



**MINISTRY OF SOCIAL
DEVELOPMENT**
TE MANATŪ WHAKAHIATO ORA

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OFFICIAL INFORMATION ACT

People & Capability Re-Alignment

Consultation Document

(Confidential to staff)

This Consultation Document was prepared by:

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Deputy Chief Executive People and Capability

DCE Introduction

Over the last few years there have been some significant developments at the Ministry. This includes the launch of our strategies Te Pae Tawhiti, Te Pae Tata and Pacific Prosperity and more recently the COVID-19 response.

These strategies and COVID-19 are currently shaping the way in which we deliver services to the people of New Zealand. The People and Capability Group has responded by providing the “corporate” services that are needed to support these changes. I thank every one of you for your contribution to the Ministry and support you have provided to me and the Leadership Team.

As you know we will need to do more, as there will be more demand for IT, finance, property and people advice and services. The “hosted” services we provide such as the Independent Children’s Monitor, Social Services Accreditation and Historic Claims are also having to adapt to meet our changing world.

To increase the effectiveness of our support to the Ministry, clients and providers I am proposing to change the configuration of the groups reporting to me and therefore the role of some of the senior leaders. I do not intend to make significant changes to the roles and teams reporting to the General Managers at this stage. However, I intend to restart the Alignment for Success programme in IT to deliver a new leadership structure that implements an Agile way of working.

I look forward to your view on what is proposed.

Kind regards

Stephen

Purpose

The purpose of this document is to advise you of the proposed structural change within the People and Capability Group (P&C Group) to meet the changing needs of the Ministry.

This document enables you to provide feedback on the proposed structure as part of a consultation process.

Current Structure

On 1 October 2019, the MSD Leadership Team structure was realigned, and the P&C Group was formed which has approximately 1,500 staff and contractors. This includes the functions of:

- DCE Office with two Associate DCEs
- Te Pae Tawhiti Programme
- The Better Every Day Team
- Enterprise Portfolio Management Office
- Finance
- Information Technology
- Property
- People

and hosted functions of

- Historic Claims
- Independent Children's Monitor
- Social Services Accreditation
- Shared Services

The current tier three structure is detailed in Appendix A.

Te Pae Tawhiti

The Ministry's strategy Te Pae Tawhiti - Our Future signals the organisational shifts needed to achieve better outcomes for all New Zealanders. We want the Ministry of Social Development to be a trusted and proactive organisation, connecting clients to all the support and services that are right for them and improving the social and economic wellbeing of New Zealanders.

To achieve this we're focusing on three key shifts, Mana Manaaki, Kotahitanga and Kia Takatū Tātou from which work programmes will be developed. We will build on the great work we already do and introduce new initiatives that we know will make a bigger difference and help us achieve MSD's purpose.

Prior to COVID-19 the Te Pae Tawhiti implementation programme was located in the P&C Group. This programme included the development of a business case and implementation approach. With the need to focus on the COVID-19 response, it was decided to reshape the programme and reallocate resources.

Impacts of the COVID-19 Response

The new MSD operating model is currently focussed on the front-line functions but has significant implications for the P&C Group. I have reviewed the current structure and systems of the P&C Group and consider that for the new MSD operating model to be implemented effectively, some changes may need to be made. These proposed changes include:

- streamlining HR processes to support faster rates of recruitment, onboarding and training
- increasing immediate demand on IT delivery for digital channel development and process streamlining
- increasing robustness of procurement and contracting given the tightening fiscal environment
- more responsive financial processes to support faster decision making and delivery
- increasing effectiveness of property and facilities management to respond to COVID-19, growth in numbers of people and the changing service delivery model.

The proposed post COVID-19 organisation model needs to take into account supporting the new MSD operating model approach and emerging cross MSD work programme. It is proposed that the leadership structure for the P&C Group would be “flat” to recognise that the functions are either hosted (and have their own specific governance structures) or “corporate” functions that need to operate directly into the MSD operations that they service.

The following details outline the proposals for each of the key areas.

Streamlining DCE Office Functions

The DCE Office currently consists of:

- two Associate Deputy Chief Executive (ADCE) positions
- a shared Senior Executive Assistant
- a Lead DCE Advisor
- a DCE Advisor.

One of the ADCEs focusses on general support of the DCE and specific projects including the Better Every Day Team. The incumbent is currently seconded to Service Delivery. The other ADCE role has been focussed on the transition of shared services for Oranga Tamariki and other areas of support for the DCE.

