes will still be confirmed to people within the timeline as soon as possible. We have also updated the timeline for the Policy Team Assignment process to follow-on from the EOI process. <p>Note - the updated timeline means that everyone in Policy will know how the Manager of a team is before being assigned to a team. This cannot be achieved for the Principal Advisor position in SIG, or the Manager positions in OP as there is no team assignment process for these areas.</p>	<p>We have amended the overall timeline for the EOI and selection process, and the Policy Team Assignment process.</p>

Feedback Focus	Feedback	Considerations	Decisions
<p>People should be able to express interest in more positions/options</p>	<p>People shared that the proposal to limit people to expressing interest in 3 positions or options through the EOI process was restrictive, particularly if the Policy people needed to express interest in up to 7 teams.</p>	<p>We have considered this feedback in the context of the changes we have made to the timeline for our EOI and Team Assignment process.</p> <p>We have decided that people can express interest in up to 5 positions or options through the EOI process. Note there are not many positions available in our future structure that are not a 'clear reconfirmation or reassignment option for other people based on current positions.</p> <p>For the Policy Team Assignment process, people will be able to indicate their preference for 5 of the 6 portfolio teams, and in any available positions in our Māori Housing Policy area. People will be able to rank their preferred teams, with #1 being the most preferred. They will also be able to tell the panel why they are interested in those teams.</p> <p>Note that because of the decision to retain Operational Policy and Service Design capability in one team, based on existing position descriptions, Advisors and Senior Advisors reconfirmed into this team are not eligible to participate in the Team Assignment process. The same decision applies to people in our Māori Housing Policy team who will be reconfirmed into positions.</p>	<p>We have decided people can express interest in up to 5 positions or options through the EOI process.</p> <p>All Policy people can also advise their preferences for all available teams through the Policy Team Assignment process.</p>
<p>Principal Advisors – Technical Scenario</p>	<p>Strong preference was shared from people not to have a 'written technical exercise', with concern this is onerous and unnecessary. People felt it was focused on one skill and would not capture the depth or breadth of expertise our Principal Advisors bring to their work.</p>	<p>The EOI process is in itself a written exercise, in that people are asked to describe their capability in relation to the selection criteria using forms provided; this remains unchanged.</p> <p>The intent of the proposed technical scenario was to offer our Principal Advisors an extra way of showcasing their capability for the selection panel, while adding to the robustness of the process, given the size of the reductions that had been proposed in this area. The scenario was intended to help us understand individuals' thought processes and how they might go about approaching a piece of work.</p> <p>We have taken on board the feedback about the technical scenario, and we are not proceeding with that element. Principal Advisors will now follow the same process as everyone else participating in the</p>	<p>We are no longer requiring Principal Advisors to complete a Technical Scenario as part of the EOI process.</p>

Feedback Focus	Feedback	Considerations	Decisions
Principal Advisors – Selection Criteria	<p>People shared that Principal Advisor selection criteria for should be clear about required policy specialisms e.g. what specialist skillsets are required in which teams, and how we are selecting for those.</p> <p>This feedback was strongest from our Policy people.</p>	<p>EOI process.</p> <p>The Principal Advisor selection criteria was developed to assess against three key capability areas we know we need in our Principal Advisors.</p> <p>The EOI process is generally designed for people to demonstrate they have Principal Policy Advisor capability, rather than deeply specialised skillsets, and having looked at the types of skills, knowledge and experience required across our Policy portfolios we feel comfortable with this approach.</p> <p>Through the EOI process we will ask Principal Advisors to identify their preferred policy portfolios, and to note if they have any specialist skills that align with the portfolio they are expressing interest in. People can also share this information through their capability-based responses around the selection criteria.</p> <p>For our Māori Housing Policy area, we have determined there are some specialist skills required in this area. Our Māori Housing Policy team is focused on addressing the unique challenges of Māori in the housing system, and the Principal Advisor in this team needs to have a deep understanding of the Māori worldview including values, practice and perspective and me ōna tikanga; the ability to understand issues that are specific to Māori in the housing space; and the ability to engage with iwi and Māori on complex system issues.</p> <p>Therefore, this role is considered different, and we have designed additional selection criteria that need to be demonstrated for this position. This has impacts for our ringfencing approach, as described below.</p>	<p>We have adjusted the Principal Policy Advisor selection criteria, for clarity.</p> <p>We are not introducing any selection criteria relating to specific skillsets for Principal Advisor position in the Portfolio areas.</p> <p>We are introducing additional selection criteria for the position of Principal Advisor, Māori Housing Policy.</p>
Ringfencing approach for positions, particularly Principal Advisors	<p>People shared some concern that the proposed ringfencing approach is too tight, particularly for positions in Policy and Strategy, Insight & Governance, given there is some crossover of capability in these</p>	<p>We have considered this feedback and suggestion alongside our terms and conditions of employment, and we are not able to meet this request due to our legal obligations.</p> <p>Our first obligation is to reconfirm people into positions that are ‘the same or substantially similar’. If there are more people than positions, we are obliged to ‘advertise’ the opportunity to people,</p>	<p>Largely, our approach to ringfencing remains unchanged.</p> <p>The position of Principal Advisor,</p>

Feedback Focus	Feedback	Considerations	Decisions
	<p>areas.</p> <p>People requested that ringfencing is loosened so that Principal Advisors in Policy and SIG can express interest in positions in either group.</p>	<p>and then reconfirm people into the position from the pool of affected people.</p> <p>Specifically, the Principal Advisor positions in SIG (Impacts and Evaluation) and the Principal Advisor roles in Policy are not considered 'the same or substantially similar', which means they are not a reconfirmation option. Given we have a surplus of people who are eligible for reconfirmation into the Principal Advisor positions in each of those areas, we are legally obliged to consider people from within the pool of people who are eligible for reconfirmation into a position first, and we cannot change our 'ringfencing' approach for these positions.</p> <p>Reassignment into a 'suitable position' is an option if reconfirmation cannot be achieved. We are ringfencing positions that may be a suitable alternative position for people based on their current role, and that they may have the skills, knowledge and experience for the available position. We feel comfortable this approach is the most appropriate way to support the affected people in those positions.</p> <p>Given the decision above that position of Principal Advisor, Māori Housing Policy now has some specialist skill requirements, this position is not considered the 'same or substantially similar' to the remainder of the Principal Advisor positions in Policy. This capability may sit within our Policy group, or it may sit elsewhere in the organisation, and therefore this position will be available as a possible reassignment opportunity (e.g. suitable alternative position) for affected Principal Advisors in both Policy, and in Strategy, Insight & Governance.</p>	<p>Māori Housing Policy will be available to all affected Principal Advisors in Policy and SIG as a possible reassignment option.</p>
<p>Objectivity and robustness in the change process</p>	<p>People queried how we will ensure objectivity in the process, with some suggestions shared e.g. DCEs with appropriate experience to lead panels, Managers to be involved in selections, some people wish to submit CVs; and some people want to be able to provide 360degree</p>	<p>We have considered the EOI and selection process overall. Our aim is to have a simple process for people involved, balances with fairness, objectivity and a legally robust process.</p> <p>We are not accepting CVs, because not everyone maintains an up-to-date CV, and this is an extra step for people. We do not think this is a necessary requirement for a change process, and that it would be difficult for us to assess CVs objectively.</p>	<p>CVs and 360degree feedback will not be part of our selection process.</p> <p>Peoples' Managers will be involved on selection panels where</p>

