



12 OCT 2016



Dear 

On 17 August 2016, you emailed the Ministry requesting, under the Official Information Act 1982, the following information:

- Any reports, briefings, aide memoirs, research, and advice given to the minister that are about, or include mention of, Childcare Coordinators and/ or Studylink Outreach from 1<sup>st</sup> January 2016 to 17<sup>th</sup> August 2016; and
- Any reports, briefings, aide memoirs, research, and advice given to the deputy chief executives that are about, or include mention of, Childcare Coordinators and/ or Studylink Outreach from 1<sup>st</sup> January 2016 to 17<sup>th</sup> August 2016; and
- Any correspondence (including emails) to and from the deputy chief executives that are about, or include mention of, Childcare Coordinators and/ or Studylink Outreach from 1<sup>st</sup> January 2016 to 17<sup>th</sup> August 2016; and
- A copy of the document titled "Our Changing Needs", and related change proposal documents.

On 23 August 2016, you emailed the Ministry requesting, under the Official Information Act 1982, the following additional information:

- Any reports, briefings, aide memoirs, research, and advice given to the minister that are about, or include mention of, Work Track Facilitators from the 1<sup>st</sup> January 2016 to 17<sup>th</sup> August 2016; and
- Any reports, briefings, aide memoirs, research, and advice given to the deputy chief executives that are about, or include mention of, Work Track Facilitators, from 1<sup>st</sup> January 2016 to 17<sup>th</sup> August 2016; and
- Any correspondence (including emails) to and from the deputy chief executives that are about, or include mention of, Work Track Facilitators from 1<sup>st</sup> January 2016 to 17<sup>th</sup> August 2016.

The Ministry is focused on the needs of its clients and providing more convenient ways for them to access services. The Ministry is changing three roles where there are now online and contact centre services that mean people don't need face-to-face meetings to get assistance. These workforce changes are necessary because the Ministry has simplified and automated a lot of its processes and students and clients increasingly prefer to engage with the Ministry online.

The three roles reviewed were Childcare Coordinator, StudyLink Outreach Officer and an old specialist programme, Work Track facilitator.

The Ministry has arranged skills workshops for those affected by the changes. The workshops run for approximately three hours and cover how to respond to the

Expression of Interest (EOI) process, including filling out the EOI form, as well as interview skills and techniques.

### **Childcare Coordinators**

The Childcare Coordinator role has changed significantly since it was first established in 2004.

Originally, Childcare Coordinators had a promotional role to help increase uptake of Childcare Assistance and helped clients and providers navigate through initially very manual and complex processes.

Since 2004, clients and providers have become more familiar with Ministry processes and these processes have been simplified. A large portion of transactional work has already been successfully centralised.

The functions of the Childcare Coordinator role have shifted more to phone and email customer service for childcare providers, primarily dealing with queries about processes or payments.

Ministry case managers work with vulnerable families every day to ensure they get the support they need, including childcare. Nothing in the proposed changes would undermine those services.

### **Studylink Outreach Officers**

Studylink Outreach Officers provide a face-to-face service for students in selected sites.

Student foot traffic has steadily decreased since these roles were introduced in the early 2000's, with substantial uptake of online services.

Around ninety-nine percent of Student Allowance, Student Loan and Course related Costs applications and over 90 percent of Jobseeker Support Student hardship applications are now received online.

As a result there is no longer a demand for the same level of student-focused services around the country.

### **Work Track Facilitator**

This role was set up to lead a specialist job search programme, Work Track, designed for job seekers. The role involved planning, managing, recruiting and leading the Work Track programme activities. The Work Track programme is no longer operational.

Enclosed are the documents that are in scope of your request:

- Report, '*Simplification: Realising benefits through targeted organisation change*', dated 15 June 2016.
- Communications Plan, *Service Delivery- Our Changing Needs*, dated 2 August 2016
- Powerpoint Presentation to the Strategy Committee, '*Simplification Business Change*', dated 1 June 2016.
- Memo, '*Realising Simplification benefits through targeted organisational change*', dated 14 June 2016.
- '*Final Stakeholder Engagement Plan*', dated 2 August 2016.
- Position Description, '*Proposed position description*', dated July 2016.
- Change Proposal, '*Our Changing Needs – Proposal for Consultation*', dated 3 August 2016.
- Change Management Protocol, '*Our Changing Needs*', dated 20 September 2016.
- '*Our Changing Needs, Confirmation of Final Structure*', Undated.

You will note some information is withheld under section 9(2)(f)(iv) of the Official Information Act as it is under active consideration. The release of this information is likely to prejudice the quality of information received and the wider public interest of effective government would not be served.

The names of some individuals are withheld under section 9(2)(a) of the Act in order to protect the privacy of natural persons. The need to protect the privacy of these individuals outweighs any public interest in this information.

Some information is also withheld under section 9(2)(g)(i) of the Act to protect the effective conduct of public affairs through the free and frank expression of opinions. I believe the greater public interest is in the ability of individuals to express opinions in the course of their duty.

The principles and purposes of the Official Information Act 1982 under which you made your request regarding the landlord Ms Iskandar are:

- to create greater openness and transparency about the plans, work and activities of the Government,
- to increase the ability of the public to participate in the making and administration of our laws and policies and
- to lead to greater accountability in the conduct of public affairs.

This Ministry fully supports those principles and purposes. The Ministry therefore intends to make the information contained in this letter and attached documents available to the wider public after ten working days. The Ministry will do this by publishing this letter on the Ministry of Social Development's website. Your personal

details will be deleted and the Ministry will not publish any information that would identify you as the person who requested the information.

If you wish to discuss this response or decision with us, please feel free to contact [OIA\\_Requests@msd.govt.nz](mailto:OIA_Requests@msd.govt.nz).

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

Yours sincerely

A handwritten signature in dark ink, appearing to read 'Ruth Bound', written in a cursive style.

Ruth Bound  
**Deputy Chief Executive, Service Delivery**





# Report

Date: 15 June 2016

Security Level: IN CONFIDENCE

To: Hon Anne Tolley, Minister for Social Development

## Simplification: Realising benefits through targeted organisation change

### Purpose of the report

- 1 This report outlines areas for targeted organisational change proposals, as part of realising benefits from the Simplification programme.

### Recommended actions

It is recommended that you:

- 1 **note** that to realise benefits from Simplification, we have developed a FTE reduction plan, that involves:
  - 1.1 a gradual reduction in general case management FTE levels, in line with the expected reduction in work effort – Section 9(2)(f)(iv) Active Consideration
  - 1.2 a series of smaller targeted organisational changes, resulting in a reduction of Section 9(2)(f)(iv) Active Consideration

Noted

- 2 **note** that we are planning to consult on our first set of proposed targeted changes from 20 July 2016, with benefits realised from 1 December 2016

Noted

- 3 **note** that these proposed changes will affect childcare coordinators, StudyLink outreach officers, and Work Track facilitators, and result in net reduction of 51.5 FTEs

Noted

- 4 Section 9(2)(f)(iv) Active Consideration

Noted

- 5 **note** that we have arranged to meet with you briefly on 16 June to briefly discuss the content of this report, and give you an opportunity to ask any questions about the planned process

Noted

- 6 **note** that we intend to develop a communications plan for the announcement of the proposed changes and consultation process, and will share this with your office for feedback by the end of June

Noted

- 7 **agree** to provide copies of this report to the Associate Minister for Social Development and the Minister for Tertiary Education, Skills and Employment, for their information.

**Yes / No**

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Ruth Bound  
Deputy Chief Executive  
Service Delivery

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Date

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Hon Anne Tolley  
Minister for Social Development

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Date

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## Background

- 2 In April we provided you with a report noting that while the Simplification programme had made measurable progress, it was not expected to meet capacity gains in the ambitious timeframe envisaged in the original business case. We therefore adopted an alternative approach to realise benefits, that relies on attrition and some targeted organisational changes to realise financial benefits (through reductions in FTEs), over a longer timeframe [REP 16/4/421 refers].
- 3 In order to realise expected savings, we have developed an FTE reduction plan, that involves:
  - a gradual reduction in general case management FTE levels, in line with the expected reduction in work effort – Section 9(2)(f)(iv) Active Consideration
  - a series of smaller targeted organisational changes, resulting in a reduction of Section 9(2)(f)(iv) Active Consideration

## Proposed targeted organisation changes

- 4 We have developed a set of proposed organisational changes to some roles in Service Delivery. The high-level change rationale follow:
  - client and provider needs have changed over time, and we need to make sure we have the right roles to support the needs of our clients today
  - clients have access to and are increasingly using new digital channels to communicate and transact with us – we are already using these channels to communicate with clients and providers
  - we are centralising transactional work and focusing face-to-face services on helping clients to achieve positive outcomes
  - we are using our business process reengineering to make our processes simpler at the front and smarter at the back
  - improving the flexibility of our workforce will allow us to respond more quickly and effectively to client needs.
- 5 S 9(2)(f)(iv) functional areas have been identified for potential change, where we believe a service is no longer required, where the same level of service is no longer needed, or where a service could be delivered in a more efficient way.
- 6 To achieve the benefits from Simplification, proposed changes are phased over three periods – November 2016, Section 9(2)(f)(iv) Active Consideration
- 7 The three areas identified for change in November 2016 are described below.

Area	Role	Specific rationale
Childcare coordination	Childcare coordinators	<p>The childcare coordinator role has changed significantly since it was established in 2004. Originally childcare coordinators promoted Childcare Assistance to increase uptake and helped clients and providers navigate through what were initially very manual and complex processes. Since 2004, clients and providers have become more familiar with our processes, these processes have been simplified and a large portion of transactional work has been centralised. The original functions of the role are no longer required and the role has shifted to primarily dealing with queries about processes or payments.</p> <p>It is proposed that the childcare coordinator role be disestablished and all activity relating to Childcare Assistance be managed by Centralised Services. This reflects the changing needs of our clients and providers, and is in line with the on-going centralisation of transactional work across Service Delivery.</p>

Tertiary sector liaison	StudyLink Outreach officers	<p>SLOs provide a face-to-face service for students in selected sites, including processing applications, providing online assistance and liaising with education providers. The role varies across regions and is very seasonal, with peak times between semesters. During the five months of peak time, SLOs are dedicated to providing a phone service and processing.</p> <p>Students have now almost completely shifted to digital channels, with 99% of transactions completed online. Processing is managed by Centralised Services, and this work will now be moved out of Regional Services. As this limits the need for a face-to-face presence for students in our sites, it is proposed that the number of SLOs be reduced and the position be focused on fulfilling the relationship management function of the role.</p>
Work Track facilitation	Work Track facilitators	<p>The Work Track facilitator role was established to lead a specialist job search programme (Work Track) when Employment Services joined Work and Income in 1998. The programme ceased in 1999 and most facilitators accepted reassignment to a case manager role, though some did not, and continued in the role.</p> <p>As Work Track is no longer operational, it is proposed that this role be disestablished. This will help to make sure our people are in roles that are meeting our clients' needs today.</p>

## Further proposed changes

- 8 Section 9(2)(f)(iv) Active Consideration
- 9 Section 9(2)(f)(iv) Active Consideration

## Proposed changes by November 2016

- 10 The proposed scale of November changes are detailed in the table below.

Proposed area for change	Affected roles	Potential no. of roles disestablished	Potential established new roles	Potential net reduction in staff numbers (FTEs)
Childcare coordination	Childcare coordinators	46.7	26	20.7
Tertiary sector liaison	StudyLink Outreach officers	46.2	20	26.2
Work Track facilitation	Work Track facilitators	4.6	0	4.6
<b>November 2016 total</b>		97.5	46	51.5

- 11 In order to implement these changes by 30 November 2016, the staff consultation process will need to commence on 20 July, with the new structure effective from 1 December 2016.

- 12 The table below sets out our planned high-level timeline for consultation, so that changes can be implemented by 30 November 2016.

14/07	Consultation document and communications plan approved
13/07-20/07	Engagement with PSA, managers and proposed affected staff
20/07	Public release of consultation document
20/07-02/08	Consultation period

05/08-08/08	Submissions considered
17/08	Strategy Committee to approve final decision
24/08-30/08	Engagement with managers, affected staff and reconfirmed staff
31/08	Release final decision document
01/09-23/09	Expressions of interest and interview process for affected staff
30/09	Approval of reassignments
13/10-14/10	Approval of redundancies
25/10-26/10	Advise PSA of outcomes, engagement with reassigned and non-reassigned staff
31/10	Offers of reassignment due back
01/11	Confirmation and formal notice of redundancy for non-reassigned staff
01/11-30/11	Notice period for non-reassigned staff
1/12	New structure takes effect

- 13 The announcement of this consultation is likely to attract some public attention, including questions about MSD's wider plans for changes to the organisation.
- 14 We will address this by including wider messages in our communications plan for the consultation, that address the changes that MSD is making through the Simplification programme, and how we expect that this will impact on the future size and shape of the organisation.
- 15 We will share a draft of this plan with your office for feedback by the end of June.

## Next steps

- 16 As you will be overseas for much of the time leading up to the consultation, we have arranged to meet with you on 16 June to briefly discuss the content of this report, and give you an opportunity to ask any questions about the planned process.
- 17 We will continue to keep you updated on progress with targeted changes through the weekly update.

### Section 9(2)(a) Privacy of natural persons

Author:  DCE Advisor – Service Delivery

Responsible manager: Ruth Bound, DCE – Service Delivery



MINISTRY OF SOCIAL  
DEVELOPMENT  
TE MANATU WHAKAHIAO ORA

# Service Delivery Communications

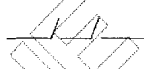


2 August 2016

## Service Delivery - Our changing Needs

Owner:		Section 9(2)(a) Privacy of natural persons
Author:		
Version:		7
File Ref		A9026712
Release Date:		August 2016

This paper provides the communications for the roll out for the consulted and attrition-based changes for 2016-17.

The following signatures indicate approval and acceptance of the above document, subject to any caveats below:

S 9(2)(a)	Communications Manager	
Caveats:		
Penny Rounthwaite	National Commissioner	
Caveats:		
Ruth Bound	Deputy Chief Executive Service Delivery	
Caveats:		

#### Contribution List

Version	Date	Author	Distributed to	Comments/Feedback
Version 1	08/07/16	Section 9(2)(a) Privacy of natural persons		Made some minor changes to the StudyLink key messages in regards to the 90 per cent statistics used. We have expanded the messages to include a wider explanation of statistics.
Version 1	08/07/16			Asked that 90 per cent statistic used were looked at. We have expanded the messages to include a wider explanation of statistics.
Version 2	11/07/16			Changed 'affected' employees to 'impacted', and add a clarification of wording when writing about the proposed

Version	Date	Author	Distributed to	Comments/Feedback
		Section 9(2)(a) Privacy of natural persons		areas of change.
Version 3	15/07/16			Addition of Service Delivery frontline numbers in the holding statement and reference to new housing roles.
Version 3	18/0716			Change to the tertiary sector providers letter and the media holding statement
Version 4	19/07.16			Addition of Appendix 6 and addition of Ruth's feedback.

Sign off

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## **Purpose**

This paper provides the communications for the roll out for the consulted and attrition-based changes for 2016-17.

The messages and approach will be amended as required if this premise changes.

## **Background**

Over the coming two years, client uptake of more convenient digital services, increased automation and improved processes mean we will need fewer people to provide income support services. Most of this reduction will be achieved through natural attrition.

This fact and how we're managing the reduction has been communicated to employees and is being reinforced through a range of internal communication channels, both proactively and in response to employee questions.

Additionally, Service Delivery's resourcing requirements increase and decrease in response to economic, policy and service demands. As an example, 50 housing roles are currently being recruited to provide more services to clients needing emergency and social housing.

In August 2016, Service Delivery will consult on proposed changes for three role types. The proposed role changes are as a result of new ways providers and clients interact with us and in one instance, address an historical issue.

These changes are to the areas of childcare coordination, tertiary student support, and Work Track facilitation.

In 2017 there could potentially be changes for National Office as part of the future Social Development organisational design, however, it is too early to confirm this. There is no other planned structural change for Service Delivery in 2017.

## **Communications approach**

### **Internal communications approach**

It is proposed that all Service Delivery employees are communicated with to reinforce the long-term reduction and attrition approach, and the upcoming targeted change in three areas.

The communication will provide context, transparency and reduce anxiety and rumours about big restructures and redundancies.

The proposed high level timeline and activity is to start the consultation process with potentially impacted employees on 3 August. Employees in roles in scope

of the review will be briefed in a one-on-one meeting with their Regional Commissioner or Regional Director the day before.

### **External communications approach**

Key external stakeholders will be briefed.

There will be no proactive media. A reactive holding statement has been developed and detailed Q and As have been prepared.

### **Communications objectives**

- Employees understand the change and how the change fits into the future state.
- Employees see the opportunities change presents, feel supported and maintain their focus on client outcomes
- Maintain employee engagement throughout the change.
- Our leaders are equipped to lead and are visible in the change.
- Clients and stakeholders understand the change as required based on how it will affect them.
- Our communications are seen as being transparent throughout the change process.

### **Key messages**

Below are our internal key messages regarding the broader change.