Currently the Better Every Day Team reports directly to the DCE with one of the team providing a lead role to ensure effective administration of the team.

Proposal

It is proposed that the DCE Office would be reduced to:

- a Senior Executive Assistant
- a Lead Advisor
- a DCE Advisor.

If the proposal was to proceed, the two current ADCE positions would be disestablished.

This team would provide support for the DCE and be the point of liaison with the CE Office and other groups. The purpose of the streamlined DCE Office would be to ensure the effective functioning of the P&C Group as a whole.

It is also proposed that the Better Every Day Team is transferred to a new unit in the Improvement, Systems and Technology Group called the Improvement Advisory Practice. This is covered below.

Aligning IT to support operating model transition

The effective functioning of the IT team is critical for the success of the Ministry. The group is now in an expansion phase which will take staff numbers (and contractors) to around 700 by the end of 2020. The COVID-19 response requires IT to bring forward the expansion to ensure policy changes, can be implemented, processes streamlined, and the delivery of digital services accelerated.

Due to increasing pressing asset lifecycle issues there is a need to continue the programme of asset replacement which will have to integrate with the work required to respond to COVID-19.

The Ministry has committed to implement the Government's Digital Strategy. This means a continuing focus on provision of digital service, integrated services, transition to Cloud and the use of Agile systems development approaches. Many of these elements are underway but will require concerted effort over the next few years to ensure these strategic aspirations are met. This will mean that the IT function will have to be more focussed on sector issues and contributing to a system wide approach to digital service delivery.

Another area of focus for IT will be to increase its capability in service management which is to ensure there is a relentless focus on improving the experience of systems for staff, clients and partners. This is to address the increased level of service integration and dependency within the Ministry and partners.

To help support the Ministry to transition to a “digital agency” new capabilities are needed that include systems thinking and Agile development. We have significant strengths in these areas and need to continue to evolve our capability. The Better Every Day Team has made significant progress in supporting the organisation to develop “systems thinking” capability and is engaged on a number of initiatives in the Ministry and at sector level.

The Ministry has also adopted a Scaled Agile approach to implementation which is continuing to evolve and is being increasingly applied, including for the COVID-19 response. There is a need to continue to develop our capability in this area and reduce reliance on contractors as it becomes a core capability of the Ministry.

This means the IT function is going to be even more critical to the operation of the Ministry and welfare of New Zealanders. It will need to provide services which are more digital and more integrated. It will be one of the largest IT teams in New Zealand dealing with a significant operating model transition.

The current IT structure includes a Chief Information Officer (CIO) and Chief Technology Officer (CTO). To enable a focus on the development of the Technology Strategy and business case a temporary structure has been in place since mid-2019. All IT delivery resources report to the CTO who leads the operational day to day running of the organisation with the CIO leading IT strategy and architecture directly. The CTO reports to the CIO. However, due to the size and criticality of the function, the CTO has been operating and treated as a member of the P&C Group Senior Leadership Team.

Proposal

To recognise that the role of the group is expanding significantly it is proposed to call the group Improvement, Systems and Technology.

The Alignment for Success (AfS) programme is intended to implement a leadership and organisation structure to support the agile systems development approach. This would need to be completed by the end of 2020 and is subject to a separate consultation process. The response to COVID-19 has meant this has been put on hold but is expected to be restarted mid July 2020. This realignment will support the changes that will be proposed by AfS.

Given the changes outlined above it is proposed that the IT group is led by a Group General Manager Improvement, Systems and Technology. This role would:

- consolidate functions of the current Chief Information Officer and Chief Technology Officer
- include the support for system improvement activities (also non-IT related) across the Ministry
- be integrated with the model that will be proposed as part of the Alignment for Success leadership and structure changes in IT
- have a more significant role as part of the broader leadership team of Service Delivery
- have a more significant relationship with and work directly with the Government Chief Digital Officer (GCDO) to implement the Government's Digital Strategy.

Therefore, it is proposed that:

- the current CIO and CTO positions are disestablished,
- a Group General Manager Improvement, Systems and Technology position would be established to provide singular focused leadership for the IT group, and
- the Alignment for Success organisation change in the IT group would involve the structure reporting to the GGM Improvement, Systems and Technology.