Feedback Focus	Feedback	Considerations	Decisions
	<p>feedback to inform Manager selections.</p>	<p>360degree feedback is primarily a performance and development tool, and we do not think this is an appropriate tool to incorporate into this change process.</p> <p>The opportunity to involve Managers in the process will come through their participation on selection panels. We have confirmed our EOI selection panels where we are going from ‘many to few’ people will all be led by DCEs, largely with other senior leaders (e.g. GM/H) as panel members.</p> <p>We also proposed that through the EOI process we may reach out to an individual’s manager where we need more information for decision making (we would talk to you before doing so). We will be going ahead with this part of our process.</p> <p>While we didn’t receive much feedback on the proposed selection criteria, as we have worked through final decisions, we have finalised criteria for each available position and adjusted some wording so that it is clear and objective. Criteria is available in Appendix C – Confirmed Selection Criteria.</p> <p>We also considered the robustness of the proposed approach for selecting for the new Tier 3 senior leader position of General Manager, Communications & Government Services. We have decided that given this is a senior leadership role, people expressing interest in this position will participate in a full interview, rather than a follow-up conversation with a panel member.</p>	<p>possible/appropriate (either direct Manager or one-up Manager), and we will reach out to direct managers for more information if this is needed for decision making.</p>
<p>EOI Process Clarity</p>	<p>Through the feedback submissions, people asked for clarity around how the EOI process will work in practise, including for example, information on how long submissions should be, whether there is any weighting of capabilities or criteria, who will be on selection panels, what information will be provided to the decision-maker etc.</p>	<p>The final change process is outlined in the next part of this document; we have provided additional information to address the questions asked through consultation.</p> <p>People who are eligible to participate in the EOI process will receive a personalised email on the day of final decisions which will contain an EOI information pack, the forms that need to be completed, and links to any other information that may be needed to participate in the process.</p> <p>There is no weighting for the selection criteria, and the responses provided by people about their capability in relation to the criteria</p>	<p>Additional information about the EOI process has been provided through final decisions, and more information will be shared directly with people who are eligible to participate.</p>

Feedback Focus	Feedback	Considerations	Decisions
Other options	<p>People asked for clarity around what 'other options' may be available to people e.g. reduced salaries and hours of work, extended notice periods, enhanced early cessation, whether voluntary redundancy might be offered more broadly.</p>	<p>will be rated using the 1-5 scale proposed through consultation.</p> <p>We have considered some of the 'other options' (alongside or instead of redundancy) provided for in our employment agreements and decided we are not going to offer these types of options to people at this time.</p> <p>We have decided not to offer the option of voluntary redundancy more widely across the organisation at this time. We have been relatively targeted about where we need to change the shape or size of teams, based on the work we know we need to do. While we are not offering VR more broadly right now, we will continue to assess our workforce from an affordability perspective, and VR may be an option that we consider in the future. For similar reasons, we are not intending to offer 'enhanced early cessation' provided for in some of our employment agreements.</p> <p>Offering reduced salaries is not considered appropriate given we have recently concluded collective bargaining. Our confirmed changes take into account cost uplifts for 2024/25 and outyears relating to remuneration reviews.</p> <p>Finally, we are not offering 'extended notice periods' as described in some of our employment agreements, however as we signalled in consultation, we may offer longer notice periods to people if they are on the redundancy pathway but they have some key skills we need to retain on a temporary basis to support the transition to our new model.</p>	<p>We have decided not to offer these options to people at this time.</p>

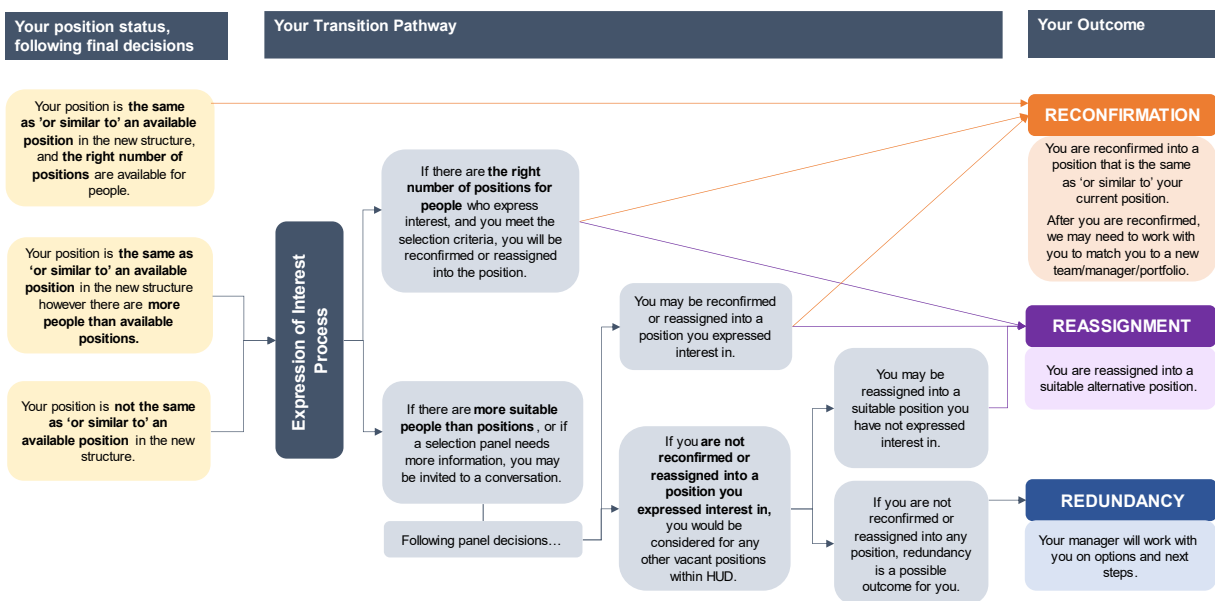
Overview of our proposed process

There are three outcomes for people in this change process. You may be:

- 1) **Reconfirmed** into a position that is 'the same as or substantially similar to'; or
- 2) If not reconfirmed, then **reassigned** to a suitable alternative position; or
- 3) If not reconfirmed or reassigned, then **redundancy** may be the outcome.

The flow chart below shows the different pathways of the change process and how they will work at a high level.

Our proposed change process



* We are offering the option of voluntary redundancy only to people in positions where there are more people than available positions. If your voluntary redundancy request is accepted, an offer of voluntary redundancy will be confirmed to you in writing and your manager will work with you on next steps. See the 'Option of voluntary redundancy' section for further information on this process.

Reconfirmation

Reconfirmation will happen where a position is considered **'the same as, or substantially similar to'** your current position.

A position is considered the same as 'or substantially similar to' your current position if there are no changes, or if there are some changes to your position that are minor and reasonable e.g. we are proposing a change to a position title, that your position reports to a different direct line manager, or there is a change in work focus or ways of working that are not considered material.

You may be reconfirmed into a position where:

- the new role/position description is the same (or substantially similar to) as what you currently do, and

- the salary and other terms and conditions for the new position are no less favourable, and
- the location of the new position is the same.