- Our work is important. We help some of the most vulnerable people in New Zealand and we want to ensure we provide the right, client-centric services for each situation.
- Increasingly more clients are doing things online for themselves.
- We've centralised work where it makes sense and there's less transactional work needing to be done in service centres.
- These changes are happening gradually so the impacts may not always be evident in our day-to-day work. Some of our internal processes are still clunky but work to automate these more is continuing at pace.

- We've identified areas where we can improve our current services to clients so we'll continue to trial new ways of doing things to test our thinking.
- Client uptake of digital services, increased automation and improved processes mean we will need, over time, fewer people to provide income support services.
- Most of this reduction will be achieved through natural attrition, supported by fixed term hiring.
- As people leave roles they may not be replaced and as fixed term contracts end, they may not be renewed to help us protect our permanent employees' roles.
- In some cases if work is centralised some roles may be re-established in different locations.
- Our business flexes with the economy and Government and policy demands, as does the number of clients we help and therefore people we have working for us.
- We adjust our business as circumstances change. For instance we're currently increasing our housing roles to provide more services to clients needing emergency and social housing.
- In addition, we're proposing change for three Service Delivery roles in 2016, resulting from providers and clients changing the way they interact with us. This is the only planned formal change in 2016.
- In 2017 there could potentially be changes for National Office as part of the future Social Development organisational design, however, it is too early to confirm this.
- These proposed changes are to the areas of childcare coordination, tertiary student support, and work track facilitation.
- We are a client-focused organisation. Our clients will continue to need caring people to help them make a difference in their lives and the lives of their families.

### **Consultation Document messages – for employees in roles in scope of the review**

Below are our high-level messages for impacted employees.

- We're consulting on some proposed changes this year in the areas of childcare coordination, tertiary student support, and work track facilitation.

- The consultation process will run for 10 days from 3 August - 12 August.
- We want to give people in roles who may be impacted time to consider the proposal and provide feedback.
- This is only a proposal at this stage and is subject to a full consultation process.
- Feedback from impacted people is really important to us. We want to hear your views so we can get this right.
- Once the consultation process has been completed, all feedback will be considered carefully before making any final recommendations to the Service Delivery Leadership Team for a final decision.
- Change can be unsettling and this period of uncertainty may be difficult. We have a free counselling service through EAP which you can access to talk to someone about this change or any other concerns.
- EAP is available 24 hours a day, seven days a week.
- We will give you certainty as soon as we can.
- If you have any questions about the proposal, you can talk to your manager or email [ourchangingneeds@msd.govt.nz](mailto:ourchangingneeds@msd.govt.nz). If you are a union member you can also talk to your union delegate.
- We'll send you a copy of the consultation document at 4:00 today after we've talked to all people potentially impacted by the proposal. The consultation document and supporting information will be available on Doogle on 3 August.
- A list of questions and answers about the proposal will also be on Doogle. This will be updated regularly with additional questions and answers.
- The PSA has been briefed.
- We have discussed the draft Change Management Protocols, which outline principles for managing change and the process for appointed affected employees into roles, with the unions.
- The draft Change Management protocols reflect the following principles:
  - Employment security is maximise through reconfirmation and reassignment.
  - Employees are given certainty about their situation as soon as possible.
  - Employees are given opportunities to participate in the process
  - Employees' preferences are considered throughout the process.

- The process is flexible, timely, open and transparent.
- If employees are affected we will follow a reconfirmation, followed by a reassignment process to appoint employees to positions in the structure.
- Reconfirmation appoints employees to positions where the position description is the same or substantially similar to the existing position, the remuneration is the same, is in the same location or vicinity and the terms and conditions are no less favourable.
- Reassignment appoints an employee to a position by matching an employee's skills to a position that requires similar skills.
- All positions available for reassignment will be ring fenced by region.
- Positions will be ring fenced where there is a reduction in the number of permanent employees in the named position within that region, and there are more employees in that named position(s) than is available for reassignment. The named position will be ring fenced to the affected permanent employees who hold that named position.

#### **Role specific messages:**

##### **Childcare coordination**

- The nature of the childcare coordinator role has changed significantly since it was first established in 2004.
- Originally, childcare coordinators performed a promotional role to increase uptake of Childcare Assistance and helped clients and providers navigate through initially very manual and complex processes.
- Since 2004, clients and providers have become more familiar with our processes and these processes have been simplified.
- A large portion of transactional work has been successfully centralised. All transactional work for the Auckland region has been processed centrally for a number of years, and annual reviews and changes in circumstances were centralised for all other regions in 2015.
- The functions of the childcare coordinator role have shifted more to customer service, primarily dealing with queries about processes or payments, via phone, email and text.

#### *Proposed changes to the role:*

- We're proposing that most transactional activity relating to Childcare Assistance applications is placed into Centralised Services in line with the on-going centralisation of other transactional work. This move would be completed alongside business process reengineering to make sure the process we centralise is simple and smart for clients, providers and employees.
- We propose centralising the customer service activity related to childcare assistance as most queries are now transactional and can be managed by a processing role.
- Although some childcare coordinators still provide a face-to-face service, this level of service has reduced and we propose it is no longer required. Clients and providers can receive a well-managed, responsive and more convenient service by phone and email.
- We are proposing to disestablish the childcare coordinator role.

#### **StudyLink Officer Outreach role (SLO)**

- The StudyLink Officer Outreach role (SLO) provides a face-to-face service for current and prospective tertiary students in selected sites.
- This service includes providing advice on the forms of financial support available to tertiary students and how to apply, liaison with education providers, providing a phone service and completing processing tasks.
- The SLO role varies across regions and is seasonal, with peak application times from October – March. The majority of SLO time is spent on phone services and processing tasks, particularly during the peak season.

#### *Proposed changes to the role:*

- Student foot traffic at sites has steadily decreased since 2006 with the uptake of online services. Ninety-nine per cent of Student Allowance, Student Loan and Course Related Costs applications are now received online and over 90 per cent of Jobseeker Support Student Hardship applications are received online.
- In 2014 the 'Sussed' school visits programme stopped which was a key activity for some Outreach employees outside the peak period and Centralised Services now has the capacity to manage the processing activity currently handled by the SLOs.
- While there is still a need for a student focussed service presence in Regional Services, there is no longer the demand for the same resource level required in the past and we propose that role numbers are reduced.

- The SLO job description for remaining positions is proposed to be revised to provide greater flexibility in this role, enabling employees to also work with other client groups from time to time to meet business needs.

### **Work Track Facilitation**

- The Work Track facilitator role was established to lead a specialist job search programme (Work Track) when the New Zealand Employment Service and Work and Income joined in 1998 and is no longer operational.
- The role ceased in 1999 and most facilitators accepted reassignment to a case manager role; however, some continued in the role.
- Over time, employees in this role have been carrying out different duties that are with a similar skillset (for example, facilitating seminars) or seconded to other roles.

#### *Proposed change to the role:*

- We're proposing to disestablish the position of Work Track Facilitator as the role is no longer required.

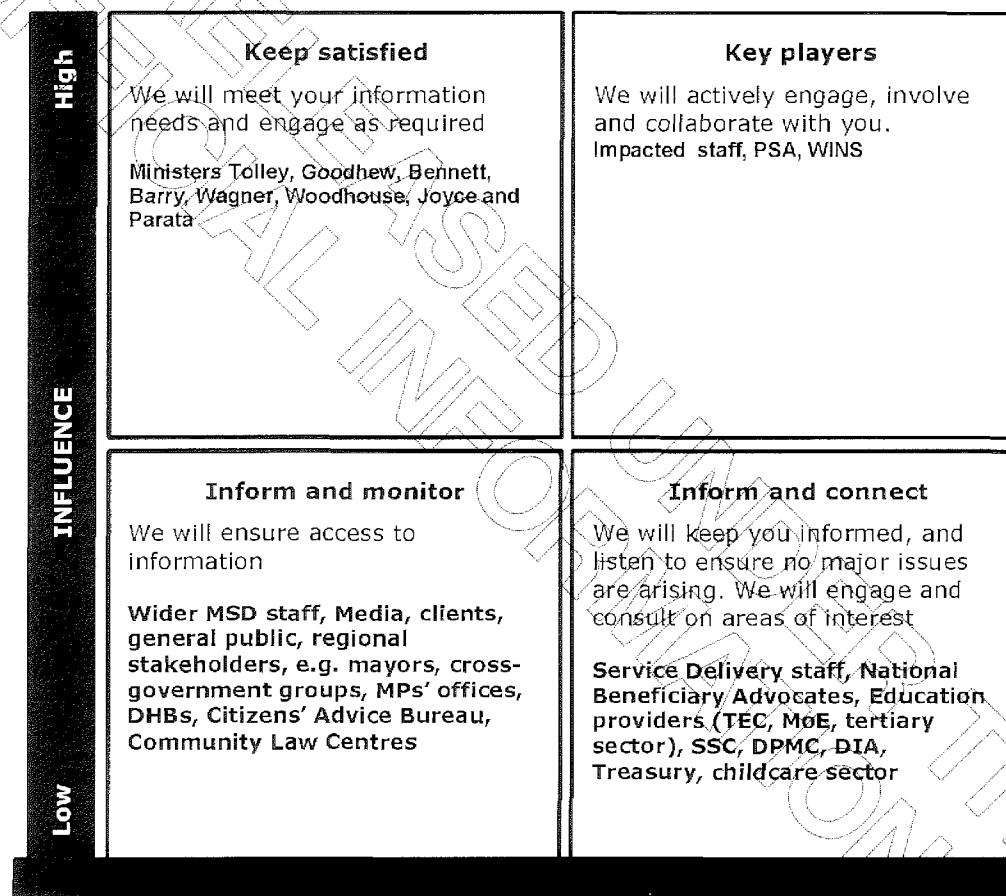
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***Our commitment:  
We will meet your  
information needs  
and  
engage/consult on  
areas of interest***

Stakeholders in this quadrant may not actively seek information, but we will want them to have it.

**Our commitment:**  
We will ensure  
access to  
information

Stakeholders in this quadrant will not actively seek information. There is no direct impact on them, for example.



***Our commitment: We will actively engage, involve and collaborate with you.***

Decision makers and implementers who can affect outcomes of our work. We will focus effort on this group to build good working relationships, build consensus and support.

***Our commitment: We will keep you informed and listen to ensure no major issues are arising. We will engage and consult on areas of interest.***

Stakeholders in this quadrant will actively seek out information. Different approaches will be considered for different groups, as applicable.



## Communications risks and mitigations

Below are the communications risks and mitigations for the plan.

Risks	Mitigations
Messages contradict those already given to employees from different MSD leaders.	<p>Clear messages and the full story are given.</p> <p>Reinforce that there is only one change happening for Service Delivery in 2016. In 2017 there could potentially be changes for National Office as part of the future social development organisational design.</p> <p>Key messages provided to all leadership team members.</p>
Employees feel that after a year of messages saying change is coming, the culmination of small targeted change has them questioning the credibility of Service Delivery leaders.	<p>Reinforce the change messages.</p> <p>Provide the full story, including wider MSD changes.</p>
The original Business case figures are released.	Reinforce key messages regarding the changing landscape.

## Communications Runsheet

The runsheet will be changed according to any changes to dates and the approach.

<b>Service Delivery – our changing needs review communications runsheet</b>				
<b>Date</b>	<b>Audience &amp; Channel</b>	<b>Action</b>	<b>Who</b>	<b>Resource</b>
20 July	Union engagement PSA Organiser Briefing (phone call) WINS Chair Briefing (phone call)	Overview of DCE message announcement and intent to begin consultation on 10 August.  Provide change protocol for feedback.	Penny, HR	Key messages
2 August	Ministers English, Goodhew, Bennett, Barry, Wagner, Joyce, Woodhouse and Parata	Sent a formal letter of intent to consult from DCE's office.	Comms, Simplification Business Change Team	Letter provided – see Appendix 2
2 August	DPMC SSC Treasury	Formal DCE letter sent advising of intention to consult on 3 August.	Comms, DCE Office	Letter provided – see Appendix 2
2 August	Local PSA Advocates	National Delegates briefing at a local level (in confidence)	RDs	Consultation Pack and key message
2 August	Impacted employees One-on-one meetings	Employees told they are impacted and are talked through the Consultation Document and Change Management process.	RCs/RDs	Key messages HR Talking Points EAP resources
3 August – 8am	All Service Delivery	DCE/National Commissioner video message	Service Centre managers, RDs and RCs where	DCE message and Talking Points and Key

## Service Delivery – our changing needs review communications runsheet

Date	Audience & Channel	Action	Who	Resource
	employees Weekly Brief time		required.	messages. – see Appendix 6.
3 August	All Service Delivery employees	DCE message with link to video	Service Delivery Communications /Simplification Business Change Team	
3 August – 8am	Media Reactive	Holding media statement ready	Communications	Media holding statement – see Appendix 1
3 August – 8.30am	Service Delivery employees Doogle	Doogle Consultation pack on Doogle – Change Protocols, FAQs, JDs, Consultation Document.	Simplification Business Change Team	Consultation pack
3 August	Childcare providers Email/post	Message regarding proposed change to the child coordinator role.	Penny, Graham Allpress	Letter provided – see Appendix 3
3 August	Tertiary education providers Email/post	Message regarding proposed change the StudyLink Officer Outreach role	Penny, Matthew Rolton	Letter provided – see Appendix 4
5 August	Service Delivery people in National Office	Q and A session with DCE	Ruth Bound	

## **Appendix 1: Media holding statement**

Below is a draft holding statement, which will be revised according to the questions asked. Back-pocket Q and As are in Appendix 5.

XX August 2016

The Ministry of Social Development is consulting on proposed changes for a small number of employees.

The Ministry is proposing to change three roles where we now have online and contact centre services that mean people don't need face to face meetings to get assistance. We have also centralised some of these services.

The proposed areas under review are childcare coordination and tertiary student support. An old specialist programme, Work Track facilitation, no longer exists and these historic roles will also be reviewed. Under the current proposal we expect there could potentially be a reduction of 54 full-time equivalent roles across the country. We are also establishing new roles in other services including housing. We won't know how many people will actually be affected by the changes until we complete the review taking into account the new roles and current vacancies. MSD employs 10,000 employees throughout the country with about 6,000 people in our service delivery team.

The proposed changes would allow the Ministry to have more flexibility in its workforce to respond to client needs now and in the future.

Ends

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## **Appendix 2 – Formal Ministers’ and Government agency letter**

This letter will be emailed to Ministers English, Goodhew, Bennett, Barry, Wagner, Joyce, Woodhouse, and Parata, and also the Department of Prime Minister and Cabinet, the State Services Commission and Treasury by the DCE, Service Delivery’s Office on 1 August.

Dear XX

The Ministry of Social Development is consulting from 3 August on proposed changes for a small number of employees.

Increasingly, more of the Ministry’s clients and providers are transacting online and, where appropriate, transactional work is being centralised to allow frontline employees to focus on providing services to New Zealanders who need more intensive support.

Uptake of digital services, increased automation and improved processes mean that, over time, the Ministry will need fewer people to provide income support services. Most of this reduction will be achieved through natural attrition, supported by fixed term hiring; however, some small, consulted change is also proposed.

Organisational change is proposed in the following areas:

- Childcare coordination: a large number of transactional childcare work has already been centralised. The Ministry is proposing to disestablish childcare coordination roles in regional locations and centralise most of the remaining transactional and customer service activity.
- Tertiary student support: Students now complete the vast majority of their transactions via digital channels – close to 99 per cent for some channels. While there is still a need for a StudyLink presence in regional locations for the relationship management function of the role, there is no longer demand for the same resource level and the Ministry is proposing that role numbers are reduced.
- Work Track facilitation: As the Ministry no longer offers the Work Track programme, it is proposed that this role is disestablished.

One hundred full time equivalent roles across the three areas above would be impacted by the proposed changes. The current proposal could result in a net reduction of 54 full time equivalent employees.

The proposed changes will be subject to a full consultation process and the Ministry will encourage impacted employees to make submissions between 3– 12 August on the proposal.

You will be formally advised of the final decision before it is announced on 8 September 2016.

Yours sincerely

Ruth Bound, Deputy Chief Executive, Service Delivery

Ministry of Social Development

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### **Appendix 3 – childcare providers email**

Below is the email message to go to the childcare providers who are likely to have contact with a Ministry childcare coordinator. The message will be sent from the National Commissioner to childcare providers.

#### **Childcare coordinators email:**

Dear XX,

The Ministry of Social Development is consulting with employees on some proposed changes to childcare co-ordination services.

You are likely to have some contact with your local Ministry childcare coordinator in your daily work so we wanted to ensure you were aware of the proposed changes.

The childcare coordinator role has changed significantly since it was first established in 2004 and a large portion of the role's transactional work has already been centralised. We're proposing to centralise the remaining transactional activity and are working through our approach to provide a continued level of customer service.

At this stage the changes are only proposed. No decisions have been made. We expect to be able to let you know the outcome in September and we will be in touch again at that time with more details.

If you have any questions, please contact me. It is important to us that we continue to provide a high level of service to you.

Yours sincerely

Penny Rounthwaite  
National Commissioner

## **Appendix 4 – tertiary sector providers email**

Below is the email message to go to the tertiary sector providers who would have contact with the Ministry's StudyLink Officer Outreach role. The message will be sent from the National Commissioner to the tertiary sector providers.