Implementing a new Corporate Platform

Triggered by the need to replace the Financial and Payroll Systems recently, the Corporate Platform programme was established as part of the Te Pae Tawhiti programme. This focusses on modernising our core finance, procurement and contracting processes and systems.

This will implement the Government's standard back office processes and systems strategy. COVID-19 has not impacted this and it should remain as a priority.

The transition of services to Oranga Tamariki is progressing but remains challenging, particularly with the effects of loss of scale in the impacted functions. There are a number of services that are still to transition, including property, finance and significant parts of IT and payroll.

The IT transition is very much tied into MSD's own transition approach as many of the Oranga Tamariki IT services are intertwined with MSD's. The finance and payroll transition is included within MSD's Corporate Platform transition. Property should be completed through 2020.

The Shared Service Transition programme has been managed by an ADCE and an advisor. This will require continuing leadership focus.

Proposal

There are several significant changes that are proposed and would need to occur to increase the performance of the corporate functions. Included in this would be the implementation of a new financial and payroll system where initial funding will be received in Budget 20. In addition, there would be:

- transitioning of the remaining shared services to Oranga Tamariki (payroll, IT and finance)
- implementation of the AoG standard processes (from IR)
- defining next stages of the corporate platform implementation
- enhancements of operating models for all corporate groups
- establishment of the proposed new Commercial Operations Group.

This work requires a high degree of co-ordination across the P&C Group and the rest of the Ministry and would need to align to the broader MSD work programme. Therefore, it is proposed to have a small programme function that would lead and integrate this work for a period of two years.

Strengthening the Ministry's Commercial Functions

The Ministry is a significant purchaser of "corporate" services in New Zealand. This includes technology, property and a wide range of

contracted services. There are increasing expectations on procurement and contract management which we need to address. The COVID-19 response potentially intensifies focus in this area as the Government seeks to ensure value for money and alignment to other social outcomes across expenditure in a post COVID-19 economy.

We also contract services from social sector providers. The procurement and management of purchased services and contracts for delivery of services is undertaken by the Māori, Partnerships and Community Group. The direction for this area is currently being considered as part of the Social Services Commissioning work. It is not intended to include this in the scope of changes proposed in this document except for ensuring that the accountabilities for development of the foundational procurement and contract management policies and processes are clear.

The management of property is a significant area of the Ministry's operations and includes functions for property acquisition, contracting and facilities management. There is a major element of workplace strategy in this group as well as a range of administrative services for the ongoing management of the property portfolio.

The procurement function is currently part of the Finance unit. It provides policy and process advice for the organisation as a whole as well as managing the general procurement categories, but property and IT also have elements of procurement and contract management.

In the 2019 Audit it was recognised that the Ministry's contract management capability is not where it needs to be given the scale of contracts we procure and manage. Also, there is increasing expectation from MBIE in relation to the maturity of agency procurement strategy and processes. The Ministry's procurement and contracting capability needs to be continually enhanced to meet these requirements.

The Ministry has a wide range of administrative processing needs which include paying accounts, staff expenses, fleet management and other general administration. These functions are carried out by the National Accounting Centre.

There will be several business process changes in these areas driven from the implementation of the corporate platform. This will require a

much more integrated view of the commercial and administrative processes across the Ministry, including the functions of procurement, contract management and those covered by the National Accounting Centre.

Proposal

It is proposed that a new group would be formed called Commercial Operations headed by a Group General Manager Commercial Operations.

If the proposal is implemented, this group would include the National Accounting Centre, Shared Services, Property, Procurement and Contracting and it would be responsible for embedding new processes and systems that are developed from the Corporate Platform programme.

A Focussed Finance Group

The Finance group is responsible for providing financial leadership and services to the Ministry. It also has the CFO function which has accountabilities defined by the Public Finance Act. The current structure has a wide range of functions and services: strategic finance, financial accounting, tax accounting and management accounting services.

In addition, it also has the National Accounting Centre which provides the range of supporting financial and administrative services and the procurement function.

In the Ministry, the finance responsibility is extensive which includes the appropriate accounting from over \$30 billion of department, non-department expenditure and capital expenditure.

Proposal

Given the changes outlined above, it is proposed that the Finance group is led by a Group General Manager Finance (and CFO). If the proposal is implemented, this role would:

- have an increased focus on the strategic aspects of managing the financial integrity and performance of department and non-departmental expenditure

- implement the new all of government financial processes (through the Corporate Platform work)
- enhance the role of the CFO as the strategic advisor to the Leadership Team on finance matters.