Reassignment

Reconfirmation is our first priority for you. If you cannot be reconfirmed into a position, reassignment can occur into another position that is a '**suitable position**' for you.

A suitable position would be in the same location, with comparable duties and responsibilities (- or any other position on terms the employee agrees to accept). The position should not involve so significant a change in duties as to be unreasonable, taking into account your skills, attributes and potential to be retrained.

Pathway 1: Outcomes confirmed at the time of final decisions:

You may be reconfirmed or reassigned into a position at the time of final decisions.

Note: We have identified in Appendix A – Position Impacts if we are proposing to reconfirm or reassign you into a position at the time of final decisions.

Reconfirmation:

If your position is considered 'the same as or substantially similar to' a position in the new structure, there are enough available positions for the number of people, and you are the clear candidate for the position, you will be reconfirmed into a position at the time of final decisions. You would no longer be impacted by this change process.

Reconfirmation outcomes where there is a change in reporting line will be confirmed in writing. Refer below for how we are applying this process in the Policy group.

Reassignment:

If you cannot be reconfirmed into a position, and we have identified another position that is a 'suitable position' for you, there are enough available positions for the number of people, and there you are the clear candidate for the position, you will be reassigned into a position at the time of final decisions. You will no longer be impacted by this change process.

If we are unable to reconfirm or reassign you into a position at the time of final decisions, you would be eligible to participate in an expression of interest process (refer [Pathway 2](#)) for available positions in our structure.

Policy Group: Confirmed transition process for people who are reconfirmed into a position at the time of final decisions

Through these changes we are resetting the shape and size of our Policy teams.

If you currently work in the teams below, we will reconfirm you into a position at the time of final decisions, and advise you of any change to your reporting manager:

- **Māori Housing Policy:** Current Advisors and Senior Advisors in our Māori Housing Policy team will be reconfirmed into their current positions, and will continue to report to the Head of Māori Housing Policy.
- **Operational Policy & Service Design:** Current Advisors and Senior Advisors in our Operational Policy & Service Design teams will be reconfirmed into their current positions, and will report to the Manager, Policy position that has a focus on Operational Policy.

'Team Assignment Process'

The Team Assignment process will proceed largely as proposed, with some changes to who can participate, and the timeline for this process. We are also providing some additional information about how this process will work.

Current Advisor, Senior Advisor, or Business Assistants currently working in policy teams (other than those outlined above) will be reconfirmed into a position at the time of final decisions, and will then participate in the Policy Team Assignment process to confirm who their Manager and team will be in the future.

This process also applies to Principal Advisors who have been reconfirmed into positions through the EOI process.

Through this process we will aim to match you with a similar type of policy work as you are currently doing. Alternatively, if you wish to explore doing different policy work utilising your current skills, you will have an opportunity to let us know what portfolio and type of work you are interested in.

To support decision-making, you will complete a Team Assignment Preferences form, and you can rank your preferences for teams, with #1 being your most preferred. There will be space on the form for you to briefly outline why you are interested in your preferred teams.

Our General Managers and Policy Managers will review the information you share through the Team Assignment process, and work together to assign people to portfolios and teams, taking into account your preferences.

Timeline for Team Assignment process

Activity	Timing
Confirm Policy Managers for Teams in new model	Friday 12 July (AM)
Team preferences open	Friday 12 July (by Midday)
Team preferences close	Tuesday 16 July (PM)
Teams selected	Wednesday 17 – Thursday 18 July
Teams confirmed	Friday 19 July

Pathway 2: Outcomes that need further work after final decisions.

If you **have not been reconfirmed or reassigned into a position at the time of final decisions**, it is likely because your substantive position is:

- the same as 'or similar to' more than one available position; or
- the same as 'or similar to' a position however there are fewer positions available in the new structure than people (e.g. we have a 'staff surplus'); or
- not the same as 'or similar to' any of the positions in the new structure.

In this situation, we need to do some more work with you to match you to available positions in our new structure, and to confirm your outcome.

We are using an Expressions of Interest (EOI) process to 'advertise' options that are available, and to select people for available positions.

Timeline

Below is a confirmed high-level timeline for key activity during this phase of the process, taking into account feedback received around staggering of processes and how the EOI and selection process might work.

The EOI process opens for all eligible affected people on the same day, and closes on the same day.

Within the selection process timeframe below, we are aiming to select leaders first, where possible, so they can be involved in decisions around their future teams. This is particularly the case for our Policy group, where our Policy Managers will be announced prior to the Team Assignment process commencing.

We are aiming to share outcomes with individuals as soon as possible in this process; this depends on the number of people who express interest. Wherever possible, people will learn their individual outcome earlier than Tuesday 9 July.

Activity	Timing
Final decisions are announced	Thursday 13 June (around 12-1pm)
EOI process opens	Thursday 13 June (around 2-3pm)
Closing date for submission of EOIs	Friday 21 June (3pm)
Panels form to assess EOIs	Monday 24 June
<i>Selection process timeframe</i>	
Panel communicates outcomes to affected people no later than these dates; followed up in writing asap.	By Tuesday 9 July

We will work hard to manage the process within these timelines, however if we need to adjust our timings to ensure we are running a fair process for affected people, we will let the relevant people know.

Expression of Interest (EOI) and selection process

Through this process you will let us know which available position/s you are interested in. You will share information to help inform our decision making, and we will select people for positions.

The EOI process will be available to affected employees who have not been reconfirmed or reassigned into a position at the time of final decisions.

Note: We have identified in Appendix A – Confirmed Position Impacts if we are proposing that you participate in an EOI process, based on your substantive position.

We are 'ringfencing' EOI processes for some positions based on whether the position is a reconfirmation or reassignment option taking into account the provisions in our employment agreements.

These ringfenced processes apply where people would otherwise have been reconfirmed or reassigned into a position, but there are not enough positions available in the future structure e.g. where we go from 'many positions' in our current structure to 'fewer positions' in our future structure. We are also offering the option of voluntary redundancy to people in these positions.

There are also some available positions in our new group structures, which do not have duties/responsibilities that are comparable to our existing positions. Through the EOI process eligible people can express interest in one of these positions however please note that we do not intend to reassign people into a position that would be a significant change in duties/responsibilities.

Option of Voluntary Redundancy

We are offering the opportunity of voluntary redundancy to people in specific roles, rather than offering this opportunity 'across-the-board'. This applies to:

- affected people who have not been reconfirmed or reassigned into a position in the new structure at the time of final decisions;
- and
- where we are reducing the number of positions for a type of role in the future e.g. going from 'many positions' in our current structure to 'fewer positions' in the future structure.

Note: If you are eligible to express interest in voluntary redundancy, this will be confirmed in writing on final decisions. We have also identified in Appendix A – Position Impacts if you are eligible to express interest in voluntary redundancy through the EOI process.

Voluntary redundancy is not available to people in any other positions in HUD, fixed term employees, or people who have resigned from HUD.

We are using the Expressions of Interest process to gather requests for voluntary redundancy. This means that as you identify your preference for available positions in our future structure, you can also select 'Voluntary Redundancy' as a preference, if you wish.