### **Tertiary education sector email message:**

Dear XX,

The Ministry of Social Development is consulting with employees on some proposed changes to StudyLink Outreach services.

You may have some contact with your local Ministry StudyLink Officer Outreach in your daily work so we wanted to ensure you were aware of the proposed changes.

Since the StudyLink Officers role was first established in the early 2000s, there's been a huge change in the way students access our services. The majority of tertiary students now interact with us through our digital channels. Ninety-nine per cent of student allowance applications are done online and the numbers are similar for other types of student support. As a result of this shift, there has been a steady decline in the number of students coming into our service centres.

In addition, the school visit programme that used to be done by StudyLink Officers outside the peak application period stopped in 2014. We are working on new ways of engaging early with year 13 students who are planning their tertiary studies to help them understand the financial support available to them.

While there is still a need for a face-to-face student-focused presence, demand has reduced to the point that we're proposing to broaden the scope of the StudyLink Officer role to work with more client groups and also reduce the number of positions in our regions.

At this stage the changes are only proposed. No decisions have been made. We expect to be able to let you know the outcome in September and we will be in touch again at this time. There are currently no other changes proposed for our centralised processing, contact centre and StudyLink services.

In the meantime, the service we provide you does not change. As always you can call our education providers helpline team on 0508 885 885 from 8am to 5pm or go on our website [www.providers.studylink.govt.nz](http://www.providers.studylink.govt.nz)

If you have any other questions, please contact me. It is important to us that we maintain a high level of service to you.

Yours sincerely

Penny Rounthwaite

National Commissioner



## **Appendix 5 – student association email**

Below is the email message to go to the New Zealand Union of Student Associations. The message will be sent from Manager Centralised Services.

### **Student Association email message:**

Dear XX,

The Ministry of Social Development is consulting with employees on some proposed changes to StudyLink Outreach services.

Your member associations may have some contact with local Ministry StudyLink Officer Outreach so we wanted to ensure you were aware of the proposed changes.

Since the StudyLink Officers role was first established in the early 2000s, there's been a huge change in the way students access our services. The majority of tertiary students now interact with us through our digital channels. Ninety-nine per cent of student allowance applications are done online and the numbers are similar for other types of student support. As a result of this shift, there has been a steady decline in the number of students coming into our service centres.

In addition, the school visit programme that used to be done by StudyLink Officers outside the peak application period stopped in 2014. We are working on new ways of engaging early with year 13 students who are planning their tertiary studies to help them understand the financial support available to them.

While there is still a need for a face-to-face student-focused presence, demand has reduced to the point that we're proposing to broaden the scope of the StudyLink Officer role to work with more client groups and also reduce the number of positions in our regions.

At this stage the changes are only proposed. No decisions have been made. We expect to be able to let you know the outcome in September and we will be in touch again at this time. There are currently no other changes proposed for our centralised processing, contact centre and StudyLink services.

If you have any questions, please contact me. It is important to us that we maintain a high level of service to you.

Yours sincerely

Penny Rounthwaite  
National Commissioner

## **Appendix 6 – back-pocket media Q and As**

Below are our back-pocket Q and As. These answers will be used to base any required media response on.

### **What are the proposed changes?**

The Ministry of Social Development is consulting on some changes for a small number of employees.

The Ministry is proposing to make changes to three roles where providers and clients now use different channels to engage with us, or where services have been successfully centralised.

The proposed areas under review are childcare coordination, tertiary student support and work track facilitation. We expect under the current proposal there could be a reduction of 54 full-time equivalent roles across the country, however, we are also establishing new roles in other services including housing.

One of the roles (Work Track facilitation) is a specialist job for which the programme no longer exists and employees have been redirected to do other similar skilled roles.

Part of the proposed change will allow the Ministry to have more flexibility in its workforce to respond to client needs now and in the future.

Increasingly our clients are finding it more convenient to transact with us online. We've centralised work and less face to face transactional work needs to be done in our service centres. This means we can focus on helping people with more complex needs to find work or housing.

These are only proposed changes. No decisions have been made yet.

### **Is there a reduction in employees numbers planned?**

These proposed areas under review are childcare coordination, tertiary student support and Work Track facilitation, and could result in a net reduction of 54 full time equivalent employees.

Where possible, we will maximise employment security through reconfirmation and reassignment of affected employees into available positions. All positions available for reassignment will be ring fenced by region.

With our clients' increasing uptake of digital services, increased automation and improved processes means we will, over time, need fewer roles to provide income support services.

### **Is this a cost-saving exercise?**

No, it's about acknowledging that the needs of our clients and providers have changed over time and organising ourselves so we can provide better, more client-centric services.

### **When will a decision be made?**

We will be going through a full consultation process with impacted employees. We expect to have a decision in September.

### **What are the changes in the different areas?**

The proposed areas under review are childcare coordination, tertiary student support liaison and work track facilitation. Under the current proposal we expect there could be a reduction of 54 full-time equivalent roles.

Across the country, however, we are also establishing new roles in other services including housing. We won't know how many people will actually be affected by the changes until we complete the review taking into account the new roles and current vacancies. MSD employs 10,000 employees throughout the country with about 6,000 people based in our service delivery area.

**Childcare coordination:** a large number of transactional childcare work has been centralised. The Ministry is proposing to disestablish childcare coordination roles in regional locations and centralise most transactional and customer service activity.

**Tertiary student support liaison:** Students now complete the vast majority of their transactions via digital channels – close to 99 per cent for some applications. While we'll continue to provide a student focussed service in our regional locations, both for students and education providers, there is no longer the demand for the resource level required in the past and the Ministry is proposing that role numbers are reduced.

**Work track facilitation:** As the Ministry no longer offers the Work Track programme, it is proposed that this role be disestablished. Over time, the role has been redirected to complete tasks that require a similar skillset, or been seconded to other roles.

### **Will you be reducing more employees in the future?**

Increasingly our clients are finding it more convenient to transact with us online and we've also centralised work and less face to face transactions needs to be done in our service centres. This means we can focus on helping people with more complex needs to find work or housing.

It also means that over time we will need fewer roles providing income support services.

Most of this reduction will be achieved in line with natural attrition. We are also planning for the flexibility needed through fixed term hiring. As people leave roles they may not be replaced and as fixed term contracts end, they may not be renewed to help us protect our permanent employees roles.

Our business flexes with the economy and Government and policy demands, as does the number of clients we help and therefore people we have working for us.

### **Has having temporary employees impacted on productivity for others as they have to teach them new roles?**

We always have some employees on fixed term contracts to manage seasonal peaks. Training and development is important to ensure we provide a good service for our clients. Over time that training will be less complex because the processing element will steadily reduce.

**What re-employment help will you give employees who might lose their jobs?**

We are in the business of helping people into employment. We will be doing all we can to support people into roles here at MSD, or with other employers.

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## **Appendix 7: Messages for Wednesday, 3 August, 8am meeting with service centre employees**

Below are our internal key messages for managers to use to lead the Weekly Brief session on Wednesday, 3 August at 8am.

The regular Weekly Brief time will be used to screen Ruth and Penny's video and have a discussion. Impacted employees would have already been told of the proposed changes. These impacted employees are located at 42 of our sites, however the childcare co-ordinators generally work across multiple sites.

Information on the proposed changes will be on Doogle from 8.30am on 3 August.

### *Guidelines:*

- People's jobs will potentially be impacted by the changes so please follow the tone and approach Ruth and Penny have taken by being warm, empathetic, confident and open.
- Thank your team for attending and let them know that the Weekly Brief time is being used for a message from Ruth and Penny to talk about some changes we're formally consulting on.
- Play Ruth and Penny's video message, let people know they can look at the consultation document on doogle and answer any immediate questions they might have.
- If it is a question you cannot answer, let them know you will get an answer for them or they can email the address in the consultation document.

### **Key messages:**

Below are your key messages to take you through this session. Use the messages as required.

- As we've been saying for some months now, the way we work is changing with increased automation, improved processes and our clients being able to do more for themselves at a time and place that works best for them.
- We're no longer asking clients to spend money coming into our sites for things they can do digitally. The uptake of digital services shows our clients want this.

- Thank you for continuing to help our clients go online – this is the right thing to do. We shouldn't ask them to come in to see us or wait on the phone if there are easier ways.
- These changes are happening gradually so the impacts may not always be evident in our day-to-day work. Some of our internal processes are still clunky but work to automate these more is continuing at pace.
- We know that as we do less transactional work in our sites we'll need fewer people to do this work. And we also know that we're trying to manage this reduction as much as possible by attrition – the normal rate that people leave jobs – and hiring people on fixed terms contracts to work with us until the workload reduces.
- As people leave roles they may not be replaced and as fixed term contracts end, they may not be renewed to help us protect our permanent employees roles.
- In some cases if work is centralised some roles may be established in different locations.
- Our employee needs change all the time. Our business flexes with the economy and Government and policy demands, as does the number of clients we help and we respond to that.
- For instance we're currently increasing our housing roles to provide more services to clients needing emergency and social housing.
- But there is one formal change proposed this year that affects some regional service delivery roles.
- In the video Penny talks about a formal change proposal that we're consulting on from today that impacts childcare co-ordination, StudyLink outreach and work track facilitation.
- Anyone impacted has already been briefed.
- We all know that this will be a difficult time for them and I know I can rely on you to support them.
- These are only proposed changes. No decisions have been made yet.
- If the proposed changes go ahead, we will make suitable vacancies available for employees who are affected by the changes through a reassignment process.

#### **Role specific messages:**

## Childcare coordination

- The nature of the childcare coordinator role has changed significantly since it was first established in 2004.
- Originally, childcare coordinators had a promotional role to increase uptake of Childcare Assistance and helped clients and providers navigate through initially very manual and complex processes.
- Since 2004, clients and providers have become more familiar with our processes and these processes have been simplified.

A large portion of transactional work has been successfully centralised. All transactional work for the Auckland region has been processed centrally for a number of years, and annual reviews and changes in circumstances were centralised for all other regions in 2015.

- The functions of the childcare coordinator role have shifted more to customer service, primarily dealing with queries about processes or payments, via phone, email and text.

### *Proposed changes to the role:*

- We're proposing that most transactional activity relating to Childcare Assistance applications are placed into Centralised Services in line with the on-going centralisation of other transactional work. This move would be completed alongside business process reengineering to make sure the process we centralise is simple and smart for clients, providers and employees.
- We propose centralising the customer service activity related to childcare assistance as most queries are now transactional and can be managed by a processing role.
- Although some childcare coordinators still provide a face-to-face service, this level of service has reduced and we propose it is no longer required. Clients and providers can receive a well-managed, responsive and more convenient service by phone and email.
- We are proposing to disestablish the childcare coordinator role.

### **StudyLink Officer Outreach role (SLO)**

- The StudyLink Officer Outreach role (SLO) provides a face-to-face service for current and prospective tertiary students in selected sites.
- This service includes providing advice on the forms of financial support available to tertiary students and how to apply, liaison with education providers, providing a phone service and completing processing tasks.
- The SLO role varies across regions and is seasonal, with peak application times from October – March. The majority of SLO time is spent on phone services and processing tasks.

#### *Proposed changes to the role:*

- Student foot traffic at sites has steadily decreased since 2006 with the uptake of online services. Ninety-nine per cent of Student Allowance, Student Loan and Course Related Costs applications are now received online and over 90 per cent of Jobseeker Support Student Hardship applications are received online.
- In 2014 the 'Sussed' school visits programme stopped which was a key activity for some Outreach employees outside the peak period and Centralised Services now has the capacity to manage the processing activity currently handled by the SLOs.
- While there is still a need for a student focussed service presence in Regional Services, there is no longer the demand for the same resource level required in the past and we propose that role numbers are reduced.
- If the proposed changes go ahead, the remaining SLO positions will be ring fenced for SLOs to make an expression of interest for reassignment.
- The SLO job description for remaining positions is proposed to be revised to provide greater flexibility in this role, enabling employees to also work with other client groups from time to time to meet business needs.

### **Work Track Facilitation**

- The Work Track facilitator role was established to lead a specialist job search programme (Work Track) when the New Zealand Employment Service and Work and Income joined in 1998 and is no longer operational.



- The role ceased in 1999 and most facilitators accepted reassignment to a case manager role; however, some continued in the role.
- Over time, employees in this role have been carrying out different duties that are with a similar skillset (for example, facilitating seminars) or seconded to other roles.

*Proposed change to the role:*

- We're proposing to disestablish the position of Work Track Facilitator as the role is no longer required.

**The consultation process:**

- The consultation process will run for 10 days from 3 August – midday on 12 August.
- We want to give impacted people time to consider the proposal and provide feedback.
- Feedback from impacted employees is really important to us.
- This is only a proposal at this stage. No decisions have been made.
- Once the consultation process has been completed all feedback will be considered carefully before making any final recommendations to the Service Delivery Leadership Team for a final decision.
- A list of questions and answers about the proposal will also be on Doogle. This will be updated regularly with additional questions and answers.
- The PSA has been briefed.
- Submissions will be considered from 15-18 August and a final decision will be released on 1 September.
- If change goes ahead, a new structure will be in place by 21 November.

**Support:**

- We know change can be hard, and the proposal recommends that some service centre roles could be disestablished. That's not easy to deal with.

- We have support in place.
- If you have any questions or concerns, please let me know and we can set up a meeting to talk it through.
- Alternatively you can send through your query to the email address – [ourchangingneeds@msd.govt.nz](mailto:ourchangingneeds@msd.govt.nz)
- EAP is also available for employees needing additional support.

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## Simplification Business Change

<b>Topic</b>	Candidate areas for Targeted Organisational Change
<b>What's Required</b>	Detailed decisions relating to: <ul style="list-style-type: none"><li>• HR design for each candidate area of targeted change</li><li>• Implementation approach</li></ul>

# Recommendations

Section 9(2)(f)(iv) Active Consideration

- **note** that benefits of [redacted] are to be realised through targeted organisational change under the Simplification work programme, effective in November 2016, [redacted]
- **note** the following candidate areas of targeted organisational change:
  - childcare coordination (-20.7)
  - tertiary sector liaison (-26.2)
  - Work Track facilitation (-4.6)

Section 9(2)(f)(iv) Active Consideration

- **agree** to the proposed HR design for each candidate area of targeted change to inform consultation.

# Recommendations continued

Section 9(2)(f)(iv) Active Consideration

- 
- **approve** the preferred implementation approach, as detailed on slide seven.
- **note** that to realise benefits in November 2016, consultation for the 2016 change will commence on 18 July with benefits to be realised from 1 December.

Out of scope

-

# Background

- Simplification is transforming the way our clients transact with us by streamlining our processes and creating new digital service delivery channels.
- FTE-related benefits will be achieved through attrition and a series of small targeted organisational changes.

- Under the reset, benefits of [redacted] are to be realised through organisational targeted change effective in November 2016, [redacted]

Section 9(2)(f)(iv) Active Consideration

November 2016	47 FTE
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Section 9(2)(f)(iv) Active Consideration

Section 9(2)(f)(iv) Active Consideration

# Areas of Targeted Change

Detailed HR designs for each area of targeted change have been developed through engagement with the National Commissioner, GM Contact Centre Services and GM Centralised Services.

The following candidate areas of targeted change have been identified.

- Childcare coordination (childcare coordinators)
- Tertiary sector liaison (StudyLink Outreach officers)
- Work Track facilitation (Work Track Facilitators)

Section 9(2)(f)(iv) Active Consideration

Further detail on each area to 22.

Section 9(2)(f)(iv) Active Consideration

are provided on slides 11 5

# Effect of Targeted Change

The table below shows the number of staff affected and net benefit in each of the candidate areas.

Childcare coordination	46.7	-20.7
Tertiary sector liaison	46.2	-26.2
Work Track facilitation	4.6	-4.6

Section 9(2)(f)(iv) Active Consideration



# Implementation Approach: Option A (recommended)

	Section 9(2)(f)(iv) Active Consideration
	Childcare coordination (-20.7)
	Tertiary sector liaison (-26.2)
	Work Track facilitation (-4.6)
	Section 9(2)(f)(iv) Active Consideration
<b>Total affected</b>	
<b>Total net FTE benefits</b>	

Under this option, the impact of the November 2016 targeted change is much more contained and will not detract from core business in terms of the functions delivered and the number of people affected.