It is proposed that:

- the functions of procurement and the National Accounting Centre (NAC) are moved from the Finance group and placed within the new Commercial Operations group
- that the current Chief Financial Officer (CFO) role would be dis-established, and
- a Group General Manager Finance role (that would also hold the title of CFO) would be established to lead the re-focussed Finance group.

People and Hosted Functions

No changes are proposed to the People, Historic Claims, Independent Children's Monitor or Social Services Accreditation units.

Enterprise Portfolio Management Office (EPMO)

It has been agreed that the EPMO function, renamed Integrated Portfolio Management will transfer to the Strategy and Insights Group on 1 July 2020.

Proposed Structure for People and Capability Group

Please refer to Appendix B for the proposed high-level organisation chart for the People and Capability function.

Summary of Proposed Functions

The specific functions for the proposed changed units are detailed below:

Function	Accountabilities
DCE Office	<ul style="list-style-type: none"> • Support the DCE as required • Ensure integration across the group • Manage information flow
Improvement, Systems and Technology Group	<ul style="list-style-type: none"> • Enterprise architecture • Systems planning and transition • Systems development and support • Technology services support • Advisory services

Function	Accountabilities
Finance Group	<ul style="list-style-type: none"> • Strategic finance • Financial accounting • Tax accounting • Management accounting
Commercial Operations Group	<ul style="list-style-type: none"> • Procurement • Contract management • Property & Facilities • Financial processing • Administrative services
People Group (No Change)	<ul style="list-style-type: none"> • Employment relations • Recruitment, Learning & capability development • Payroll and HR systems • People related strategies, policy and guidance
Corporate Development Programme	<ul style="list-style-type: none"> • Corporate Platform Implementation (Finance and Payroll Replacement) and AoG process implementation • Shared services transition • Performance improvement
Social Services Accreditation	Current functions – no change
Historic Claims	Current functions – no change
Independent Children's Monitor	Current functions – no change

Proposed new Roles

It is proposed that the below roles would be established as part of the People and Capability structure to deliver and support the wider Ministry.

Proposed Roles	Rationale
GGM Improvement, Systems and Technology	To lead a group that consolidates functions of the current Chief Information Officer and Chief Technology Officer, provides support for system improvement activities, is integrated in the broader leadership team of Service Delivery and works with the Government Chief Digital Officer to implement the Government's Digital Strategy

Proposed Roles	Rationale
GGM Commercial Operations	To lead a new group consisting of procurement, contracting, National Accounting Centre and Property to improve the value the Ministry gets from corporate contracts and assets
GGM Finance (and CFO)	To lead a changed finance group with a focus on strategic aspects of managing the financial integrity and performance, implementing the all of government financial processes and enhancing the role of the CFO as the strategic financial advisor to the Leadership Team
Director, Corporate Development Programme (Establish two-year fixed term)	To create a function to manage the implementation of the corporate platform, transition shared services and support the performance of the P&C Group
Principal Advisor	To support the Corporate Development Programme
Senior Advisor	To support the Corporate Development Programme
Head of Advisory Services	To create a function in the Improvement, Systems and Technology Group to provide expertise in systems thinking, process improvement and agile approaches (to be covered as part of Alignment for Success)

Proposed Impacts on Existing positions

Substantive Role	Proposed Change / Impact
Associate DCE	Dis-establish position and incorporate into the Director Corporate Programme and DCE office staff
Associate DCE Shared Services	Dis-establish position and incorporate functions into the GGM Commercial and Director, Corporate Programme
Chief Information Officer	Dis-established and incorporate functions into the GGM Improvements, Systems and Technology
Executive Assistant to CIO	Change of Reporting line to GGM Improvement, Systems and Technology
Programme Advisor	Change of Reporting line to GGM Improvement, Systems and Technology **
Lead Enterprise Architect	Change of Reporting line to GGM Improvement, Systems and Technology**