We will consider your request for voluntary redundancy within our broader EOI process. This means we will consider all expressions of interest received (for both available positions, and voluntary redundancy) when deciding if we will accept your request for voluntary redundancy.

When assessing your expression of interest, we will consider:

- the impact on HUD if we accepted your request, including whether you have any critical

capability (skills, experience, knowledge) that we need to retain for the work we need to do in the future

- where appropriate, any personal circumstances you share with us through the EOI process.

Where a selection panel feel they need more information from you to make a decision, you may be invited to a conversation with a panel member about your request.

If your voluntary redundancy request is accepted, an offer of voluntary redundancy will be confirmed to you in writing, and you will have 48 hours to confirm your acceptance of this outcome. You may choose to decline an offer of voluntary redundancy. If you accept voluntary redundancy you would no longer be affected by the change process.

How we will gather information and make decisions

We need to have the right information to make fair and consistent decisions. The EOI process is not a traditional recruitment process, and we want you to feel supported through the process.

We have position descriptions (for new/changed positions) and selection criteria for positions that are available in our future structure. You can learn more about these in Appendix C: Selection criteria and panels, and Appendix D: Position Descriptions.

When the EOI process opens on the day of final decisions, you will receive an email containing a link to an EOI form (in Word format) along with some supporting guidance about how to complete the form, and where and when to submit your EOI.

The EOI form will ask you to:

- identify your preferences for up to five available options – for available positions in our structure, and/or for voluntary redundancy if you are eligible; where you have multiple choices available, you will also be asked to rank your preferences with #1 being your most preferred option; and
- describe your capability (e.g. your skills, experience, attributes and potential to be retrained) based on the position description and the proposed selection criteria for each available position you are expressing interest in. Forms will be pre-populated with the selection criteria for the relevant position.

There are no technical scenario questions in our EOI process. CVs are not required, and we are not proposing to use any other 'formal' assessments to support our decision making.

Note: If you do not submit an expression of interest, your manager will talk with you to understand why you have chosen not to participate in the EOI process. We would still consider you for available positions based on our existing knowledge of your skills and abilities and take into account your individual circumstances.

A selection panel will form to assess the information shared via the EOI process, with a panel chair leading the selection activity. All panels where we are going from 'many to few' positions are chaired by a Deputy Chief Executive.

Panel members will be a mixture of senior leaders (e.g. General Managers/Heads, or other DCEs) supported by an experienced member of our People team, generally in a 'panel coordinator' role to help with consistency of process and outcomes. Membership of selection panels is confirmed in Appendix C – Selection criteria and panels.

When making decisions, the panel will consider:

- your preference/s for positions and/or for voluntary redundancy if you are eligible
- your capability e.g. your skills, experience, attributes and potential to be retrained
- your career aspirations
- the position description/s and selection criteria
- HUD's business needs and the right balance of capability across a team and function.

The panel will consider your capability against the selection criteria using a 1 to 5 scale:

1	2	3	4	5
Significant Development Needed	Development Needed	Capable	Strength	Role Model
Does not demonstrate capability level required, with significant development needed	Meets some capability level required, with some development needed.	Meets capability level required with some small gaps.	Exceeds capability level required with no gaps.	Exceeds capability level required and is considered a role model or expert.

Where there are clear matches for reconfirmation or reassignment arising from the EOI process (e.g. one person expresses interest in a position, and their capability matches that position), these outcomes will be confirmed as quickly as possible.

You may be invited to a conversation with a panel member where they panel feel they need more information from you to make a decision*. This is not a formal 'interview' because this is not a traditional recruitment process. If needed, a panel member may also ask you if they can contact another person in the organisation, e.g. a current or previous leader, to seek additional information in relation to your expression of interest.

***Selection process for General Manager, Communications & Government Services**

We will be conducting formal capability-based interviews for the Tier 3 senior leader position of General Manager, Communication & Government Services. People who express interest will be invited to an interview with a selection panel.

Decisions and outcomes

Panel chairs will recommend outcomes for individuals arising from the EOI process – both selection for positions, and voluntary redundancy requests. All individual outcomes will be approved by the Chief Executive.

If you are reconfirmed or reassigned into a position, a panel chair or an appropriate manager will discuss this outcome with you. Your outcome will be confirmed in writing, and you will have the opportunity to seek advice if you wish.

Reassignment is an 'offer' and this will reflect your individual terms and conditions of employment, for example, this may include an offer of an equalisation allowance, where this is included in your employment agreement and is appropriate. If you do not wish to take up the new position that you are reconfirmed or reassigned into, you would not be eligible for redundancy compensation.

If your request for Voluntary Redundancy is accepted, a panel chair or an appropriate manager will discuss this outcome with you. Your outcome will be confirmed in writing, and you will have the

opportunity to seek advice if you wish. If you accept the offer, you would receive redundancy compensation in accordance with your employment agreement and the Public Service Act 2020. More information is in the 'Redundancy' section below.

If you are not reconfirmed or reassigned into a position, this means redundancy is a possible outcome for you, and a panel chair or an appropriate manager will discuss this outcome with you. Redundancy is the last resort and will only be considered where reconfirmation or reassignment are not possible. All options will be explored before redundancy is confirmed, and more information is in the 'Redundancy' section below.

Redundancy

Redundancy will be confirmed to you in writing, and your notice period will reflect your terms and conditions of employment, which is generally a notice period of no less than one month's notice. You will be provided with no less than this or payment in lieu thereof.

During your notice period we will explore the possibility of redeployment to another public service agency through processes coordinated by Te Kawa Mataaho | Public Service Commission. Given other agencies are working through similar organisational change processes, opportunities for sector redeployment may be limited.

Any entitlement to redundancy compensation will be in accordance with your employment agreement and the Public Service Act 2020. You would also be offered an opportunity to participate in an outplacement support programme, e.g. to help you build your job search skills. We will also make sure you have appropriate time to actively participate in recruitment processes with HUD or with other organisations during your notice period.

Reviewing your change outcome

If you disagree with the way we have applied the change process provisions in your employment agreement through this process, we encourage you to discuss your concerns with your manager as soon as possible so that we can work together to resolve issues as quickly as possible.

If your concerns aren't resolved, then you can seek a formal review. This must be raised formally with your leader within 5 working days of becoming aware of the action relating to the review.

Filling vacancies once decisions have been made

Any positions that are vacant at the end of the expression of interest and selection process may be advertised internally and/or externally using HUD's normal recruitment process.

Appendix A: Position impacts

We have assessed the impact of the proposed changes for positions in the groups that are in-scope for this change. The table below details the confirmed impact for positions, and the change process for the people in those positions. If a position is not mentioned below, there is no impact on that position.