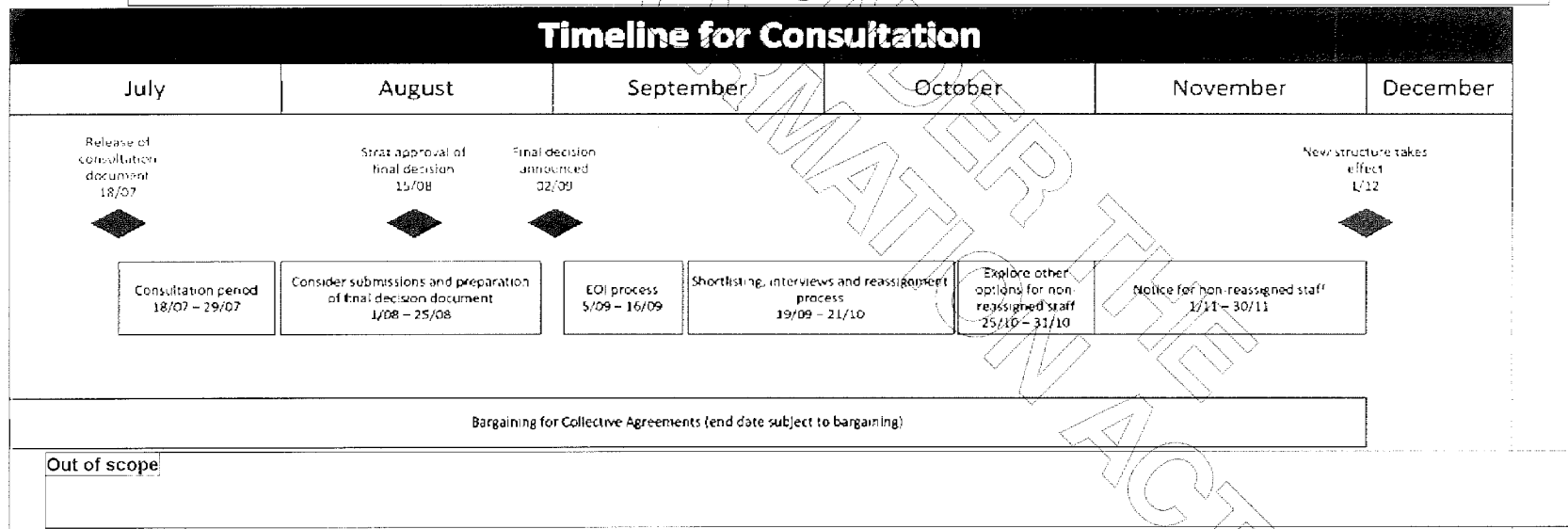
# Implementation Approach: Option B

November 2016	By May 2017	February 2018
Childcare coordination (-20.7)	Section 9(2)(f)(iv) Active Consideration	
Tertiary sector liaison (-26.2)		
Section 9(2)(f)(iv) Active Consideration		
Work Track facilitation (-4.6)		
Section 9(2)(f)(iv) Active Consideration		
Section 9(2)(f)(iv) Active Consideration		

# Considerations for change

- For organisational change to take effect on 1 December, consultation will commence in mid-July.\*

Out of scope



\* PSA bargaining begins early July (TBC).

Section 9(2)(f)(iv) Active Consideration

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The slides that follow detail the case for change, risks and mitigations, and the proposed HR design for each candidate area of targeted organisational change.

Childcare Coordination	Risks	Mitigations
<p><b>Current state</b></p> <p>When Childcare Assistance (CCA) was introduced in 2004, the childcare coordinator role was established to increase the number of families receiving CCA and to manage relationships with childcare providers as they applied for subsidies. Since 2004, providers and clients have become more familiar with CCA and the processes have become simpler. As a result, the childcare coordinator's core functions of relationship management, marketing and promotion are no longer required.</p> <p>Childcare coordinators now perform more of a customer service role, primarily dealing with queries about CCA processes and payments. A large proportion of these processes (including annual reviews and changes in circumstances) are now centralised.</p> <p><b>Proposed future state</b></p> <p>The functions of the childcare coordinator role as described in the current job description are no longer required, and the current customer service activity could be carried out by a processing role.</p> <p>It is proposed that the childcare coordinator role be disestablished and that all CCA-related activity be managed by Centralised Services.</p>	<p>Removal of all regional presence may have negative impact on relationships with providers. If providers do not understand the change, they may not know how to communicate with us.</p> <p>Number of additional FTEs required for Centralised Services not confirmed.</p> <p>Insufficient time for training new staff, telephony and IT to support the transfer of functions to Centralised Services.</p> <p>BPR may not generate efficiencies in process, leading to on-going errors and rework.</p>	<p>Strong communications strategy for providers and post-implementation support, with helpdesk set up to manage queries during the transition period.</p> <p>Recommended FTE allocation determined using timings for current process. BPR and D&amp;I team are reviewing current process prior to November to maximise efficiencies.</p> <p>Detailed implementation planning is underway, with on-going consultation between Centralised Services and Simplification Business Change.</p> <p>BPR will be completed by August, with testing before implementation on 1 December.</p>

## HR DESIGN: CHILDCARE COORDINATOR

### CURRENT STATE

#### REGIONAL SERVICES

##### CHILDCARE COORDINATOR:

- Childcare coordinators – 46.7 FTEs, reporting to the Service Centre Manager
- Purpose of role: to increase the number of families receiving childcare assistance
- Key accountabilities (as per job description):
  - account management
  - client assistance and services
  - relationship management
  - marketing and promotion
- Other functions currently being completed by childcare coordinators:
  - processing childcare applications
  - processing annual reviews / change in circumstances

##### W/ CASE MANAGER

- Currently completes childcare applications, and also a proportion of reviews, excluding Auckland region (see below information for CS)

Service Centre Manager

Childcare Coordinator  
46.7 FTEs

W/ Case Manager  
21.3 FTEs (and  
handles out-of-office  
and business hours  
activity)

46.7 FTEs

#### CENTRALISED SERVICES

- Central Processing officer – 57 FTEs: carries out the following functions:
  - process reviews of childcare assistance
  - process childcare assistance applications for Auckland region
- Service Manager – 3 FTEs to manage teams carrying out childcare related activity

Service Manager  
3 FTEs

Central Processing  
Officer  
57 FTEs

60 FTEs

### FUTURE STATE

#### REGIONAL SERVICES

##### CHILDCARE COORDINATOR:

- Disestablish childcare coordinator role – 46.7 FTEs
- Transfer all childcare related activity to Centralised Services
- Conduct business process reengineering (BPR) for childcare application and review processes
- Assess FTE requirements post BPR

Service Centre Manager

Childcare Coordinator  
46.7 FTEs

0 FTEs (a reduction of 46.7 FTEs)

#### CENTRALISED SERVICES

- Central Processing officer – 82 FTEs: carries out the following functions:
  - process reviews for all regions
  - process childcare assistance applications for all regions
  - centralised management of all enquiries via a national, centralised inbox / phone service
  - manage all childcare related review of decisions
- Additional service manager required to manage addition CPOs – 1 FTE

Service Manager  
4 FTEs

Central Processing  
Officer  
82 FTEs

NOTE:  
Location yet  
to be  
determined

86 FTEs (an increase of 26 FTEs)

### HR IMPACT ANALYSIS

#### Current State:

- Regional Services
  - childcare coordinator – 46.7 FTEs
- Centralised Services
  - central processing officer – 57 FTEs
  - service manager – 3 FTEs

#### Future State:

- Regional Services
  - childcare coordinator – 0 FTEs
- Centralised Services
  - central processing officer – 82 FTEs
  - service manager – 4 FTEs

#### TOTAL NO. OF 'AFFECTED' STAFF: 46.7 FTEs

- childcare coordinator – 46.7 FTEs

#### TOTAL NO. OF NEW ROLES: 26 FTEs

- central processing officer – 25 FTEs
- service manager – 1 FTE

#### OVERALL CAPACITY GAIN: 20.7 FTEs

#### OVERALL COST SAVINGS: \$1.7 million

- Current model – approx \$3 million
- Future model – approx \$1.3 million

#### Notes:

1. Total FTE requirements are subject to final validation of central processing officer requirements based on BPR outcome
2. FTE numbers are based on Feb 2016 Financial Actuals

#### KEY:

Proposed out  
of scope

Proposed  
disestablish  
ment of role

Proposed  
increase in  
establishment

Roles  
proposed to  
be in scope

Proposed no  
change

Tertiary sector liaison	Risk	Mitigation
<p><b>Current state</b></p> <p>StudyLink Outreach officers (SLOs) provide a face-to-face service for students in selected sites. This includes processing applications and providing online assistance. During the five months of peak time, SLOs are dedicated to providing a phone service or processing. During non-peak periods, the role also involves relationship management functions, with officers liaising with education providers, high schools, Work and Income and maintaining a presence at career expos.</p> <p>The SLO role varies across different regions, as does the ratio of staff to students. It is very seasonal, with peak times between semesters.</p> <p><b>Proposed future state</b></p> <p>Students already complete 99% of transactions online, there is a reduced need for a face-to-face service for students. Prior to the realignment, StudyLink had an intention to reduce SLO numbers, and they do not envisage that they will need to utilise SLOs for processing or inbound call activities during peak season going forward. The primary focus of the role will be relationship management.</p> <p>It is proposed that the presence of SLOs is reduced across all regions, particularly in regions where there is no tertiary provider.</p>	<p>StudyLink processing unit may be unable to complete all additional processing, leading to pressure and increased foot traffic for Work and Income during peak season.</p>	<p>Assurance provided by unit that processing is not required in offices going forward and that planning is underway for StudyLink peak season.</p>



## HR DESIGN: STUDYLINK OFFICER OUTREACH

### CURRENT STATE

#### REGIONAL SERVICES

- The studylink officer outreach (46.2 FTEs), reporting to the service centre manager provides face to face services to students and provides information and advice regarding entitlements and services.

Service Centre Manager

Studylink  
Officer  
Outreach  
46.2 FTEs

46.2 FTEs

### FUTURE STATE

#### REGIONAL SERVICES

- Transfer of remaining processing to Centralised Services.
- Reduce number of FTE from 46.2 to 20 FTEs, based on number of tertiary providers in region.

	current	future
Auckland	14	5
Bay of Plenty	1	1
Canterbury	6	2
Central	3	2
East Coast	3	1
Nelson	1	1
Northland	1.6	1
Southern	5.6	1
Tairāhaki	0	1
Waikato	7	2
Wellington	4	2
<b>Total</b>	<b>46.2</b>	<b>20</b>

Service Centre Manager

Studylink  
Officer  
Outreach  
20 FTEs

20 FTEs (a reduction of 26.2 FTEs)

### HR IMPACT ANALYSIS

#### Current State:

##### Regional services

- Studylink officer outreach 46.2 FTEs

#### Future State:

##### Regional services

- Studylink officer outreach 20 FTEs

**TOTAL NO. OF 'AFFECTED' STAFF: 46.2 FTEs**

- Studylink officer outreach 46.2 FTEs

**TOTAL NO. OF NEW ROLES: 20 FTEs**

**OVERALL CAPACITY GAIN: 26.2 FTEs**

**OVERALL COST SAVINGS: \$1.4 million**

- Current model – approx. \$2.6 million
- Future model – approx. \$1.2 million

#### Notes

FTE numbers are based on Feb 2016 Financial Actuals

KEY:

Proposed out  
of scope

Proposed  
disestablish  
many of role

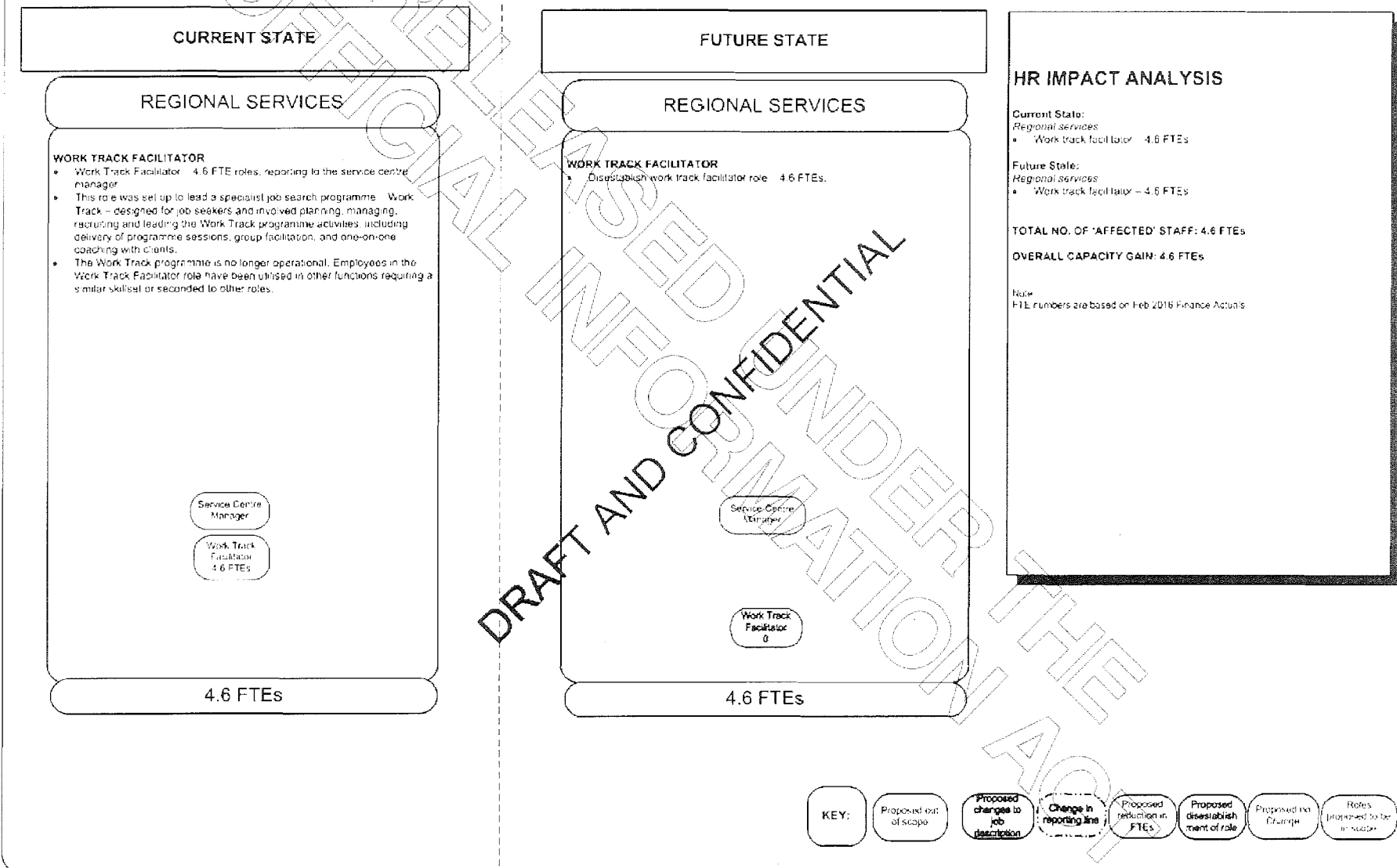
Proposed  
increase in  
numbers

Roles  
proposed to  
be in scope

Proposed no  
change

Work Track facilitation	Risk	Mitigation
<p><b>Current state</b></p> <p>The Work Track Facilitator role was established within Work and Income to lead a specialist job search programme (Work Track) when Employment Services joined Work and Income in 1998.</p> <p>In 1999, the Work Track Facilitator role was deemed surplus to requirements and facilitators were offered reassignment to a case manager role. Most facilitators accepted the offer; however, some did not and continued in the Work Track Facilitator role even though their specialised programme had ceased. This role has not been formally reviewed since this time.</p> <p>As Work Track is no longer operational, employees in this role have been utilised in other functions requiring a similar skillset (e.g. facilitating seminars) or seconded to other roles. Some Work Track Facilitators have not agreed to work in functions outside their job description and some managers have found it difficult to allocate work to these staff members.</p> <p><b>Proposed future state</b></p> <p>The Work Track Facilitator role was established to deliver a specific type of seminar, and this type of seminar is no longer part of the suite of seminars offered to clients as the Work Track programme has now ceased. The Work Track Facilitator role is no longer required under the service delivery model, current or future.</p>	<p>Work Track Facilitators may be offered reassignment to a case manager role. Staff who choose reassignment may not have the skills or capability to carry out the case manager role.</p>	<p>Training and support strategy.</p>

## HR DESIGN: WORK TRACK FACILITATOR



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# Memo

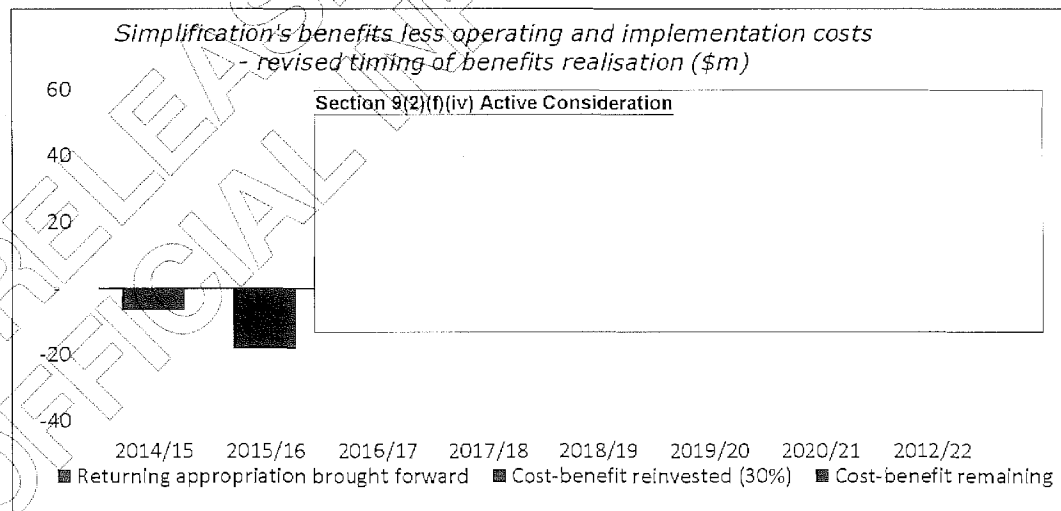
**To:** MSD Leadership Team  
**From:** Ruth Bound, DCE Service Delivery  
**Date:** 14 June 2016  
**Security level:** IN CONFIDENCE

## Realising Simplification benefits through targeted organisation change

This paper outlines planned areas for targeted organisational change, as part of realising benefits from the Simplification programme.