Substantive Role	Proposed Change / Impact
Senior Enterprise Architect	Change of Reporting line to GGM Improvement, Systems and Technology **
Business Relationship Manager	Change of Reporting line to GGM Improvement, Systems and Technology **
Chief Technology Officer	Dis-established and incorporate functions into the GGM Improvements, Systems and Technology
Manager Core Software Products	Change of Reporting line to GGM Improvement, Systems and Technology **
IT Testing Services Manager	Change of Reporting line to GGM Improvement, Systems and Technology**
Manager IT Security	Change of Reporting line to GGM Improvement, Systems and Technology **
Manager IT Customer Services	Change of Reporting line to GGM Improvement, Systems and Technology **
Manager IT Performance and Risk	Change of Reporting line to GGM Improvement, Systems and Technology **
Communication and Engagement Manager	Change of Reporting line to GGM Improvement, Systems and Technology **
Manager Digital Software Products	Change of Reporting line to GGM Improvement, Systems and Technology **
Manager Infrastructure Products	Change of Reporting line to GGM Improvement, Systems and Technology **
Executive Assistant to Chief Technology Officer	Change of Reporting line to GGM Information, Technology and Systems **
Director, Te Pae Tawhiti Programme	Fixed term until 30 June 2020
Business Coach	Change of Reporting line to Head of Advisory Services *
Chief Financial Officer	Dis-established and incorporate functions into the GGM Commercial Operations and GGM Finance
Executive Assistant (to CFO)	Change of Reporting line to GGM Finance
Deputy Chief Financial Officer	Change of Reporting line to GGM Finance
Director Strategic Finance	Change of Reporting line to GGM Finance
Manager National Accounting Centre	Change of reporting line to GGM Commercial Operations
Manage Procurement Practice	Change of reporting line to GGM Commercial Operations
Director Finance Corporate Solutions	Change of Reporting line to GGM Finance
Director Finance	Change of Reporting line to GGM Finance
General Manager Property and Facilities	Change of reporting line to GGM Commercial Operations

Note contractors are not included in the above schedule.

* Head of Advisory Services will be appointed through AfS review

** May be subject to changes in position to be determined by AfS.

If the proposal was implemented, there may be further reporting line changes to existing position within the People & Capability function.

Advertising of Group GM Positions

If the proposal is implemented, under the State Sector Act 1988 section 61 and in good faith the positions of Group GM Information, Systems and Technology, Group GM Finance and CFO and Group GM Commercial Operations may have to be advertised externally to ensure that all suitably qualified people are able to apply for the position.

What happens next?

It is important to remember this is a proposal only and we want to make sure we hear your views to help us in deciding on the best outcome. Here are some key points about the consultation process:

- 1 Consultation on this proposal begins on 5 June 2020 and will end at 5.00pm on 12 June 2020.
- 2 Please submit feedback and questions by email to s9(2)(a) OIA
- 3 We will continue to respond to questions/feedback throughout the consultation period.
- 4 The consultation process requires your submissions to be made formally in writing via email.
- 5 If you disagree with any aspect of the proposed structure, including the position titles, it is helpful to suggest an alternative proposal.
- 6 Importantly, we will consider all submissions made and provide you with the final decisions that result from the consultation.
- 7 Once final decisions about the structure are made, we will let you know about the next steps in the process and how we plan to move forward.

Proposed Timeline

The indicative timings for the consultation and any resulting changes are:

What	When
Meet directly with People and Capability Leadership who may be impacted by the proposed change. Also discuss with PSA.	Up to 5 June 2020
Proposal presented for consultation and feedback on position descriptions	5 June 2020
Consultation period concludes	12 June 2020 at 5.00pm

What	When
Consultation feedback considered, decision document prepared, and roles evaluated through Korn Ferry Hay Group	13 to 19 June 2020
Final Decision document released and outcomes advised to Impacted staff members	22 June 2020
If implemented, new structure announced to wider Ministry	24 June 2020
If the proposal is implemented, recruitment processes commences for proposed newly established positions. Roles proposed to be advertised Internally and Externally	24 June 2020
Transition to the new structures	July 2020 onwards

Employee Support

Any change creates uncertainty however this change is designed to be proactive to respond to the needs of New Zealanders and mitigate the impact of COVID-19.

During this consultation and any change process that may follow, if for any reason you would like someone to talk to (about the change or any other pressure you may be facing) we encourage you to contact the free counselling service provided by the Ministry of Social Development through our Employee Assistance Programme (Benestar).

You can use BeneHub to find a counsellor in your area and book an appointment. You can call Benestar on 0800 360 364 or find further details online by searching for Employee Assistance Programme on Doogle.