Impacts for positions in Strategy, Insight and Governance

Function & Team	Position	Confirmed impact for position	Change outcome or transition pathway
Community Housing Regulatory Authority (CHRA)	Financial Advisor	No change	Reconfirmed
Community Housing Regulatory Authority (CHRA)	Senior Operational Policy Advisor	No change	Reconfirmed
Community Housing Regulatory Authority (CHRA)	Senior Regulatory Advisor	No change	Reconfirmed
Community Housing Regulatory Authority (CHRA)	Senior Advisor	No change	Reconfirmed
Community Housing Regulatory Authority (CHRA)	Principal Advisor	No change	Reconfirmed
Community Housing Regulatory Authority (CHRA)	Head of Community Housing Regulatory Authority (CHRA)	No change	Reconfirmed
Community Housing Regulatory Authority (CHRA)	Regulatory Advisor Operations	No change	Reconfirmed
Community Housing Regulatory Authority (CHRA)	Senior Advisor	No change	Reconfirmed
Community Housing Regulatory Authority (CHRA)	Regulatory Advisor	No change	Reconfirmed
Community Housing Regulatory Authority (CHRA)	Senior Operational Policy Advisor	No change	Reconfirmed
Community Housing Regulatory Authority (CHRA)	Business Assistant	Disestablished position	Vacant position, no impact
Data and Products	Advisor	No change	Reconfirmed
Data and Products	Senior Advisor	No change	Reconfirmed
Data and Products	Principal Advisor	No change	Reconfirmed
Data and Products	Manager, Data and Products	No change	Reconfirmed

Function & Team	Position	Confirmed impact for position	Change outcome or transition pathway
Data and Products	Data Administrator	No change	Reconfirmed
Impacts and Evaluation	Manager, Impacts and Evaluation	Disestablish Position	EOI Process - Tier 4 Manager - Strategy and Impact
Impacts and Evaluation	Principal Advisor	Fewer positions available - 3 to 1	EOI Process - Principal Advisor, Strategy and Impact and Principal Advisor Māori Housing Policy
Impacts and Evaluation	Principal Advisor (WAI2750)	Fewer positions available - 3 to 1	EOI Process - Principal Advisor, Strategy and Impact and Principal Advisor Māori Housing Policy
Impacts and Evaluation	Principal Advisor	Fewer positions available - 3 to 1	EOI Process - Principal Advisor, Strategy and Impact and Principal Advisor Māori Housing Policy
Impacts and Evaluation	Senior Advisor (WAI2750)	Some change - reporting line	Reconfirmed - Reporting line change to Manager Strategy and Impact
Impacts and Evaluation	Senior Advisor	Some change - reporting line	Reconfirmed - Reporting line change to Manager Strategy and Impact
Impacts and Evaluation	Business Assistant	Some change - reporting line	Reconfirmed - Reporting line change to Manager Strategy and Impact
Impacts and Evaluation	Advisor	Some change - reporting line	Reconfirmed - Reporting line change to Manager Strategy and Impact
Impacts and Evaluation	Senior Advisor	Some change - reporting line	Reconfirmed - Reporting line change to Manager Strategy and Impact
Programme Implementation	Programme Manager	Disestablish position	Fixed term ends as per current end date
Programme Implementation	Senior Project Coordinator (EH)	Disestablish position	Fixed term ends as per current end date
Programme Implementation	Programme Manager (EH)	Disestablish position	Fixed term ends as per current end date
Programme Implementation	Project Coordinator	No change	Reconfirmed
Programme Implementation	Principal Advisor	Some change to scope of role	Reconfirmed
Strategy, Insight and Governance	Senior Administrator	Disestablish position	No same or similar position in new structure, express interest in other suitable positions
Strategy, Insight and Governance	Principal Advisor to the Chief Executive	No change	Reconfirmed
Strategy, Insight and Governance	Chief Science Advisor	No change	Reconfirmed
Strategy, Insight and Governance	Head of Programme Implementation	Some change to role and role title	Reassigned - Head of Governance, Planning and Programmes

Function & Team	Position	Confirmed impact for position	Change outcome or transition pathway
System Insight and Strategy	General Manager, System Insights and Strategy	No change	Reconfirmed
System Insight and Strategy	Chief Advisor	Some change - reporting line	Reconfirmed - Reporting line change to DCE, Strategy, Insight and Governance
System Insight and Strategy	Executive Assistant	Some change - reporting line	Reconfirmed - Reporting line change to GM, System Insights and Strategy; also supporting Head of Governance, Planning & Programmes.
System Intelligence	Senior Policy Advisor	No change	Reconfirmed
System Intelligence	Senior Advisor	No change	Reconfirmed
System Intelligence	Principal Advisor	No change	Reconfirmed
System Intelligence	Manager, System Intelligence	No change	Reconfirmed
System Intelligence	Modelling Analyst	No change	Reconfirmed
System Strategy	Manager, System Strategy	Disestablish Position	EOI Process - Tier 4 Manager - Strategy and Impact
System Strategy	Senior Advisor (pending vacancy)	Disestablish Position	Pending vacancy, no impact
System Strategy	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Reporting line change to Manager Strategy and Impact
System Strategy	Principal Advisor	Some change - reporting line	Reconfirmed - Reporting line change to Manager Strategy and Impact

Impacts for positions in Policy

Function & Team	Position	Confirmed impact for position	Change outcome or transition pathway
Homelessness	Manager Homelessness	Disestablish Position	Vacant position, no impact
Homelessness	Principal Policy Advisor	Fewer positions available - 23 to 15	EOI Process – Principal Advisor, Policy Portfolios and Principal Advisor, Māori Housing
Homelessness	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Homelessness	Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment

Function & Team	Position	Confirmed impact for position	Change outcome or transition pathway
Housing Access and Support	Manager, Housing Access and Support	Disestablish Position	EOI Process - Tier 4 Manager - Policy
Housing Access and Support	Principal Policy Advisor	Fewer positions available - 23 to 15	EOI Process – Principal Advisor, Policy Portfolios and Principal Advisor, Māori Housing
Housing Access and Support	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Housing Access and Support	Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Housing Supply and Affordability	Manager, Housing Supply and Affordability	Disestablish Position	EOI Process - Tier 4 Manager - Policy
Housing Supply and Affordability	Principal Policy Advisor	Fewer positions available - 23 to 15	EOI Process – Principal Advisor, Policy Portfolios and Principal Advisor, Māori Housing
Housing Supply and Affordability	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Housing Supply and Affordability	Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Housing Supply and Affordability	Business Assistant	Some change - reporting line	Reconfirmed - Policy Team Assignment
System Insight and Governance	Chief Advisor, Auckland	Some change to role and role title	Reconfirmed to Chief Advisor Policy
System Insight and Governance	Business Assistant	No Change	Reconfirmed
Māori Housing Policy	Senior Policy Advisor	No Change	Reconfirmed
Māori Housing Policy	Head of Māori Housing Policy	No Change	Reconfirmed
Māori Housing Policy	Policy Advisor	No Change	Reconfirmed
Operational Policy	Manager, Operational Policy	Disestablish Position	EOI Process - Tier 4 Manager - Policy
Operational Policy	Principal Advisor	Fewer positions available - 23 to 15	EOI Process – Principal Advisor, Policy Portfolios and Principal Advisor, Māori Housing
Operational Policy	Principal Advisor (EH)	No Change	Fixed term ends as per current end date
Operational Policy	Senior Advisor	Some change - reporting line	Reconfirmed
Operational Policy	Advisor	Some change - reporting line	Reconfirmed
Operational Policy	Business Assistant	Some change - reporting line	Reconfirmed - Policy Team Assignment
Planning and Infrastructure team 1	Manager, Planning and Infrastructure team 1	Disestablish Position	EOI Process - Tier 4 Manager - Policy
Planning and Infrastructure team 1	Principal Policy Advisor	Fewer positions available - 23 to 15	EOI Process – Principal Advisor, Policy Portfolios and Principal Advisor, Māori Housing