### Background

In April I provided LT with a report noting that while the Simplification programme had made measurable progress, it was not expected to meet capacity gains in the ambitious timeframe envisaged in the original business case. I therefore sought and received approval for an alternative approach to realise benefits, that relies on attrition and some targeted organisational changes to realise financial benefits (through reductions in FTEs), over a longer timeframe.



### FTE track to realise financial benefits

	Jul 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16	Section 9(2)(f)(iv) Active Consideration
Month FTE	-						
General Centre WFTs	-						
Revenue	-						
Costs (incl. Procure. spend)	-						
Net Cost Offset	-						
Cumulative FTE	-						

Achievement of these savings relies on:

- system and process changes being delivered by the Simplification programme on schedule
- meeting digital uptake targets on schedule
- assumptions about reduced levels of work effort being correct.

In order to realise these savings, an FTE reduction plan has been developed by Service Delivery. This plan involves:

- a gradual reduction in general case management FTE levels, in line with the expected reduction in work effort – Section 9(2)(f)(iv) Active Consideration
- a series of smaller targeted organisational changes, resulting in a reduction of S 9(2)(f)(iv) – 47 FTEs in November 2016, Section 9(2)(f)(iv) Active Consideration

### Areas for targeted organisation change

I propose to make targeted organisation changes, based on the rationale that:

- client and provider needs have changed over time, and our people should be in roles that best support the needs of our clients today
- clients have access to and are increasingly using new digital channels to communicate and transact with us – we are already using these channels to communicate with clients and providers
- transactional work is more appropriately managed through Centralised Services, with face-to-face services focused on helping clients to achieve positive outcomes – we are using our business process reengineering to make our processes simpler at the front and smarter at the back
- improving the flexibility of our workforce will allow us to respond more quickly and effectively to client needs.

S 9(2)(f)(iv) Areas for targeted change have been identified, where a service is no longer required, where the same level of service is no longer needed, or where a service could be delivered in a more efficient way.

The candidate areas for targeted organisational change are summarised in the table below.

Candidate area	Role
Childcare coordination	Childcare coordinators
Tertiary sector liaison	StudyLink Outreach officers
Work Track facilitation	Work Track facilitators
Section 9(2)(f)(iv) Active Consideration	

Section 9(2)(f)(iv) Active Consideration

Service Delivery has worked closely with HR on the detailed designs for each area of targeted change, including engagement by senior leaders across Service Delivery.

More details on the current and proposed future state of each area of change are attached as *Appendix A*.

## Implementation approach

To achieve the expected benefits from Simplification, targeted organisation changes are phased over three periods – November 2016, Section 9(2)(f)(iv) Active Consideration

The planned areas for regional change in 2016/17 are detailed in the table below.

Area of targeted change	Affected roles	Affected	Net benefits
Childcare coordination	Childcare coordinators	46.7	-20.7
Tertiary sector liaison	StudyLink Outreach officers	46.2	-26.2
Work Track facilitation	Work Track facilitators	4.6	-4.6
November 2016 total		97.5	-51.5

For benefits to be realised in 2016, the consultation process will need to commence on 20 July 2016, with the new structure effective from 1 December 2016. Section 9(2)(f)(iv) Active Consideration  
Section 9(2)(f)(iv) Active Consideration

Section 9(2)(g)(i) Free and frank expression

Section 9(2)(f)(iv) Active Consideration

Area of targeted change	Affected roles	Affected	Net benefits
<u>Section 9(2)(f)(iv) Active Consideration</u>			

## Timeline for consultation

The table below sets out our planned high-level timeline for consultation, so that regional benefits can be realised by December 2016.

<b>01/07</b>	<b>Consultation document and communications plan provided to Strategy Committee</b>
14/07	Consultation document and communications plan approved
13/07-20/07	Engagement with PSA, managers and proposed affected staff
20/07	Release consultation document
20/07-02/08	Consultation period
05/08-08/08	Panel considers submissions
17/08	Strategy Committee approval of final decision
24/08-30/08	Engagement with managers, affected staff and reconfirmed staff
31/08	Release final decision document
01/09-23/09	Expressions of interest and interview process for affected staff
30/09	Approval of memo to appoint (recommendation for reassignment)
13/10-14/10	Approval of CE memo (approval of redundancy)
25/10-26/10	Advise PSA of outcomes, engagement with reassigned and non-reassigned staff
31/10	Offers of reassignment due back
01/11	Confirmation and formal notice of redundancy for non-reassigned staff
01/11-30/11	Notice period for non-reassigned staff
1/12	New structure takes effect

## Next steps

I plan to brief the Minister for Social Development this week about our planned changes for November. I have arranged a time to discuss this with her on Thursday (17 June), as I anticipate that she will want to discuss this directly with officials, and she will otherwise be overseas from 20 June until after the 20 July announcement date.

I expect that she will want to understand what is planned, and to brief her Ministerial colleagues (including her associate Ministers, the Minister of Revenue, and possibly the Minister for Tertiary Education, Skills and Employment<sup>1</sup>) who are likely to have an interest. Service Delivery will share our planned communications plan with the Minister's Office in late June, and can provide regular updates on the process.

<sup>1</sup> The Minister of Revenue is responsible for the management of student loans, and the Minister of Tertiary Education, Skills and Employment is also likely to have an interest.

## Appendix A: Areas of targeted organisational change

### *Childcare coordination*

The nature of the childcare coordinator role has changed significantly since it was established. Originally, childcare coordinators promoted Childcare Assistance and helped clients and providers navigate through what were initially very manual and complex processes. However, as people have become more familiar with CCA, processes have become simpler and work has been centralised, these functions are no longer required the role has shifted to primarily dealing with queries about processes or payments.

From November, it is proposed that the childcare coordinator role be disestablished and all activity be managed by Centralised Services. This is in line with the on-going centralisation of transactional work. It is also expected to lead to efficiency gains, both through centralisation itself and through business process reengineering, which will be completed prior to November.

### *Tertiary sector liaison*

StudyLink Outreach officers (SLOs) provide a face-to-face service for students in selected sites, including processing applications and providing online assistance. The role varies across regions and is very seasonal, with peak times between semesters. During the five months of peak time, SLOs are dedicated to providing a phone service or processing. During non-peak periods, the role also involves relationship management functions.

StudyLink has already successfully shifted the vast majority (99%) of transactions to digital channels and processing is completed centrally. They do not envisage that SLOs will be needed for processing or inbound call activities during peak season anymore. While the relationship management function of the role will still be required, the need for a face-to-face presence is now much more limited and can be reduced.

### *Work Track facilitation*

The Work Track facilitator role was established to lead a specialist job search programme (Work Track) when Employment Services joined Work and Income in 1998. In 1999, the programme ceased and most facilitators accepted reassignment to a case manager role; however, some did not and continued in the role.

As Work Track is no longer operational, the role is not required under the current or future operating model. Disestablishing the role will remove an obsolete position and help to move us to a more flexible frontline workforce.

Section 9(2)(f)(iv) Active Consideration

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Section 9(2)(f)(iv) Active Consideration

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# FINAL STAKEHOLDER ENGAGEMENT PLAN (as at 3pm 02 08 16)

Monday 4 July	By COP	Consultation pack, comms plan and stakeholder engagement plan given to Strategy Committee	Section 9(2)(a) Privacy of natural persons	Consultation pack Comms plan Stakeholder engagement plan
Tuesday 5 July	By COP	Provide overview of announcement and comms approach to LT	Ruth	
Wednesday 6 July	By COP	Consultation pack, comms plan and stakeholder engagement plan endorsed by Strategy Committee	Ruth	Consultation pack Comms plan Stakeholder engagement plan
Thursday 7 July	12:30pm – 2:30pm	Briefing with RCS, RDs and nominated Centralised Services managers – detailed planning discussion held. Provided with consultation pack, FAQs, key messages and run sheet.	Section 9(2)(a) Privacy of natural persons	Consultation pack Key messages FAQs RC/RD run sheet
Thursday 14 July	10:30am	Meeting with Minister's office to discuss communications approach.		
Tuesday 19 July	By COP	Verbal update to LT	Ruth	
Wednesday 20 July	By COP	Minister's Office provided with approved comms plan		Comms plan
Wednesday 20 July	3pm	PSA Organiser Briefing (phone call) overview of DCE message announcement and intent to begin consultation on 3 August. <ul style="list-style-type: none"><li>Detail of the 3 August change – overview of the consultation doc</li><li>Provide change protocol for feedback by COP Monday 25 July</li></ul>	Section 9(2)(a) Privacy of natural persons	Key messages Change protocol
Wednesday 20 July	3:45pm	WINS Chair Briefing (phone call) – overview of DCE message announcement and intent to begin consultation on 3 August <ul style="list-style-type: none"><li>Detail of the 3 August change – overview of the consultation doc</li><li>Provide change protocol for feedback by COP Monday 25 July</li></ul>		Key messages Change protocol
Wednesday 20 July	By COP	De-brief Change Process Group via email on phone calls to PSA and WINS		
Wednesday 20 July	By COP	Minister's Office provided with consultation document, change protocol, comms pack, SLO job description and stakeholder engagement plan.		Consultation pack
Thursday 21 July	11am	Meeting with Minister Tolley's office to discuss stakeholder engagement plan.  Minister's Tolley office will advise the offices of Ministers English, Goodhew, Bennet, Barry, Wagner, Joyce, Woodhouse and Parata office on Tuesday 26 July and confirm that they will receive formal notification on Tuesday 2 August.		
Tuesday 26 July	9am	Change Process Group briefed following PSA and WINS feedback on change protocols (due COP Monday 25 July) and confirm if any changes to consultation period will be made		
Tuesday 26 July	4pm	Conference call to RDs/RCS to confirm go live		
Tuesday 26 July	By COP	RCS/RDs sent consultation pack and key messages		Consultation pack Key messages

<b>Tuesday 26 July</b>	12 – 2pm	Phone call to Central Agencies (SSC, DPMC and Treasury) to advise of intent to begin consultation on 3 August. Confirm they will receive formal notification on Monday 1 August.	Ruth	Key messages
		<ul style="list-style-type: none"> <li>• SSC – Bridget White</li> <li>• DPMC – Paul O'Connell</li> <li>• Treasury – Catherine Atkins or Fiona Carter-Giddings</li> <li>• Audit NZ (TBC)</li> <li>• Education</li> </ul>		
<b>Tuesday 26 July</b>	12 – 2pm	Minister's office advise the offices of Ministers English, Goodhew, Bennet, Barry, Wagner, Joyce, Woodhouse and Parata of intent to consult on 3 August and confirm they will receive formal notification on 2 August.		Key messages
<b>Wednesday 27 July</b>	12pm	<u>S 9(2)(a)</u> to confirm with Jo that all Ministers' offices notified	<u>Section 9(2)(a) Privacy of natural persons</u>	
<b>Wednesday 27 July</b>	COP	Phone call to the PSA and WINS to confirm feedback on the draft change management protocol.		
<b>Monday 1 August</b>	8am	<b>Green button</b> – Penny and Ruth to confirm readiness. Penny to inform the change group of the decision	Ruth, Penny,	Readiness check sheet
<b>Monday 1 August</b>	8:30am	Ruth to call Brendan (confirm outcome of go / no go decision)	Ruth	
<b>Monday 1 August</b>	8:30am	Penny to send broadcast message to RCs/RDs (confirm outcome of go / no go decision)	Penny	
<b>Monday 1 August</b>	8:30am	Gita to call media team (confirm outcome of go / no go decision)	<u>Section 9(2)(a) Privacy of natural persons</u>	
<b>Monday 1 August</b>	9:00am	RCs/RDs brief SCMs and advise DCE video and supporting key messages for Weekly Brief will be sent to them on Tuesday 2 August at 4pm	RCs/RDs	Consultation pack
<b>Monday 1 August</b>	9:30am	RCs/RDs book meetings with impacted staff	RCs/RDs	Outlook invite script
<b>Monday 1 August</b>	9:30am	Email to PSA Organiser confirming intent to consult on 3 August (in confidence)	Penny	Key messages
		<ul style="list-style-type: none"> <li>• Provided with copy of consultation document</li> <li>• PSA Organiser to advise of any conflict of interest for Nat Dels – ie impacted by change</li> </ul>		Consultation pack
<b>Monday 1 August</b>	9:30am	Email to WINS Chair confirming intent to consult on 3 August (in confidence)	Penny	Key messages
		<ul style="list-style-type: none"> <li>• Provided with copy of consultation document</li> <li>• WINS Chair to advise of any conflict of interest for Nat Dels – ie impacted by change</li> </ul>		Consultation pack
<b>Monday 1 August</b>	1.00pm-4.30pm	1:1 meetings with impacted staff for regions who aren't able to schedule all meetings on 2 August (ONLY IF REQUIRED)	<u>Section 9(2)(a) Privacy of natural persons</u>	Managers' scripts
				Consultation pack
				EAP resources
<b>Monday 1 August</b>	By COP	RCs/RDs to email Penny/Te Rehia confirming all SCMs advised and de-brief on how the day went	RCs/RDs	
<b>Tuesday 2 August</b>	By COP	Formal DCE letter advising of intention to consult on 3 August emailed to: <ul style="list-style-type: none"> <li>- Minister of Finance (Minister English)</li> <li>- Associate Minister for Social Development (Minister Goodhew)</li> <li>- Minister for Social Housing and State Services (Minister Bennet)</li> <li>- Minister for Seniors (Minister Barry)</li> <li>- Minister for Disability Issues (Minister Wagner)</li> <li>- Minister for Tertiary Education, Skills and Employment (Minister Joyce)</li> <li>- Minister of Revenue (Minister Woodhouse)</li> <li>- Minister of Education (Minister Parata)</li> </ul>	<u>Section 9(2)(a) Privacy of natural persons</u>	DCE letters
<b>Tuesday 2 August</b>	By COP	Formal DCE letter advising of intention to consult on 3 August emailed to:		DCE letters

		<ul style="list-style-type: none"> <li>- DPMC</li> <li>- SSC</li> <li>- Treasury</li> <li>- MoE</li> <li>- Audit</li> </ul>		
Tuesday 2 August	8:00am - 9:00am	SDLT weekly catch up - provided key messages from video message and talking points	Ruth	Key messages Talking points
Tuesday 2 August	8:30am	Phone call to Minister's office re: go live	Section 9(2)(a) Privacy of natural persons	Key messages
Tuesday 2 August	8:30 - 9:00am	National Delegates briefing at a local level (in confidence)	RDs	Key messages Consultation pack
Tuesday 2 August	9:00am	The rest of SDLG briefed - GM Contact Centre Services, GM Centralised Services, GM Employer Services, GM Operational Performance, Director Operations/Centre, National Manager Emergency Management Provided key messages from video message and talking points	Marama, Section 9(2)(a) Privacy of natural persons	Key messages Talking points
Tuesday 2 August	9:00am - 4:00pm	1:1 meetings with impacted staff; includes phone calls to staff on leave/LWOP	RCs/RDs	Managers' scripts Consultation pack Draft Change management protocols EAP resources
Tuesday 2 August	2:00pm	DCE video message and supporting messages sent to RCs/RDs to send to SCMs	Section 9(2)(a) Privacy of natural persons	DCE message
Tuesday 2 August	4:00pm	SDLG brief their managers in confidence (including NATO, RS, CC and CS managers) and provide with talking points	SDLG	Key messages Talking points
Tuesday 2 August	4:00pm	Consultation pack sent to impacted staff (in confidence)	RCs/RDs	Consultation pack
Tuesday 2 August	4:00pm	DCE video message and supporting messages sent to SCMs	RCs/RDs	DCE message
Tuesday 2 August	4:30pm	Conference call to RDs/RCs for de-brief on the day	Penny, Section 9(2)(a) Privacy of natural persons	
Tuesday 2 August	6:00pm	DCE video message available on Weekly Brief doogle page	Section 9(2)(a) Privacy of natural persons	DCE message
Wednesday 3 August	8:00am	Weekly Brief - DCE video message and supporting messages		DCE message
Wednesday 3 August	8:00am	Holding press statement available for release	Ruth, S 9(2)(a)	Press statement
Wednesday 3 August	8:30am	Email sent from Ruth to all Service Delivery staff with link to DCE vide inviting to join Goss with the Boss at 12:30 and for NATO staff to attend Q&A session on Friday 5 August	Section 9(2)(a) Privacy of natural persons	Email script
Wednesday 3 August	8:30am	Doogle page goes live		Consultation pack Q&As
Wednesday 3 August	8:30am	Email to LT with link to doogle page advising them to forward onto their staff	Ruth	
Wednesday 3 August	9:30am	Email sent to childcare providers and relevant tertiary education providers	Penny	Email script Provider details
Wednesday 3 August	11:00am	Phone call to Kaye Brereton and Neville Corkery to advise of consultation - Diane to advise Kaye and Neville of phone call	Penny, S 9(2)(a)	Key messages
Wednesday 3 August	12:30pm	Goss with the Boss	Ruth, Penny, S 9(2)(a)	
Wednesday 3 August	4:00pm	Conference call to RDs/RCs for de-brief on the day	Penny, S 9(2)(a)	

Friday 5 August	TBC	Q&A session for NATO staff	Ruth
		Two weekly conference calls with RD/RCs during consultation period	Penny, <u>S 9(2)(a)</u>
Friday 12 August	5.00pm	Consultation period closes	

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## Proposed position description

<b>Position:</b>	StudyLink Officer
<b>Children's Worker:</b>	No
<b>Location:</b>	Regional Service Locations
<b>Business Unit:</b>	Regional Service Delivery
<b>Group:</b>	Service Delivery
<b>Reporting to:</b>	Service Centre Manager
<b>Issue Date:</b>	July 2016
<b>Delegated Authority:</b>	Nil
<b>Staff Responsibility:</b>	Nil

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### Our Role

The Ministry of Social Development (MSD) is the lead agency for the social sector. We help the Government to set priorities across the sector, co-ordinate the actions of other social sector agencies and track changes in the social wellbeing of New Zealanders.