You may also talk with your manager or any of the below:

Stephen Crombie

Deputy Chief Executive People and Capability

s9(2)(a) OIA

or

s9(2)(a) OIA

HR Director – Business Partnering

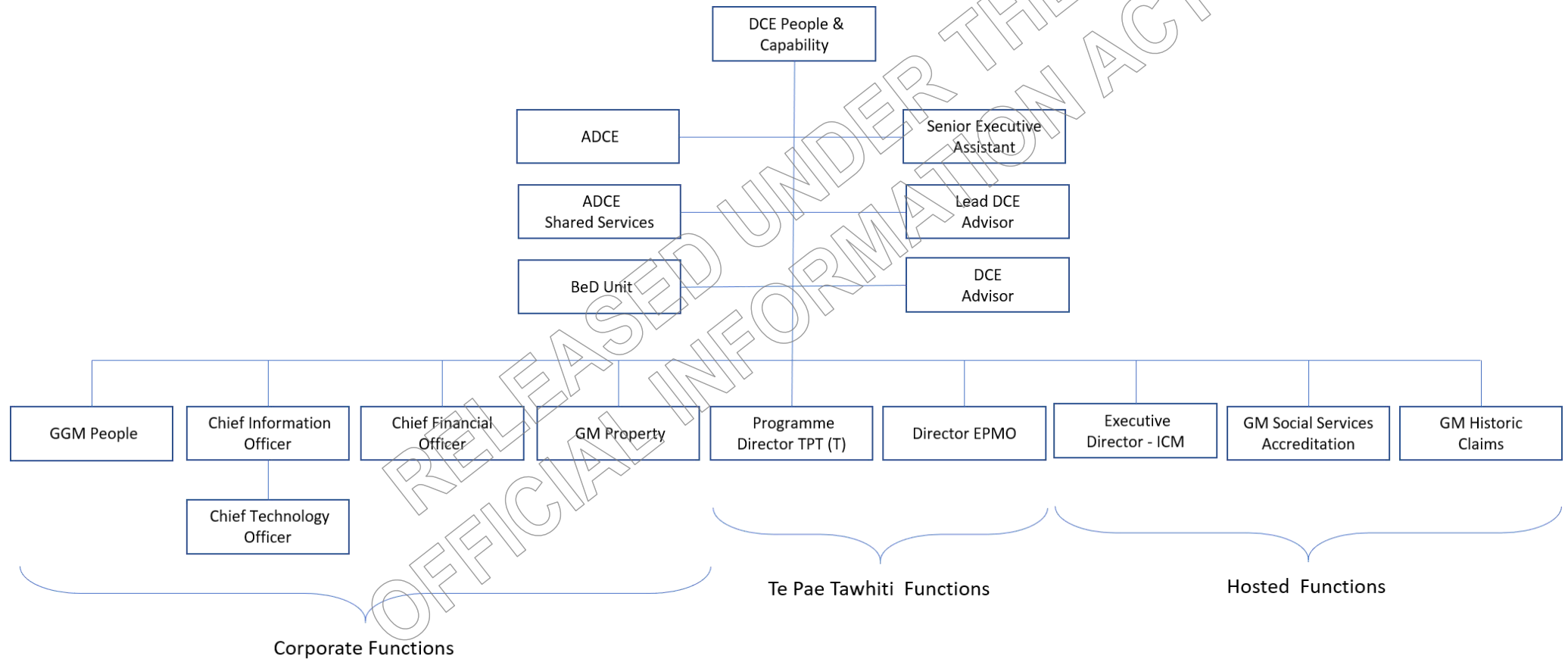
s9(2)(a) OIA

Your feedback is important

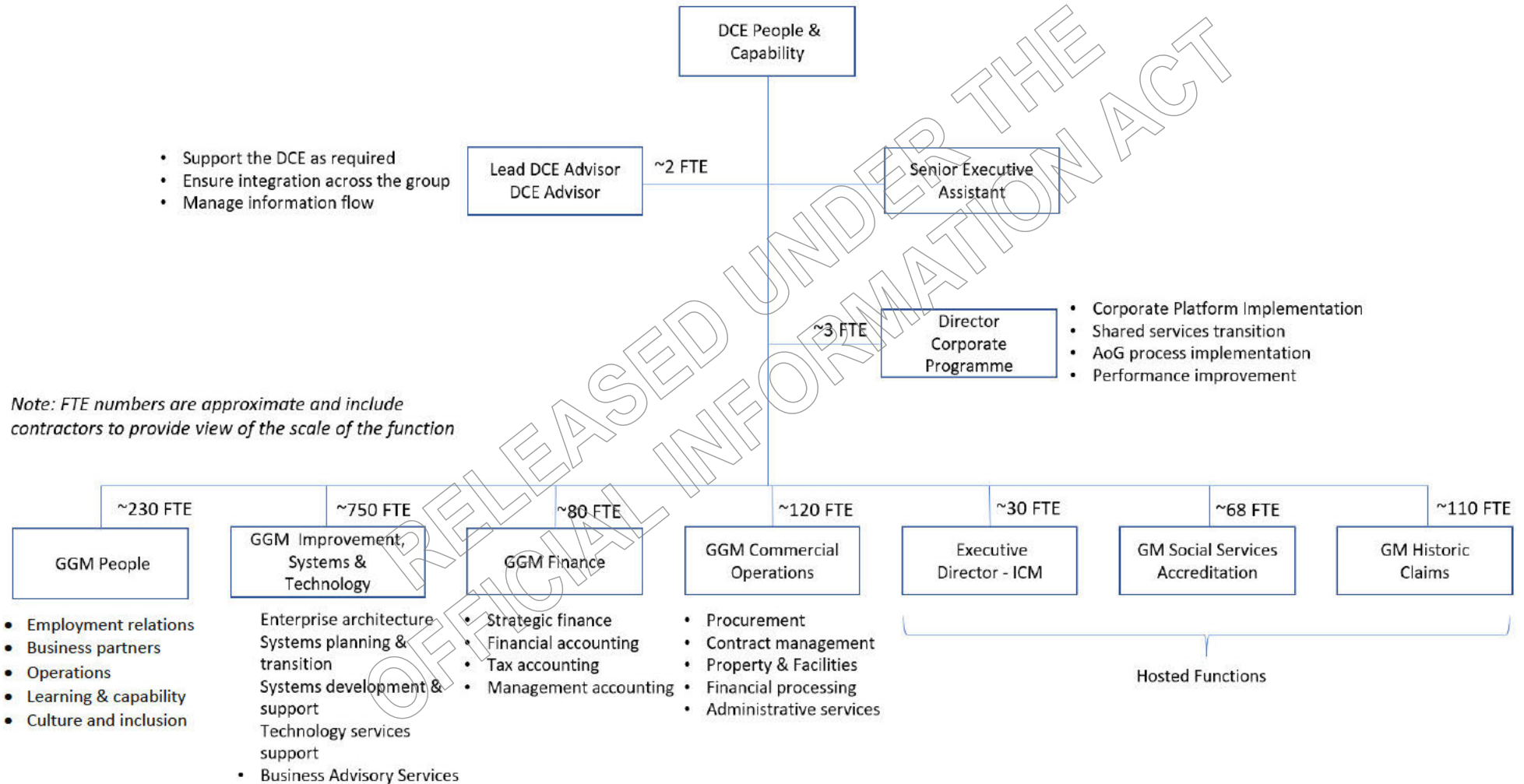
This is a proposal and no final decisions will be made about the structure or roles until the process is complete and all feedback has been considered. Remember, changes can be made as a result of what we hear and learn during consultation. It's important to hear about the parts you feel could be improved, including your thoughts and ideas on how you think things could be done differently — we are also interested in specific feedback. It would also be good to hear if you agree with what is being proposed and why.

Also included with this document is the governing Change Protocols for your information which will be adhered to by the Ministry. The Change Protocols outlines the process to appoint Senior Managers to positions in the new structure; and the process to be applied in the event a Senior Manager is not appointed to a position in the new structure.

Appendix A – Current People and Capability Organisation Structure



Appendix B – Proposed People and Capability Structure





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Senior Manager Change Protocol

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1. Introduction

MSD's purpose is to help New Zealanders to be safe, strong and independent. The parties acknowledge that MSD operates in a dynamic environment and needs to be responsive to government direction, client needs and other environmental factors.

This protocol applies to Senior Managers (who are those covered by a DCE and GM individual employment agreement) in substantive positions (including those on secondment, parental leave, study leave, sick leave and employed on a full time or part time basis) who are 'affected' if their substantive position is included within coverage of the People and Capability Function review.

The protocol outlines the process to appoint Senior Managers to positions in the new structure; and the process to be applied in the event a Senior Manager is not appointed to a position in the new structure.