Function & Team	Position	Confirmed impact for position	Change outcome or transition pathway
Planning and Infrastructure team 1	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Planning and Infrastructure team 1	Business Assistant	Some change - reporting line	Reconfirmed - Policy Team Assignment
Planning and Infrastructure team 1	Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Planning and Infrastructure team 2	Manager, Planning and Infrastructure team 2 (vacant)	Disestablish Position	Vacant position, no impact
Planning and Infrastructure team 2	Principal Policy Advisor	Fewer positions available - 23 to 15	EOI Process – Principal Advisor, Policy Portfolios and Principal Advisor, Māori Housing
Planning and Infrastructure team 2	Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Policy and Legislation Design	General Manager, Policy and Legislation Design	Some change to role and role title	Reconfirmed to General Manager, Policy (Portfolio: Housing Supports and Supply)
Service Design	Manager, Service Design and Operational Policy	Disestablish Position	EOI Process - Tier 4 Manager - Policy
Service Design	Principal Advisor	Fewer positions available - 23 to 15	EOI Process – Principal Advisor, Policy Portfolios and Principal Advisor, Māori Housing
Service Design	Senior Advisor	Some change - reporting line	Reconfirmed
Service Design and Operational Policy	General Manager, Service Design and Operational Policy	Disestablish Position	EOI Process - Tier 3 Manager - GM Communications and Government Services
Service Design and Operational Policy	Principal Advisor to GM	Fewer positions available - 23 to 15	EOI Process – Principal Advisor, Policy Portfolios and Principal Advisor, Māori Housing
Service Design and Operational Policy	Executive Assistant	Some change - reporting line	Reconfirmed
System Policy	General Manager, System Policy	Some change to role and role title	Reconfirmed to General Manager, Policy (Portfolio: Housing Market and Urban Performance)
System Policy	Executive Assistant	No Change	Reconfirmed
Tenancy and Tenures	Manager, Tenancy and Tenures	Disestablish Position	EOI Process - Tier 4 Manager - Policy
Tenancy and Tenures	Principal Policy Advisor	Fewer positions available - 23 to 15	EOI Process – Principal Advisor, Policy Portfolios and Principal Advisor, Māori Housing
Tenancy and Tenures	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Tenancy and Tenures	Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Tenancy and Tenures	Business Assistant	Some change - reporting line	Reconfirmed - Policy Team Assignment
Tenancy and Tenures	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment

Function & Team	Position	Confirmed impact for position	Change outcome or transition pathway
Urban Development Enablement	Manager, Urban Development Enablement	Disestablish Position	EOI Process – Tier 4 Manager - Policy
Urban Development Enablement	Principal Policy Advisor	Fewer positions available - 23 to 15	EOI Process – Principal Advisor, Policy Portfolios and Principal Advisor, Māori Housing
Urban Development Enablement	Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Urban Development Enablement	Senior Policy Advisor	Some change - reporting line	Reconfirmed - Policy Team Assignment
Urban Development Projects	Manager, Urban Development Projects	Disestablish Position	EOI Process - Tier 4 Manager - Policy
Urban Development Projects	Principal Policy Advisor	Fewer positions available - 23 to 15	EOI Process – Principal Advisor, Policy Portfolios and Principal Advisor, Māori Housing

Impacts for positions in Organisational Performance

Function & Team	Position	Proposed impact for position	Change outcome or transition pathway
Communications	Head of Communications	Disestablish Position	EOI Process - Tier 3 Manager - GM Communications and Government Services
Corporate Communications and Channels	Manager, Corporate Communications and Channels	Disestablish Position	EOI Process - Tier 4 Manager - Communications
Corporate Communications and Channels	Design Advisor	Disestablish Position	No same or similar position in new structure, express interest in other suitable positions
Corporate Communications and Channels	Senior Content Specialist	Disestablish Position	Reassignment to Senior Advisor, Communications
Corporate Communications and Channels	Senior Advisor Digital Channels	Some change - reporting line	Reconfirmed
Corporate Communications and Channels	Senior Advisor ECOMS (vacant)	Disestablish Position	Vacant position, no impact
External Communications and Media	Manager, External Communications and Media	Disestablish Position	EOI Process - Tier 4 Manager - Communications
External Communications and Media	Media Lead	Some change - reporting line	Reconfirmed
External Communications and Media	Principal Advisor ECOMS	Some change - reporting line	Reconfirmed
Crown Entity Monitoring	Head of Crown Entity Monitoring	No change	Reconfirmed

Function & Team	Position	Proposed impact for position	Change outcome or transition pathway
Crown Entity Monitoring and Appointments	Manager, Crown Entity Monitoring and Appointments	No change	Reconfirmed
Crown Entity Monitoring and Appointments	Principal Advisor	No change	Reconfirmed
Crown Entity Monitoring and Appointments	Senior Advisor	No change	Reconfirmed
Investment Monitoring	Manager, Investment Monitoring	No change	Reconfirmed
Investment Monitoring	Principal Advisor	No change	Reconfirmed
Digital	Manager, Digital	Some change to role and role title	Reassigned to Manager, Digital and Workplace
Digital	Business Analyst	Disestablish Position	No same or similar position in new structure, express interest in other suitable positions
Digital	Scrum Master	Disestablish Position	No same or similar position in new structure, express interest in other suitable positions
Digital	Support Consultant - SharePoint and Digital	Disestablish Position	No same or similar position in new structure, express interest in other suitable positions
Digital	Technical Support Consultant	Disestablish Position	No same or similar position in new structure, express interest in other suitable positions
Digital	Test automation engineer	Disestablish Position	No same or similar position in new structure, express interest in other suitable positions
Digital	Developer	Fewer positions available - 2 to 1	EOI Process - Developer - Digital
Digital	Business Solutions Architect	No change	Reconfirmed
Digital	Digital Workplace Support	No change	Reconfirmed
Digital	Information Management Lead	No change	Reconfirmed
Digital	Principal Cloud Advisor	No change	Reconfirmed
Digital	Principal Oracle Advisor	No change	Reconfirmed
Digital	Principal Security Advisor	No change	Reconfirmed
Digital	Senior Reporting Analyst	No change	Reconfirmed
Digital	Technical Delivery Lead	No change	Reconfirmed
Government Services	Head of Government Services	Disestablish Position	EOI Process - Tier 3 Manager - GM Communications and Government Services