The Ministry provides policy advice, and delivers social services and assistance to children and young people, working age people, older people, and families, whānau and communities. We work directly with New Zealanders of all ages to improve their social wellbeing.

We serve over a million people, working out of more than 250 centres around the country. It is likely that every New Zealander will come into contact with the Ministry at some point in their life.

Our work, together with our social sector partners, is essential to achieving a sustainable and prosperous future, where all New Zealanders are able to take responsibility for themselves, be successful in their lives and participate in their communities.

### Our Purpose

We help New Zealanders to help themselves to be safe, strong and independent.  
Ko tā mātou he whakamana tangata kia tū haumarū, kia tū kaha, kia tū motuhake.

### Our Principles

MSD people: All own what we all do | Take responsibility for what we do | Understand our role in the big picture, who can help us and who we can help | Navigate through ambiguity and the opportunity it brings to create better ways of doing things | Act with integrity, courage and transparency | Celebrate our achievements and those of our clients.

### Position Description Approved By:

Deputy Chief Executive Service Delivery

## Service Delivery

We work together to make a difference for New Zealanders. Whether that's helping someone get sorted financially so they can study, supporting someone into work, ensuring support is there for someone who can't work, helping one of our seniors by granting their entitlement to New Zealand Superannuation, or giving New Zealanders confidence that the system they fund is being used by people in genuine need.

We do this through three key groups; *Regional Service Delivery*, our frontline centres delivering face-to-face services across 11 regions, *Contact Centre Services* providing client services by phone, and *Centralised Services* - specialist teams managing processing of support and entitlements.

These three groups are supported by a number of teams, providing operational support, service development, learning and development, analytics and workflow management and engagement expertise.

Whatever part of Service Delivery we work in, we have a role in delivering services and making a difference for more than a million clients.

## Purpose of the Position:

The StudyLink Officer will provide services to students and provide information, advice and options in regard to financial assistance, and support clients to make well informed decisions.

The StudyLink Officer will also promote Regional Service Delivery and provide information and advice to wider audiences, including delivering presentations to a variety of audiences.

The StudyLink Officer may be asked to contribute to supporting the wider service centre case management functions as business needs require.

## Working Relationships

### Internal:

- Service Centre Manager
- Other service centre staff
- StudyLink managers and staff in other business lines
- Service Delivery/other Ministry staff

### External:

- Members of the public/clients
- Education providers as required

## Key Accountabilities:

Key Result Area	Accountabilities
Client Service	<ul style="list-style-type: none"> <li>Provides clients with a full and professional service in line with the StudyLink Service Charter (<a href="http://www.studylink.govt.nz/about-studylink/studylink-service-charter.html">http://www.studylink.govt.nz/about-studylink/studylink-service-charter.html</a>) and relevant policies, procedures and legislative rules</li> <li>Responds to requests for information and advice via the most appropriate communication channel (face to face, online, email or phone)</li> <li>Uses effective questioning and interviewing techniques to identify and clarify the true nature of requests for information and assistance</li> <li>Determines the most appropriate course of action and responds accurately and professionally to requests within appropriate timeframes</li> <li>Escalates or refers requests or issues as appropriate</li> <li>Completes any follow up actions within appropriate timeframes, records actions in the system and keeps the client updated throughout the process</li> <li>Identifies and ensures clients are aware of and know how to access their full and correct entitlement</li> <li>Advises clients of their obligations and actions that need to be completed</li> <li>Utilises and updates generic notes and data as appropriate</li> <li>Champions client strategies eg online services and ensures all key messages are delivered to clients</li> <li>Proactively manages site calendars.</li> </ul>
Public Relations and Stakeholder Management	<ul style="list-style-type: none"> <li>Delivers and participates in StudyLink programmes or initiatives eg expo attendance, education provider information/enrolment days in accordance with the national framework</li> <li>Effectively builds and manages relationships with stakeholders in the region</li> </ul>
Case Management Services	<ul style="list-style-type: none"> <li>Provide flexible and cross-functional assistance to the case management function within the service centre as business needs require.</li> </ul>
Teamwork and Relationship Management	<ul style="list-style-type: none"> <li>Contributes to the team and centres key performance indicators and results</li> <li>Actively participates in planning, developing and championing team goals and initiatives</li> <li>Works in an integrated way assisting and supporting other Service Delivery teams and business units when required</li> <li>Assists and supports new staff members and provides floor support as required</li> <li>Participates on and contributes to projects, workshops, training and other initiatives as appropriate</li> <li>Actively builds and maintains effective working relationships and networks across Service Delivery and MSD</li> </ul>



#### *TECHNICAL/PROFESSIONAL KNOWLEDGE AND EXPERIENCE*

- Background in customer services with proven experience dealing with clients from a variety of backgrounds
- Technologically competent – experience with Outlook and the Microsoft office suite, internet and databases
- Experience with multi- tasking in a busy environment
- Knowledge of Ministry products and services is an advantage

#### **Attributes/Success Factors**

- Acts with integrity
- Adapts easily and effectively to change
- Highly effective verbal and written communication skills
- Able to apply judgement and make decisions
- Demonstrates ownership and accountability
- Strong client focus
- Able to identify and effectively mitigate risk

#### **Other Requirements**

- Welcomes and values diversity and contributes to an inclusive working environment where differences are acknowledged and respected
- Recognises and understands the Ministry's obligations under the Treaty Of Waitangi, when considering the circumstances and issues facing Maori in the communities the Ministry works with
- Holds current full drivers licence and is prepared to drive the Ministry's vehicles (manual) if required



**MINISTRY OF SOCIAL  
DEVELOPMENT**

TE MANATŪ WHAKAHIATO ORA

# Our Changing Needs

## Proposal for Consultation

# Contents

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<b>Introduction.....</b>	<b>3</b>
<b>Case for change.....</b>	<b>4</b>
A bit of background .....	4
Improving our services .....	4
Our business needs have changed .....	5
<b>Scope .....</b>	<b>6</b>
<b>Proposed key changes.....</b>	<b>6</b>
Childcare coordination .....	6
Tertiary student support .....	6
Work Track facilitation .....	7
<b>Proposed Service Delivery Structure .....</b>	<b>8</b>
Childcare coordination .....	8
Tertiary student support .....	8
Work Track facilitation .....	9
<b>Draft Change Management Protocols .....</b>	<b>9</b>
<b>Next Steps.....</b>	<b>9</b>
Consultation process .....	9
Consultation timeline .....	10
Employee Assistance Programme .....	10
Questions.....	10
<b>Appendix A: Proposed organisational structure .....</b>	<b>12</b>
<b>Appendix B: Providing feedback.....</b>	<b>13</b>
Template for feedback.....	13

## Introduction

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First and foremost, we're a service organisation. We work hard to put our clients at the heart of everything we do and this means we've been adapting to the changing way clients tell us they want to access our services.

We've opened the door for people to do most of their transactions where and when it suits them digitally, and made it easier and less manual for us to process these.

And we'll keep evolving our services as our organisation becomes more technologically capable. More and more, the clients we're serving face to face are those with complex needs that require intensive support, not those that need a bit of money while they're between jobs.

As well as the changes we make, our business flexes with the economy and Government and policy demands. The size, shape and skills of our workforce need to respond to these changes.

The proposals in this document recognise that some clients and providers work differently with us now and we are proposing changes to three Service Delivery roles in the areas of childcare coordination, tertiary student support, and Work Track facilitation.

Your knowledge and expertise is a vital part of any decisions we'll be making so we strongly encourage you to review the following document and tell us what you think.

While change can be unsettling, with it comes opportunity and we need you to help us make sure we're making the most of the opportunities our changing world is presenting for us and our clients.

If you have any questions about the proposal, please ask us, or talk to your manager or email [ourchangingneeds@msd.govt.nz](mailto:ourchangingneeds@msd.govt.nz).

Please provide your feedback by **12 noon on Friday 12 August 2016**. Your feedback is important.

Ruth Bound  
DCE Service Delivery

Penny Rounthwaite  
National Commissioner Service Delivery

## Case for change

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We're here to help people. It might be some financial support when someone loses their job to help them while they find another one, or financial help for someone who can't work. It could be some extra help for people who are working, or making sure people get NZ Super or a student loan.

We make a difference for people, families and children. Our core reason for being never changes but the way we do it does. We learn, we do things better and that means we get better at helping our clients. We want to be the best we can be.

### A bit of background

As an organisation we've made a commitment to put the client at the centre of everything we do. This means making sure we offer the services our clients need and that these services are streamlined and easy for them to access.

We're already doing this in our case management. Instead of having a 'one size fits all' service, we take an Investment Approach to our service delivery and provide our clients different levels of case management depending on their circumstances and needs. We've also trialled new ways of working with different groups of clients, such as our young Supported Living Payment clients and very long-term clients, to see what services work best for them.

In 2014 we took another important step towards putting our clients at the centre when we joined Senior Services, StudyLink, Work and Income and Fraud at an operational level. In the past, our service approach was organised around these separate service lines and clients had to navigate their way across and between them as their needs changed. By joining them together, we're better able to provide simpler and more accessible services to our clients.

We've laid some important foundations in changing the way we operate over the last few years but we still have a lot of work to do to fully align, modernise and create a service that meets the needs and expectations of New Zealanders. The changes proposed in this document are another step towards forming a cohesive, flexible way of operating that is simpler and smarter for our clients.

### Improving our services

We've been responding to the changing needs of our clients, providers and stakeholders, particularly in the way we deliver our transactional services.

The way we all access services has changed rapidly, with information and products broadly available on demand, accessible anywhere and at any time via digital technology. Our clients can and want to manage their own information, so if we can provide them with better digital channels and tools to do this then we can focus more on helping them get the best outcomes.

In the past year, we've seen a number of initiatives that have improved our processes and made it easier for our clients to access the services they need. We're automating manual activities such as data entry, streamlining our processes through business

process reengineering and creating new digital service delivery channels. For example, we introduced the e-lodgement of medical certificates, enhanced the contact centre's Voice Enabled Technology system and released MyMSD.

While we'll still have face-to-face and phone-based services for those who need it, digital channels should be the preferred way for our clients, providers and stakeholders to engage with us because they are the fastest and easiest channel for them to use. The changes we're making are about government catching up with how people are increasingly interacting with organisations across all aspects of their lives, and making sure that our services are simple and smart. Students already use digital services as their primary channel, and with the improved digital offerings we're seeing the rest of our clients are now also shifting to online channels.

As well as making the services we offer simpler at the front, we're also making our processes smarter at the back by automating what transactions we can or moving the work to Centralised Services. This allows our face-to-face and phone services to focus on the people who need more intensive support to achieve outcomes.

## **Our business needs have changed**

We're looking at our business and asking:

- By delivering this service in a different way, can we get better outcomes?
- Can we make it easier for clients to access this service?
- Will clients build independence if this service is offered through different channels?

To achieve a more client-centric service model we need a workforce that is flexible to respond to the changing needs of our clients, providers and stakeholders as they shift into different channels. We need our people in roles where they can best support our clients today and into the future. This means we need to make some changes.

We've identified some areas where a service could be delivered in a different way. We propose to make the following changes:

- The centralisation of childcare coordination, including all transactional work (a large portion of this has already been successfully centralised) and engagement with providers in regards to transactions.
- As students now complete almost all their transactions via digital channels, a reduction in the face-to-face service offered for students and greater flexibility for people in these roles to work with other client groups.
- Removing the Work Track facilitation function, as this programme is no longer offered.

The proposals in this document are about recognising that our client, provider and stakeholder needs have changed, and making sure that we continue to get better at helping New Zealanders by having people in the right roles to do this.

## Scope

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Roles related to childcare coordination, tertiary sector liaison and Work Track facilitation are in scope for this proposal.

## Proposed key changes

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We have looked at the different functions in the three areas where we're proposing change and have found the following.

### Childcare coordination

The childcare coordinator role has changed significantly since it was established in 2004. Originally childcare coordinators performed a promotional role to increase uptake of Childcare Assistance and helped clients and providers navigate through what were initially very manual and complex processes. Since 2004, clients and providers have become more familiar with our processes and these processes have been simplified. In addition, a large portion of transactional work has been centralised. All transactional work (applications, annual reviews and changes in circumstances) for Auckland region has been processed centrally for a number of years, and annual reviews and changes in circumstances were centralised for all other regions in 2015.

Over time, the functions of the childcare coordinator role have shifted to a more customer service role, primarily dealing with queries about processes or payments. This interaction is undertaken mostly by phone, email and text, although some childcare coordinators continue to make site visits to providers.

We propose that all Childcare Assistance transactional activity that remains in Regional Services is centralised to Centralised Services. This is in line with the on-going centralisation of transactional work, and would be completed alongside business process reengineering to make sure that the process we centralise is simple and smart for clients, providers and our employees.

We also propose centralising the customer service activity related to childcare. Our client and provider needs have changed since Childcare Assistance was introduced and they no longer need the same level of support. The majority of queries are now transactional, so we propose that these also be managed by a processing role. Although some childcare coordinators still provide a face-to-face service, this level of service has reduced over time and we propose that it is no longer required. Providers would receive a more convenient, well-managed and responsive service by phone and email.

### Tertiary student support

The StudyLink Officer Outreach (SLO) role provides a face-to-face service for current and prospective students in selected sites. The service includes providing advice on the forms of financial assistance available to tertiary students and how to apply, receiving evidence, liaison with education providers, providing a phone service and completing processing tasks. The role varies across regions and is very seasonal, with peak times between semesters.

Student foot traffic in sites has steadily trended down since StudyLink implemented its online strategy in 2006, with a 23% decrease in face-to-face activity in the last year alone. This online strategy has shifted the vast majority of students to transacting with us through digital channels - 99% of Student Allowance applications, 98.6% of Student Loan applications, 99.7% of applications for course-related costs and over 90% of Jobseeker Support Student Hardship applications are received online. Students are also increasingly using digital services to submit evidence to support their applications. All of these transactions can now be managed by Centralised Services.

Alongside this channel shift for transactional work, other key activities for Outreach employees outside of peak times have also shifted online and are affecting workloads. For example, the Sussed school visits programme was ended in 2014 and prospective students are now encouraged to use the Online Sussed tool.

While we'll continue to provide a student-focussed service in Regional Services, both for students and education providers, there is no longer the demand for the resource level required in the past and we propose that the numbers in the role be reduced. We also propose revising the SLO position description to provide greater flexibility for these employees to also work with other client groups from time to time to meet business needs.

## **Work Track facilitation**

We no longer offer the Work Track programme and we propose that the Work Track Facilitator role be disestablished. This role was established within the New Zealand Employment Service to lead a specialist job search programme (Work Track) and continued when Income Support and the Employment Service joined to become Work and Income in 1998. The role involved planning, managing, recruiting and leading the Work Track programme, including delivery of programme sessions, group facilitation and one-on-one coaching with clients.

We have not offered the Work Track programme since 1999. At this time, all Work Track facilitators were offered reassignment to a case manager role. Most accepted reassignment; however, some did not and continued in the role. Over time, Work Track facilitators have moved to completing tasks that require a similar skillset (for example, facilitating seminars) or seconded to other roles.

Overall, we are shifting to a more flexible workforce so that we are able to quickly and effectively respond to our clients' needs. An important step in achieving this is making sure that we have our people in roles that are meeting our clients' needs today. Work Track ceased in 1999 and, even though the role still exists, it has not been carried out since then and is no longer required.



# Proposed Service Delivery Structure

## Childcare coordination

Under the proposal, all childcare related functions would be centralised and Centralised Services are proposed to manage this function in the new structure. New Central Processing Officer positions would be established at Centralised Services Mangere.