2. Principles

The principles underpinning the process in this protocol are to:

- provide certainty for those affected as quickly as possible
- appoint the best people with the most suitable skills-match to available positions
- be open and transparent and communicate clear, accurate and timely information
- ensure affected employees have opportunities to be involved and supported in the process.

Senior Managers may raise options with MSD for discussion at any stage through the process. MSD will consider any reasonable option but is not obliged to agree to any such option.

3. Process

Reconfirmation is the standard process used to appoint Senior Managers to positions in the new structure.

The Reconfirmation Process

Reconfirmation is the appointment to a position where, the new role:

- is the same or substantially similar to the existing position
- has the same remuneration
- may have a change in reporting line or minor change in title
- has terms and conditions that are no less favourable and
- the position is in the same location or vicinity.

Senior Managers will be reconfirmed into positions in the new structure that are the same or substantially similar when there is one 'clear candidate' or when the number of clear candidates equals or is less than the number of positions available.

Where a Senior Manager is considered to have met the reconfirmation criteria and declines reconfirmation, they will not be entitled to receive redundancy compensation.

Senior Managers not reconfirmed

Senior Managers not reconfirmed into a position are considered preferential applicants. This means; all other factors being equal in an appointment process, the affected employee will be offered the vacant position. The merit criteria for appointments still apply, and the preferential applicant will not be offered a position where someone else has greater skills or experience for the position.

Senior Managers not reconfirmed into a position may apply for unfilled positions or other vacancies across MSD or in the wider public service. This may include:

- applying for a vacancy in another part of MSD and being considered for appointment on the same basis as other applicants, i.e positions will be filled on the basis of merit. Where a preferential applicant and another applicant are considered equal, the preferential applicant will be appointed to the position
- applying for an unfilled non-management or lower level position covered by the People and Capability Function review where their skills are a match or similar to the skills required for a position. A significantly lower level position would not be considered a reasonable skill match

Note: Any such application for a non-management position would mean being considered on the same basis as non-management staff who are also affected

- applying for a vacancy in the wider Public Service and receiving support from MSD in making the application
- applying for an appointment to a position in the wider Public Service, on no less favourable terms and conditions, and if appointed redundancy compensation will not be paid.

Senior Managers not reconfirmed into a position may be offered temporary or transitional work for a limited period of time (generally not exceeding 12 months) and retain their affected and preferential status. All efforts must be made by the affected person to find an alternative position while they are doing temporary or transitional work.

A period of transitional fixed term work will be included in redundancy calculations. If eligible, remuneration increases will be applied during the term of transitional work.

Senior Managers will be provided with support in identifying and applying for suitable positions whether within MSD, the wider public sector or elsewhere.

Senior Managers not appointed to a position through reconfirmation will continue to be supported during the time they are employed with MSD, for example:

- reasonable paid time to pursue employment options for example prepare/update CVs and to attend interviews
- counselling support services (BENESTAR) will be provided where required, to help Senior Managers and their families to deal with issues arising from the change process.

Note: BENESTAR does not offer a formal career transition support service. This type of service will be considered on an individual case by case basis.

4. Senior Managers on secondment or acting in other positions

A Senior Manager who is seconded from their substantive position or acting in another position who is affected by change in their:

- acting or seconded position only: will be returned to their substantive position, unless otherwise agreed to in writing
- substantive position only: will be considered in the first instance for reconfirmation to any available positions at the same or similar level to their substantive position in their home function/service line
- acting/seconded and substantive position: will be considered in the first instance for reconfirmation to any available positions at the same or similar level to their substantive position in their substantive function/service line.

5. Redundancy

Where a Senior Manager remains unplaced after considering the options above, their employment will be terminated due to the fact that their position is additional to the needs of MSD and MSD is unable to redeploy them into an appropriate position.

Formal notice of redundancy, the reasons for it and the effective date will be given to the Senior Manager by individual letter.

Redundancy compensation notice and other entitlements shall be paid in accordance with the applicable employment agreement.

6. The Change Process

This is an estimated timeline and may change as required.

Consultation	<ul style="list-style-type: none">• Starts 5 June 2020 and ends at cob 12 June 2020
Feedback reviewed	<ul style="list-style-type: none">• From 13 June to 19 June 2020
Decision	<ul style="list-style-type: none">• 22 June 2020
Implementation	<ul style="list-style-type: none">• July 2020 onwards (TBC)
New structure effective	<ul style="list-style-type: none">• July 2020 onwards (TBC)

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