Function & Team	Position	Proposed impact for position	Change outcome or transition pathway
Government Accountability	Manager, Government Accountability	Disestablish Position	EOI Process - Tier 4 Manager - Government Services
Government Services	Principal Advisor	Some change - reporting line	Reconfirmed
Government Accountability	Senior Advisor Government Accountability	Some change - reporting line	Reconfirmed
Government Accountability	Advisor Government Accountability (vacant)	Disestablished Position	Vacant position, no impact
Government Accountability	Advisor Government Accountability	Some change - reporting line	Reconfirmed
Government Services	Lead Private Secretary	No change	Reconfirmed
Ministerial Services	Manager, Ministerial Services	Disestablish Position	EOI Process - Tier 4 Manager - Government Services
Ministerial Services	Senior Advisor Ministerial Services	Some change - reporting line	Reconfirmed
Ministerial Services	Advisor Ministerial Services	Some change - reporting line	Reconfirmed
Finance	Head of Finance (Chief Financial Officer)	No change	Reconfirmed
Finance Reporting and Control	Manager, Finance Reporting and Control	No change	Reconfirmed
Finance Reporting and Control	Senior Financial Reporting Accountant	No change	Reconfirmed
Finance Reporting and Control	Assistant Financial Accountant	No change	Reconfirmed
Finance Reporting and Control	Accounts Administrator	No change	Reconfirmed
Financial Performance and Planning	Manager, Financial Performance and Planning	No change	Reconfirmed
Financial Performance and Planning	Principal Advisor	No change	Reconfirmed
Financial Performance and Planning	Finance Business Partner	No change	Reconfirmed
Financial Performance and Planning	Financial Analyst	No change	Reconfirmed
Financial Performance and Planning	Management Accountant	No change	Reconfirmed
Legal	Head of Legal (Chief Legal Advisor)	No change	Reconfirmed
Legal	Business Assistant	Disestablish position	Reassigned to EA to General Manager (GM Communications & Government Services and Head of Legal)

Function & Team	Position	Proposed impact for position	Change outcome or transition pathway
Legal	Principal Solicitor	No change	Reconfirmed
Legal	Senior Solicitor	No change	Reconfirmed
Legal	Junior Solicitor	No change	Reconfirmed
People and Community	General Manager, People and Community	No change	Reconfirmed
People and Community	Principal Advisor, Health, Safety and Wellbeing	Disestablish Position	No same or similar position in new structure, express interest in other suitable positions
People and Community	Principal Advisor OD	No change	Reconfirmed
People and Community	Principal Advisor P&C	No change	Reconfirmed
People and Community	Senior Advisor, Health, Safety and Wellbeing	No change	Reconfirmed
People and Community	Executive Assistant	No change	Reconfirmed
People	Manager, People Services	No change	Reconfirmed
People	Senior Advisor Talent Acquisition	Disestablish Position	No same or similar position in new structure, express interest in other suitable positions
People	Payroll Lead	No change	Reconfirmed
People	Payroll Officer	No change	Reconfirmed
People	People Advisor	No change	Reconfirmed
People	Senior Advisor People and Culture	No change	Reconfirmed
People	Coordinator	No change	Reconfirmed
Workplace	Workplace Lead (vacant)	Disestablish Position	Vacant position, no impact
Workplace	Workplace Coordinator	No change	Reconfirmed

Appendix B: Available positions

The tables below identify available positions in our new structure that eligible affected people can express interest in, along with the business group and the number of positions available. The table below also identifies eligibility for participation in a 'ringfenced' EOI process, based on whether the position is a clear reconfirmation or reassignment option, as per the provisions in our employment agreements. Please refer to Appendix C for Selection Criteria and Panels, and Appendix D for Position Descriptions.

Group	People in this position are eligible to express interest in a specific position	Position available	Function & Team of available position	Reports to	Rationale	Pay Band	No. of positions available
Policy	Tier 4 Managers in our Policy group (x8)	Manager, Policy (Tier 4)	Policy - Portfolios	General Manager, Policy	Reassignment option - many to few	Band 20	6
	Principal Advisors in our Policy group (x23)	Principal Advisor, Policy	Policy - Portfolios	Manager, Policy	Reconfirmation – many to few	Band 19	14
		Principal Advisor, Māori Housing Policy	Policy – Māori Housing Policy	Head of Māori Housing Policy	Reassignment option - many to few	Band 19	1
Strategy Insight & Governance	Tier 4 Managers in System, Insights & Strategy (x2):	Manager, Strategy & Impact (Tier 4)	System Insight & Strategy – Strategy & Impact	General Manager, System Insight & Strategy	Reassignment option - many to few	Band 20	1
	Principal Advisors (x3) in our Evaluation & Impacts team	Principal Advisor, Strategy & Impact	System Insight & Strategy – Strategy & Impact	Manager, Strategy & Impact	Reconfirmation – many to few	Band 19	1
		Principal Advisor, Māori Housing Policy	Policy – Māori Housing Policy	Head of Māori Housing Policy	Reassignment option - many to few	Band 19	1 (as above)
Organisational Performance	Developers (x2) in our Digital team	Developer	People & Community – Digital & Workplace	Manager, Digital & Workplace	Reconfirmation – many to few	Band 18	1

Group	People in this position are eligible to express interest in a specific position	Position available	Function & Team of available position	Reports to	Rationale	Pay Band	No. of positions available
	Tier 3 senior leaders (x3): <ul style="list-style-type: none"> • General Manager Operational Policy and Service Design • Head of Communications • Head of Government Services 	General Manager, Communications & Government Services (Tier 3)	Communications & Government Services	Deputy Chief Executive, Organisational Performance	Reassignment option - many to few	Band 22	1
	Tier 4 Managers in Communications (x2): <ul style="list-style-type: none"> • Manager, Corporate Communications and Channels • Manager, External Communications and Media 	Manager, Communications (Tier 4)	Communications & Government Services	General Manager, Communications & Government Services	Reassignment option - many to few	Band 20	1
	Tier 4 Managers in Government Services (x2): <ul style="list-style-type: none"> • Manager, Government Accountability • Manager, Ministerial Services 	Manager, Government Services (Tier 4)	Communications & Government Services	General Manager, Communications & Government Services	Reassignment option - many to few	Band 20	1

Other available positions

The table below identifies other positions that are available in our group structures which are not a clear match for reconfirmation or reassignment. Through the EOI process affected people can express interest in one of these positions. Please note that we do not intend to reassign people into a position that would be a significant change in duties/responsibilities.

Group	Function & Team	Position available	Reports to	Rationale	Pay Band	No of positions
Strategy, Insight & Governance	System Insight & Strategy – System Intelligence	Senior Advisor, System Intelligence	Manager, System Intelligence	Available	Band 17	1
	Governance, Planning & Programmes	Programme Manager	Head of Governance, Planning & Programmes	Available	Band 20	1
	Governance, Planning & Programmes	Senior Project Coordinator	Head of Governance, Planning & Programmes	Available	Band 15	1

Appendix C: Selection criteria and panels

The table below identifies the selection criteria and the panel membership for positions that we have 'ringfenced' EOI processes where we are going from 'many-to-few' positions. All of these panels have a DCE panel chair.