Business Line	Role	Proposal	Rationale
Regional Services	Childcare Coordinator	Role proposed to be disestablished – proposed disestablishment of 45.13 positions	Functions of the role can be carried out by a processing role in Centralised Services
Centralised Services	Central Processing Officer	Proposed increase in establishment of 25 positions (i.e., an increase in the number of positions in the role)	Increase in positions to manage: <ul style="list-style-type: none"> <li>• processing of remaining childcare applications</li> <li>• transactional customer service activity</li> </ul>
	Service manager	Proposed increase in establishment of one position (i.e., an increase in the number of positions in the role)	Increase in service manager roles to manage childcare related work and increased number of central processing officers

## Tertiary student support

Under the proposal, Service Delivery would need fewer StudyLink Officers Outreach. The remaining positions within the role would be located in centres linked to tertiary institutions. Refer to *Appendix A* for the proposed number of positions in each region.

Business Line	Role	Proposal	Rationale
Regional Services	StudyLink Officer Outreach	Proposed decrease in establishment (i.e., a reduction in the number of positions in the role) from 49.43 positions to 20 positions  Proposed changes to position description: <ul style="list-style-type: none"> <li>• change of title to StudyLink Officer</li> <li>• increased flexibility to work with other client groups</li> </ul>	Reduced need for face-to-face service for students due to majority of transactions now being completed online

## Work Track facilitation

Under the proposal, the role of Work Track Facilitator would no longer be required.

Business Line	Role	Proposal	Rationale
Regional Services	Work Track Facilitator	Role proposed to be disestablished – proposed disestablishment of 5.6 positions	Work Track programme no longer offered so specialised position no longer required

The proposed organisational structure is attached as *Appendix A*.

## Draft Change Management Protocols

A draft change management protocol is available as part of this proposal for consultation. It sets out how we propose to manage this change, including where roles will be ring fenced by region and includes the following principles:

- Employment security is maximised through reconfirmation and reassignment.
- Employees are given certainty about their situation as soon as possible.
- Employees are given opportunities to participate in the process.
- Employees' preferences are considered throughout the process.
- The process is flexible, timely, open and transparent.

## Next Steps

### Consultation process

We acknowledge that change can be unsettling, but it can also be an opportunity for development and growth. Your contribution is important, and the consultation process is an opportunity to share thoughts and ideas on any aspect of the proposed changes outlined in this document. This might be suggesting improvements or telling us why something may or may not work. If you're suggesting alternatives or changes to what's been proposed, give as much detail as possible about how these changes will support the objectives set out earlier in the document. This is a proposal and nothing has been finalised yet; we need your feedback to ensure we make the right changes.

Submissions need to be made in writing and can be emailed to [ourchangingneeds@msd.govt.nz](mailto:ourchangingneeds@msd.govt.nz) by 12pm, Friday 12 August 2016. Feedback can be provided individually or as a group. All submissions will be read and considered before a final decision is made.

A template for providing feedback has been included with this proposal as *Appendix B*.

## Consultation timeline

Milestone	Begins	Ends
Consultation document released to employees	Wednesday 3 August 2016	
Consultation period begins with release of consultation document	Wednesday 3 August 2016	12pm, Friday 12 August 2016
Submission period begins	Wednesday 3 August 2016	Friday 12 August 2016
Consideration of feedback from submissions	Monday 15 August 2016	Friday 19 August 2016
Final structure approval	Monday 22 August 2016	Wednesday 31 August 2016
Final decision released to employees on the proposal	Thursday 1 September 2016	
Change management process begins: Reconfirmation and reassignment process – expressions of interest sought / selection / reconfirmation and reassignment offers	Thursday 1 September 2016	Monday 10 October 2016
New structure comes into effect	Monday 21 November 2016	

Once the final decision on this proposal has been announced, all affected employees will be provided with information about reassignment opportunities available in their region. This includes new roles, remaining roles where there's been a reduction in the number positions in the roles, and vacancies in suitable permanent roles within the region.

## Employee Assistance Programme

Change is unsettling and this period of uncertainty may be difficult. The Ministry provides a free counselling service through the [Employee Assistance Programme \(EAP\)](#). To talk to someone about this change or any other concerns, you can contact EAP by phoning 0800 787 2867.

This service is available 24 hours a day, seven days a week.

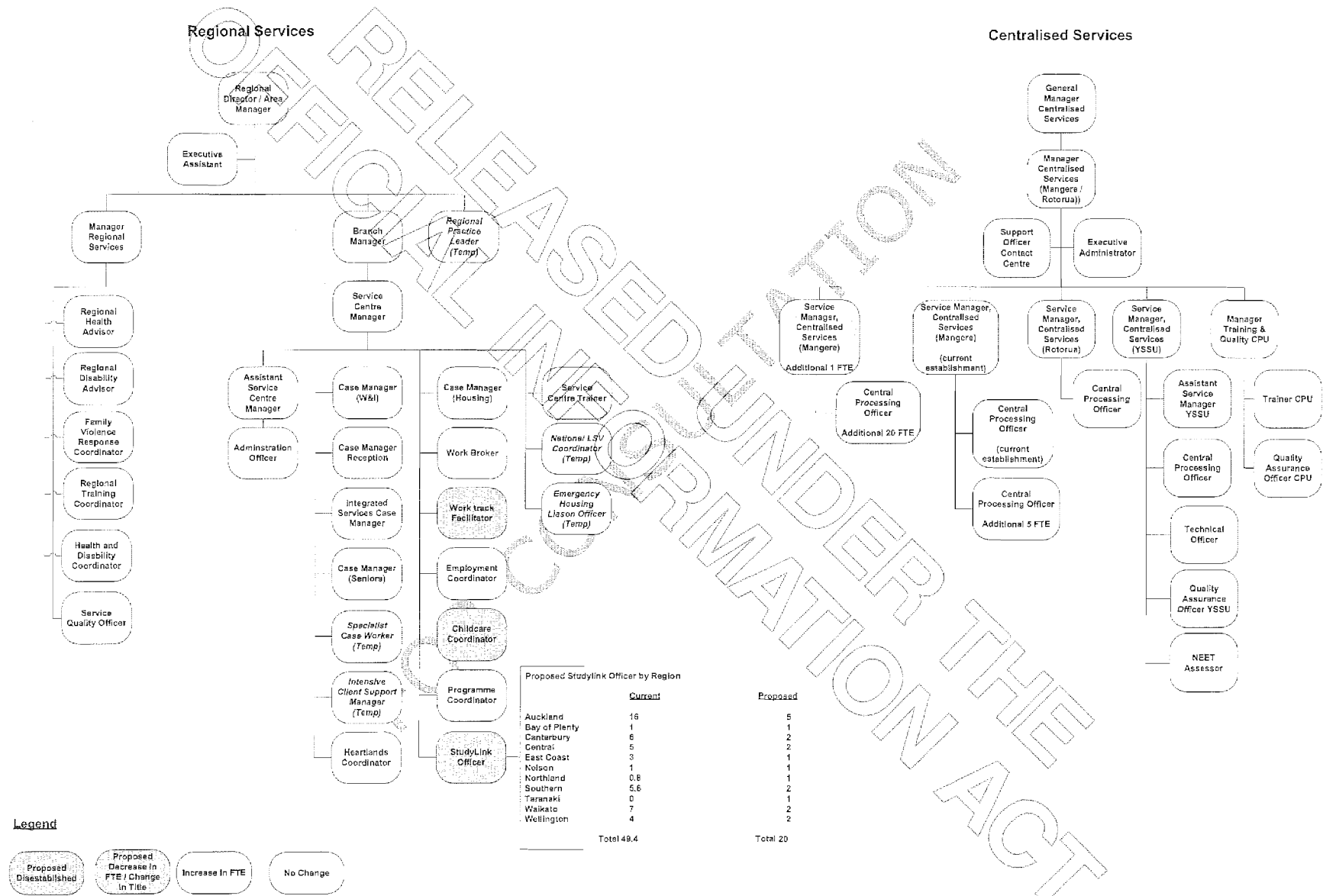
## Questions

If you have any questions about the proposal, you can talk to your manager or you can email [ourchangingneeds@msd.govt.nz](mailto:ourchangingneeds@msd.govt.nz). If you are a union member you can also talk to your union delegate.

A list of questions and answers about the proposal is available on Doogle. This will be updated regularly with additional questions and answers.

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Appendix A: Proposed organisational structure



## Appendix B: Providing feedback

Your input is critical in making sure we get this review right the first time. Your participation, knowledge, skills and insight are essential elements during this consultation process.

### Template for feedback

Some suggested areas for feedback are shown in the template below around what you might want to consider. However, all feedback is important and you can submit your feedback to [ourchangingneeds@msd.govt.nz](mailto:ourchangingneeds@msd.govt.nz) in any format you choose. If you prefer, you can submit hard copy forms to:

<b>To</b>	Our Changing Needs Level 5, Bowen State Building 34 Bowen Street Pipitea Wellington 6011	<b>Date</b>	
<b>From</b>	[name of individual(s) providing feedback / comment]		
<b>Security Level</b>	In Confidence		

#### Comment

I/We support the following areas of the proposal:

I/We believe the proposal does not address the following:

I/We believe the proposal only partially considers:

#### Alternate proposal

I/We propose:

#### General feedback

Signature(s)

[Insert Names(s) and Title(s)]



MINISTRY OF  
SOCIAL DEVELOPMENT  
*Te Manatū Whakahiato Ora*

# **OUR CHANGING NEEDS**

**CHANGE MANAGEMENT PROTOCOL  
FOR THE PLACEMENT OF EMPLOYEES  
SERVICE DELIVERY**

## 1. Introduction

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

The Ministry and the PSA agree that when the Ministry undertakes change, the change will be underpinned by the principles and values of the Agreement for Modern, Innovative and Productive Public Services.

This protocol applies to employees in permanent positions (including those on secondment, parental leave, study leave, sick leave, and employed on a full-time or part-time basis) who are "affected" by decisions under "Our Changing Needs".

This protocol gives effect to section 14: "Our Approach to Change Management" of the Work and Income, Students, Seniors and Integrity Services Collective Agreement.

The protocol outlines the process to appoint affected employees to positions in the structure; and the process to be applied in the event an employee is not appointed to a position in the structure.

This process does not apply to:

- Employees engaged on a fixed term agreement.
- Casual employees.
- Managers and senior specialists
- Contractors.

Employees are encouraged to read the change management provisions of their employment agreement. If there is a conflict of interpretation between their employment agreement and this protocol, their employment agreement will take precedence.

## 2. Principles

This protocol reflects the following principles:

- Employment security is maximised through reconfirmation and reassignment.
- Employees are given certainty about their situation as soon as possible.
- Employees are given opportunities to participate in the process.
- Employees' preferences are considered throughout the process.
- The process is flexible, timely, open and transparent.



### 3. Process for appointing employees to positions in the structure

**Reconfirmation** followed by **Reassignment** is the process used to appoint affected employees to positions in the structure.

#### The Reconfirmation Process

Reconfirmation is the process of appointing employees to positions where:

- The position description is the same or substantially similar to the existing position.
- The remuneration is the same.
- The position is in the same location (local area) or vicinity.
- Terms and conditions (including career prospects) are no less favourable.

Reconfirmation can include a change in reporting line or change in title.

Employees will be reconfirmed into positions where they are the clear candidate or where they are one of a number of clear candidates and that number of clear candidates is equal to, or less than, the number of positions available. Where the number of clear candidates is greater than the number of positions available the process for appointing affected employees to positions will be through reassignment.

Employees will be notified individually in writing where they are reconfirmed.

Where an employee considered to have met all the reconfirmation criteria declines reconfirmation, they will not be entitled to redundancy compensation.

#### The Reassignment Process

Reassignment is the process of appointing employees to positions by matching an employee's skills to a position that requires similar skills. The objective is to place the maximum number of affected employees into positions in the structure.

Affected employees not reconfirmed will be part of the reassignment process and considered for the remaining, new position(s) and nominated vacancies within the structure before other employees.

Affected employees will be advised of the positions available for reassignment within the structure and invited to submit an expression of interest for reassignment to these positions.

Ring-fencing of roles for reassignment:

- All positions available for reassignment will be ring fenced by region.
- Where there is a reduction in the number of permanent employees in a named position within that region, and there are more employees in that named position(s) than is available for reassignment, the named position will be ring fenced to the affected permanent employees who hold that named position.

Where applicable, any relocation and/or travel costs relating to a reassignment (as set out in the employee's employment agreement) will be discussed and if agreed, will be set out in the reassignment offer letter.

The reassignment process may include interviews and an assessment/ recommendation by a reassignment panel of an employee's:

- Skills and/or competencies for the position.
- Qualifications and experience.

The reassignment process may include consideration of recent information relating to the employee held by the Ministry such as performance rating information and may include relevant information held on the employee's personal file.

The Ministry will offer reassignment in writing to the employee.

The Ministry may also offer reassignment where it has not received an expression of interest but believes a match of skills to a position is reasonable.

Where an employee considered to have met the reassignment criteria declines the offer of reassignment, they will not be entitled to receive redundancy compensation.

Note, affected employees may apply for vacancies advertised with Service Delivery (ie roles that are not subject to ring-fencing for the reassignment process) and the wider Ministry during the reassignment period. Affected employee will have a preferential right of appointment to these vacancies and will be advised in writing of their preferential status (refer to clause 5 in this protocol).

#### **Equalisation**

Where an employee accepts reassignment to a position with a lower salary, the employee will be entitled to an allowance equivalent to the difference between their old salary and new salary. The employee can choose between:

- A lump sum calculated on the basis of two years' equalisation; or
- An ongoing allowance that will be abated by any subsequent salary increases.

#### **4. Right of review**

Affected employees who have not been reassigned to a position or positions which they have expressed an interest in can seek a review of the reassignment process as it relates to their expression of interest. The purpose of the review is to ensure that the reassignment process described in the change management protocol has been followed.

##### **Review process**

- The employee is formally advised they have not been reassigned to a position. The employee advises their manager within five working days that they want a review of the reassignment process.
- An independent reviewer (usually a manager with no involvement or direct interest in the outcome of the reassignment) reviews the process to establish if it was applied in accordance with the change management protocol. This will be completed within 10 working days following receipt of the review application.

- The employee is given an opportunity to meet with the reviewer to put their case forward before the review decision is made. The employee will be given a reasonable opportunity to review any documentation considered during the review, prior to the meeting.
- The employee is advised in writing of the outcome within five working days of the conclusion of the review. The independent reviewer's decision is final.
- If the outcome is that the reassignment process was not in accordance with the change management protocol, the employee and their manager will meet to discuss and agree on alternative options to resolve the issue.

## **5. Employees not placed following reconfirmation and reassignment**

Unplaced employees will be advised of vacancies in Service Delivery and the wider Ministry. Unplaced employees have a preferential right of appointment to these vacancies and will be advised in writing of their preferential status.

Preferential right of appointment means that all things being equal (in terms of suitability to the position), an employee with preferential status will be offered the position over an employee who does not have preferential status.

Unplaced employees interested in these vacancies will be assessed (alongside other candidates who have applied for the role) by a recruitment panel to ensure they have the skills, qualifications and experience to fulfil the function. Where more than one unplaced employee applies for a position, preference will be given to the person who is the best match to the position based on skills, qualifications and relevant experience.

An individual's preferential status for positions within the Ministry will cease once reconfirmation and reassignment processes have been completed and the individual has been offered a position.

Following reconfirmation and reassignment, remaining unplaced employees will be formally advised that they are surplus and will be given notice that unless placed by other options, their employment with the Ministry will end.

## **6. Career Transition**

Employees not appointed to a position through reconfirmation, reassignment or internal recruitment will continue to be supported during the time they are employed with the Ministry. The type of support available includes:

- Reasonable paid time to prepare/update CVs and reasonable time to prepare for and attend interviews.
- Counselling support services (STRATOS), where required to help employees and their families to deal with issues arising from the change process.

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

## **7. Options**

The following options may be made available to employees declared surplus to requirements, depending on what is specified in their Employment Agreement:

- Redeployment outside of the Ministry.
- Temporary employment.
- Redundancy.
- Enhanced early retirement.

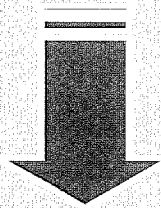
During the notice period, the appropriate manager(s), the surplus employee and their union (if applicable) will meet to discuss and seek to agree on option(s) to be offered and the timeframe within which the option is to be determined. This may include options not covered in this protocol.

## **8. Redundancy**

Redundancies will be available in cases where no other option is available to the Ministry.

- Compensation will be calculated and paid in accordance with the employee's Employment Agreement.
- Formal notice of redundancy, the reasons for it and the effective date will be given to the employee by individual letter.
- Where redundancy compensation applies, an earlier cessation date and a payment of any of the remaining notice period may be agreed.