Group	Function, team and line manager	Position	Pay Band	No of positions	Confirmed Selection Criteria	Panel Chair	Panel Members
Policy	All group - Portfolios Reports to General Manager, Policy	Manager, Policy (Tier 4)	Band 20	6	Evidence of: <ul style="list-style-type: none"> The ability to successfully manage the end-to-end policy lifecycle - from problem definition to analysis of options, to advice, the design of detailed policy, legislation and funding settings, through to implementation and monitoring of policy outcomes. A track record for building effective relationships with one or more of Ministers, stakeholders and senior officials Improving culture and/or performance through building capability, or by managing the performance or behaviour of others. 	DCE System Delivery & Performance	Current General Managers in Policy x3
	All group - Portfolios Reports to Manager, Policy	Principal Advisor, Policy	Band 19	14	Evidence of: <ul style="list-style-type: none"> The ability to successfully influence the end-to-end policy lifecycle - from problem definition to analysis of options, to advice, the design of detailed policy, legislation and funding settings, through to implementation and monitoring of policy outcomes. Leading programmes of work and project teams on complex and sensitive areas, from strategy through to execution. Improving the quality of policy analysis, advice or outcomes through coaching others to grow their capability. 	DCE Strategy Insight & Governance	Current General Managers in Policy x3
	Māori Housing Policy	Principal Advisor, Māori Housing Policy	Band 19	1	In addition to the Principal Advisor, Policy criteria above, we are looking for evidence of: <ul style="list-style-type: none"> A deep understanding of Māori values, practice and perspective and me ōna tikanga The ability to understand unique issues and challenges that are specific to Māori in the housing space The ability to engage with iwi and Māori on complex system issues. 	As above	As above, plus - GM Māori Housing Supply & Delivery

Strategy Insight & Governance	System Insight & Strategy – Strategy & Impact Reports to General Manager, System Insight & Strategy	Manager, Strategy & Impact (Tier 4)	Band 20	1	Evidence of: <ul style="list-style-type: none"> • Successfully building strong team culture, delivering through others and collaborating across business groups. • A strong grasp of the housing and urban system to inform the development of quality products • Proven ability to shape and deliver a monitoring, evaluation, research and learning work programme to support system outcomes. 	DCE Strategy Insight & Governance	GM System Insight & Strategy Head of Governance, Planning & Programmes
	System Insight & Strategy – Strategy & Impact Reports to Manager, Strategy & Impact	Principal Advisor, Strategy & Impact	Band 19	1	Evidence of: <ul style="list-style-type: none"> • The ability to successfully identify what ‘good’ looks like across monitoring, evaluation, applied research and learning for the housing and urban system • Communicating MERL results in ways that support application by policy or operational colleagues, including tailoring scope to ensure timely delivery • Improving the quality of work through coaching others to grow their capability. 	DCE Strategy Insight & Governance	GM System Insight & Strategy Chief Science Advisor
Organisational Performance	People & Community – Digital & Workplace Reports to Manager, Digital & Workplace	Developer	Band 18	1	Evidence of: <ul style="list-style-type: none"> • Developing tools or applications with Microsoft Power Platform or Dynamics 365 that positively impact business outcomes • Demonstrated experienced using knowledge of organisation and housing system to develop fit-for-purpose solutions • Ability to work self-manage, and work independently to solve problems appropriately. 	DCE Organisational Performance	GM People & Community GM Partnerships & Performance

	<p>Communications and Government Services</p> <p>Reports to Deputy Chief Executive Organisational Performance</p>	<p>General Manager, Communications and Government Services</p> <p><i>The assessment process for this position will include a full capability-based interview, with a focus on the selection criteria.</i></p>	<p>Band 22</p>	<p>1</p>	<p>Evidence of:</p> <ul style="list-style-type: none"> • A deep understanding of the political environment and how to successfully navigate parliamentary and public sector processes • Successfully developing and implementing new ways of working across your area of responsibility, including engaging with the business to understand priorities, and working flexibly to deliver improved services or products that meet the needs of the organisation and Ministers offices • Building capability in others to safeguard the Ministry's reputation while positively impacting organisational culture and/or performance. 	<p>DCE Organisational Performance</p>	<p>DCE System Delivery & Performance</p> <p>Manager, People Services</p>
	<p>Communications & Government Services</p> <p>Reports to General Manager, Communications & Government Services</p>	<p>Manager, Communications (Tier 4)</p>	<p>Band 20</p>	<p>1</p>	<p>Evidence of:</p> <ul style="list-style-type: none"> • Working with customers within HUD and the Ministers office to understand priorities, and support the development and maintenance of an integrated (internal and external where required) communications, social media and digital channels strategy that meets customer/stakeholder needs • Providing communications planning, advice and guidance, supporting customers/the Ministers office to successfully navigate a complex stakeholder issue or risk within tight timeframes and to a quality standard • Improving culture and/or performance through building capability, or by managing the performance or behaviour of others. 	<p>DCE Organisational Performance</p>	<p>Head of Māori Housing Policy</p> <p>GM Māori Housing Supply & Delivery</p>
	<p>Communications & Government Services</p> <p>Reports to General Manager, Communications & Government Services</p>	<p>Manager, Government Services (Tier 4)</p>	<p>Band 20</p>	<p>1</p>	<p>Evidence of:</p> <ul style="list-style-type: none"> • Successfully improving services and processes by understanding and meeting the changing needs of customers and stakeholders including Ministerial support • Providing technical planning, advice and guidance to successfully navigate a complex stakeholder issue or risk within tight timeframes and to a quality standard • Improving culture and/or performance through building capability, or by managing the performance or behaviour of others. 	<p>DCE Organisational Performance</p>	<p>Head of Māori Housing Policy</p> <p>GM Māori Housing Supply & Delivery</p>

Other available positions

The table below identifies the selection criteria and the panel membership for 'other available positions' which are not a clear match for reconfirmation or reassignment. Through the EOI process affected people can express interest in one of these positions. Please note that we do not intend to reassign people into a position that would be a significant change in duties/responsibilities. These panels are led by DCEs or appropriate senior leaders.

Group	Function, team and line manager	Position	Pay Band	No of positions	Confirmed Selection Criteria	Panel Chair	Panel Members
Strategy, Insight & Governance	Governance, Planning & Programmes	Programme Manager	Band 20	1	Evidence of: <ul style="list-style-type: none"> A track record for successfully leading significant work programmes and projects that deliver outcomes for government Depth of expertise in portfolio, programme, and project management, and in establishing processes for initiating, reviewing and providing assurance over priority projects and programmes of work. Positively impacting organisational culture and/or performance through building capability in others. 	DCE Strategy, Insight & Governance	DCE System Delivery & Performance Head of Governance, Planning & Programmes
	Reports to Head of Governance, Planning & Programmes						
	Governance, Planning & Programmes	Senior Project Coordinator	Band 15	1	Evidence of: <ul style="list-style-type: none"> Experience of programme or project co-ordination of complex, large scale or multiple projects dealing with internal and external stakeholders. Strong attention to detail and robust time management skills when working under pressure. Experience implementing new business processes to improve workflow and efficiency. 	Head of Governance, Planning and Programmes	GM System Insights and Strategy GM Partnerships & Performance
	Reports to Head of Governance, Planning & Programmes						
	System Insight & Strategy – System Intelligence	Senior Advisor, System Intelligence	Band 17	1	Evidence of: <ul style="list-style-type: none"> Senior economic and quantitative skills with particular capability in urban economics The ability to engage effectively with other technical experts both across HUD and wider Ability to build strong relationships with policy colleagues and translate complex analysis into actionable insights that are useful in the policy context. 	GM System Insights & Strategy	Manager, System Intelligence Manager, Data & Products
	Reports to Manager, System Intelligence						

The position of Advisor, Communications will be advertised at a later date.

Appendix D: Position Descriptions

New or changed positions descriptions are available on What Say You along with this pack. Positions with a change of scope arising from final decisions are being confirmed with individuals in those positions.

New position descriptions for positions that are available via the EOI process are also available via Our Change Hub.