## Change Management Process



**Consultation Period – 10 August to 19 August 2016**

**Letters to affected employees advising final decision – 7 September 2016**

**Final decision document released – 8 September 2016**

**Expression of interest process – 8 September to 19 September 2016**

**Reassignment shortlist /selection / offer process – 20 September 2016 to 17 October 2016**

**Other options considered from 18 October 2016 to 26 October 2016**

**Notice period for non-reassigned employees - 1 November 2016 – 30 November 2016**

**Changes to structure comes in to effect – 1 December 2016**



**MINISTRY OF SOCIAL  
DEVELOPMENT**

TE MANATŪ WHAKAHIATO ORA

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# Our Changing Needs

## Confirmation of Final Structure

# Contents

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<b>Introduction .....</b>	<b>3</b>
<b>Consultation process and feedback .....</b>	<b>4</b>
<b>What was proposed.....</b>	<b>5</b>
Consultation on change management protocols.....	5
<b>What was decided .....</b>	<b>6</b>
Overview of final decision.....	6
Childcare coordination .....	6
Final decision.....	9
Tertiary student support .....	10
Final decision.....	11
Work Track facilitation .....	12
Final decision.....	12
Summary of final decisions .....	13
<b>What happens next .....</b>	<b>14</b>
Key milestones .....	14
Reassignment .....	14
Skills workshops .....	15
Employee Assistance Programme .....	15
Questions.....	15

# Introduction

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We realise the past few weeks has been a difficult time for some of you as we face changes to the way we're organising Service Delivery into the future, and we're really proud of how you've been supporting each other.

We've talked a lot about how our world is changing and what that means for our clients and for us. A big part of this is continuing to look for opportunities to do better and to check we've got the capability and capacity we need, where we need it.

The way we support students and work with childcare providers today is quite different from when we first set up the childcare coordination and StudyLink officer roles. Technology has allowed us to deliver a more convenient service to many of our clients, and presented opportunities for simplifying how we do things both within our business and when working with providers.

Where Work Track facilitation is concerned, the programme these roles supported has not been in operation for some years and Work Track facilitators have been doing a number of case management functions instead.

We reached the final decisions outlined in this document because, as a service organisation, we have to be able to respond to our current – and importantly, future – demands knowing we've got the size, shape and skills to deliver the services needed to do the best we possibly can for our clients.

The knowledge and expertise you shared during the consultation period was a vital part of the review. We carefully considered your submissions and feedback and you'll see from this document that in some cases, this influenced changes we made to what was initially proposed.

Your participation in the process has allowed us to move forward to the implementation of the new structure with confidence that the decisions outlined here position us in the very best way for the future.

While this marks the end of the consultation and review process, we know some of you affected by these decisions face more uncertainty over the next few months.

Please talk to your manager, and don't forget the employee assistance programme is available for you to use any time. If you have any questions, you can email [ourchangingneeds@msd.govt.nz](mailto:ourchangingneeds@msd.govt.nz).

We want to reiterate that there are no other planned changes across Regional Services, contact centres or Centralised Services this year or next.

Thank you for your patience during this process and for continuing to support each other as we know you will.

Penny and Ruth



## Consultation process and feedback

Thank you to everyone who provided questions, feedback and suggestions through the consultation process.

Date	Milestone
<b>3 August</b>	Consultation document released to employees
<b>10 August</b>	Consultation period extended by five days to 12 pm Wednesday 17 August
<b>17 August</b>	Consultation period closed
<b>2 September</b>	Final decision announced

At the close of the consultation period on 17 August, a total of 79 submissions had been received from people in the three roles covered by the proposal and other employees across the Ministry.

- 49 submissions related to childcare coordination
- 25 submissions related to tertiary student support
- Three submissions related to Work Track facilitation
- Two submissions covered all three areas under the proposal.

The responses ranged from requests for information, to key themes, to specific feedback on technical details and individual circumstances.

Childcare and tertiary education providers were also invited to provide feedback on the proposed changes. We heard back from 395 childcare providers (approximately an 11% response rate), letting us know about the service they currently receive from the Childcare Coordinators in their region and helping us understand the best way for this service to be delivered in the future. While feedback from childcare providers is not formally part of the consultation process, we were interested to hear their perspective and have taken this into account in reaching the final decision.

People put a lot of time and thought into writing their submissions. All submissions were read with an open mind and careful consideration was given to the matters raised. Your feedback has resulted in some changes to what was proposed in the consultation document.

The following sections address the common themes that came through in the feedback. While it is not possible to respond directly to each individual comment, they have provided a source of information that will be valuable in guiding us through the transition to the new structure and support our on-going work.

## What was proposed

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In the consultation document we proposed changes in three areas designed to ensure that we are delivering our services in a way that best responds to the changing needs of our clients and providers.

The changes proposed in the consultation document are summarised briefly below.

### Childcare coordination

- Centralising transactional work and customer service activity relating to Childcare Assistance, and establishing 25 Centralised Processing Officers and one Service Manager based in Mangere to manage this work.
- Disestablishing the Childcare Coordinator role.

### Tertiary student support

- Reducing the number of StudyLink Officer Outreach roles based in Regional Services due to the increase in uptake of online services while continuing to ensure we maintain a specialist StudyLink presence.
- Revising the StudyLink Officer Outreach position description to provide greater flexibility to work with other client groups from time to time to meet business needs.

### Work Track facilitation

- Disestablishing the Work Track facilitator role as the Work Track programme has not been offered for a number of years.

## Consultation on change management protocols

Alongside the release of the consultation document, we also issued change protocols for consultation.

The two draft protocols were:

- Proposed Staff Change Management Protocol WINS Collective
- Proposed Staff Change Management Protocol PSA Collective

We did receive some questions about the protocols but no specific feedback or suggestions for change.

# What was decided

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## Overview of final decision

Submissions were considered by a panel over two days before reaching a final decision. Panel members were:

- Te Rehia Papesch, Associate National Commissioner (chair)
- Lindsay Meehan, General Manager Centralised Services
- Graham Allpress, Manager Centralised Services
- Ski Wisnesky, Regional Director Bay of Plenty
- Jan Rata, Regional Director Taranaki

The sections that follow provide more detail on the feedback we received, the responses and options considered under each area of the proposal.

## Childcare coordination

We received 49 submissions relating to childcare coordination. Most of these were from Childcare Coordinators. We did also hear from some other staff across the Ministry as well, letting us know how they interact with Childcare Coordinators in their roles.

We also received 395 responses from our childcare providers, giving us feedback on the service they receive at the moment, both through Childcare Coordinators and from Centralised Services. We made follow-up contact with some of these providers to help us understand the different ways they have contact with the Ministry at the moment and the best way for us to manage these interactions in the future.

Key themes of the feedback included:

- the importance of the relationship management and having a liaison point for childcare providers and other external stakeholders
- the preference for childcare providers to have one point of contact
- the belief that some services need to be provided face-to-face
- the risk of losing the expertise and local knowledge of Childcare Coordinators
- the complexities that still exist in Childcare Assistance policy and processes
- a concern over the ability of Centralised Services to handle additional processing.

The table below provides commentary on key themes from submissions and our response to them.

What you told us	Response/Options considered
<p><b>Internal and external relationship management</b></p> <p>We received feedback that the Childcare Coordinator role has not changed significantly since the role was established. The largest part of the role is relationship management of childcare providers, which is done face-to-face, by phone and by email.</p> <p>We heard both through submissions and through feedback from childcare providers that they prefer one point of contact, although the service provided and the service desired does vary. Some providers told us that they no longer receive a face-to-face service and that interacting by phone and email only is acceptable, and in some cases preferable. For providers, the most important thing is being able to access the information they need and resolve issues in a timely manner.</p> <p>A proportion of Childcare Coordinator work also involves managing relationships with:</p> <ul style="list-style-type: none"> <li>• other community groups</li> <li>• working families</li> <li>• vulnerable families.</li> </ul> <p>This is primarily to encourage the uptake of early childhood education, promote childcare products and facilitate easy access to Work and Income assistance.</p> <p>You also told us that expert knowledge of Childcare Assistance and local knowledge of providers is an important part of supporting other parts of the Ministry, particularly service centre staff when having conversations with clients about moving into employment.</p> <p>Some activities were also identified that you believed cannot be completed centrally, including:</p> <ul style="list-style-type: none"> <li>• setting up new providers in our</li> </ul>	<p>We do agree that support for providers is valuable; however, we think that the level of support for providers and clients that was originally required when Childcare Assistance was first introduced has reduced and can be provided in different ways.</p> <p>Having one point of contact for providers is convenient, particularly with the complexities that still exist in our childcare processes. However, we do not think that this point of contact necessarily needs to be face-to-face or local. There is already some provider interaction management happening in Centralised Services. We also have other successful centralised models of relationship management with providers such as with Specialised Processing Services. It was also noted that while all regions have Childcare Coordinators, there are large areas within regions where Childcare Coordinators are not located and the functions of the role are still managed.</p> <p>Although we think that the relationship with providers can be effectively managed from a central point, we do recognise that the interactive element of childcare coordination is extremely important, as is access to a responsive service. Providers may also need additional support to transition to a new way of interacting with us. We have completed a full validation of the number of new positions that will be needed in Centralised Services for processing and to manage interactions with providers. We have decided that additional resources should be allocated, allowing for processing and providing a point of contact for providers, both through phone calls and a centralised email.</p>

<p>systems</p> <ul style="list-style-type: none"> <li>• change of ownership</li> <li>• centre closures</li> <li>• checking that centres are legitimate business</li> <li>• following up on licences.</li> </ul>	<p>Outside of relationships with childcare providers, we think that a number of the relationship management functions currently carried out by Childcare Coordinators fall within other Service Delivery roles, such as:</p> <ul style="list-style-type: none"> <li>• Regional leadership currently has a variety of ways of engaging with community groups at a national, regional and local level.</li> <li>• Face-to-face client services, including conversations around early childhood education, the relevant income support and assistance into employment currently is within the case management function. This includes information and assistance for vulnerable families and working families.</li> <li>• Specialist knowledge about products is embedded in other roles, such as our trainers.</li> </ul> <p>Consequently, we do not envisage workload or functional impacts on other roles in Regional Services.</p> <p>We also did not agree that the actions identified as needing face-to-face contact such as centres opening, closing and changing hours cannot be managed centrally.</p>
<p><b>Centralising applications</b></p> <p>In general, there was support for centralising the processing of applications for Childcare Assistance.</p> <p>A strong theme in feedback was a concern over the ability of Centralised Services to manage additional processing activity, and recent timeliness issues with childcare processing were highlighted.</p>	<p>Centralising transactional work is in line with the Ministry's objectives.</p> <p>We want to make sure that the transition to a centralised model for applications is smooth, for our clients, providers and staff. So that our level of service is not compromised, we have revisited the number of Centralised Processing Officer roles proposed and decided to increase this from 25 to 39 with two Service Managers. This will ensure that Centralised Services have adequate resources to manage the additional processing as well as the interaction with providers.</p> <p>So that we are confident that all new</p>

	<p>employees have received the training they need and are confident in all childcare products, we will also be offering a limited number of transitional roles (12) until the end of January for Childcare Coordinators who have not been able to find other roles.</p> <p>We are also currently undertaking a programme of work to make it easier for clients and providers to provide us with the right information the first time. This includes developing a new application form, improving the information we have on our website and clear information for clients and staff on what supporting documents need to be attached to applications and reviews. Over time, this will reduce the amount of provider interaction as well as the rework involved in childcare processing, which contributes to the effort required to process Childcare Assistance.</p>
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## Final decision

The proposal to centralise processing and customer service activity relating to Childcare Assistance is confirmed. To ensure that we have adequate resources to manage both the processing activity and to manage provider interaction, we have increased the number of new roles in Centralised Services. 39 Centralised Processing Officer roles and two Service Manager roles in Centralised Services Mangere will be established from 21 November 2016.

The proposal to disestablish the Childcare Coordinator role from 21 November 2016 is confirmed. So that we do not compromise our level of service and to ensure a smooth transition as staff are up-skilled and trained in the full range of childcare products, 12 transitional roles processing Childcare Assistance will be offered until 27 January 2017 for Childcare Coordinators who have not obtained other work by 20 November 2016. Childcare Coordinators can indicate their interest in these transitional processing roles through the Expression of Interest process or later by advising their Regional Director or Area Manager.

## Tertiary student support

We received 25 submissions relating to tertiary student support. The vast majority of these were from StudyLink Officers Outreach.

Key themes of the feedback included:

- questioning of the proposed number of roles in specific regions
- concern over the loss of Outreach services in specific locations
- concern for current and prospective students if the face-to-face service was lost

The table below provides commentary on key themes from submissions and our response to them.

What you told us	Response/ Options considered
<p><b>Number and location of resources</b></p> <p>While submissions generally agreed that the demand for a specialised face-to-face service for students has decreased over time, we received feedback that the proposed resource allocation was too much of a decrease. The remaining staff would not be able to cope with the demand and additional pressure would be placed on case managers to manage the overflow.</p> <p>There was concern that there would not be enough support for students, particularly those considering transitioning to study from benefit and for migrants or refugees with language barriers.</p> <p>We also received feedback on the proposed location of Outreach offices, particularly whether a presence should be retained in Mt Albert and Invercargill, and it was suggested that regions where there is currently no StudyLink Officer Outreach role (Taranaki) or where student demand is extremely low (Nelson) should not be allocated a position.</p>	<p>Submissions relating to the resourcing requirements of specific regions were considered, but we do not agree that the resources proposed should be increased. There has been a noticeable decrease in foot traffic as well as in appointment demand and in resolution processing. Processing from the student action queue by StudyLink Officers Outreach has increased, but this can now all be managed by Centralised Services.</p> <p>We recognise that some regions currently have no StudyLink Officer Outreach position. However, the overflow is managed by case managers, and we think regions where there is currently no dedicated resource would benefit from specialist support, as and when required.</p> <p>We do agree that the location of SLOs within regions could be reconsidered.</p> <p>While we do recognise the importance of being able to offer services to refugees, to support people with language barriers and to provide guidance to beneficiaries considering transferring to study, we do not agree that reducing the numbers of StudyLink Officers Outreach would jeopardise this. There are currently many sites that operate with no StudyLink</p>

What you told us	Response/Options considered
	presence, and case managers support clients transitioning from benefit to study. Additionally, there are other services available to assist refugees and migrants.
<p><b>Changes to position description</b></p> <p>Feedback on the proposed changes to the position description was varied. Some supported the proposed changes, particularly the inclusion of stakeholder engagement, while some felt the changes were significant and may warrant a resizing of the role.</p> <p>There was some concern that it is unclear what the day-to-day functions of the role would be if flexibility to work with other client groups was included and that the proposed resources may be inadequate if these functions changed drastically.</p>	<p>We do not agree that the changes to the position description are significant or that resizing or a change to remuneration range will be required. People in the role will not have an increased workload due to changes to the position description.</p> <p>The day-to-day functions of people in the role will not change materially under the proposed position description – we envisage that any change will be minor, and feedback indicated that many StudyLink Officers Outreach are already working with other client groups when needed (for example, providing support to front of house or processing hardship grants for clients receiving a main benefit). Additional training will be offered where this is required.</p> <p>We also note that a 'StudyLink Officer' role already exists in Centralised Services, so have decided to amend the proposed position title to 'StudyLink Officer Regional Services'.</p>

### Final decision

The proposal to reduce the number of StudyLink Officer Outreach roles from 49.43 to 20 from 21 November 2016 due to a reduction in the need for this service is confirmed. Roles will be allocated to regions as proposed and Regional Commissioners will decide the specific location of these roles based on demand for the service. Employees can indicate their preferred location during the Expression of Interest process.

The proposed position description is confirmed, with the title amended to 'StudyLink Officer Regional Services' to distinguish from 'StudyLink Officer Centralised Services'.



## Work Track facilitation

We received three submissions relating to Work Track facilitation.

In general, these submissions provided detail on the functions that Work Track facilitators have carried out since the Work Track programme ceased.

The table below provides commentary on key themes from submissions and our response to them.

What you told us	Response/Options considered
<p><b>Fulfilling case manager role</b></p> <p>We received feedback that Work Track facilitators still offer a specialised appointment and seminar service aimed at helping jobseekers into employment. As Work Track facilitators have been performing the duties of a case manager, it was suggested that they should be offered reassignment to case manager roles.</p>	<p>Work Track is no longer offered and has not been for a number of years. As such, the specialist Work Track facilitator role is no longer needed. The services offered by Work Track facilitators now fall within the case manager position description, and specifically into the Work Search Support and Work Focussed Case Management services.</p> <p>However, it was noted that Work Track facilitators have primarily been facilitating seminars and completing some case management since Work Track ceased. Because of this, it was agreed that people in these roles who have a skills match should be offered reassignment to case manager roles.</p>

## Final decision

The proposal to disestablish the Work Track facilitator role from 21 November 2016 is confirmed as the Work Track programme is no longer offered.

Where there is a skills match, Work Track facilitators will be offered reassignment to a Case Manager role.

## Summary of final decisions

What was proposed	What was decided
<b>Childcare coordination</b>	
<ul style="list-style-type: none"> <li>Centralise transactional and customer service activity relating to Childcare Assistance</li> <li>Establish 25 new Centralised Processing Officer roles and 1 Service Manager role in Centralised Services in Mangere</li> <li>Disestablish the Childcare Coordinator role</li> <li>New structure to take effect from 21 November 2016</li> </ul>	<ul style="list-style-type: none"> <li>Centralise transactional and customer service activity relating to Childcare Assistance</li> <li>Establish 39 new Centralised Processing Officer roles and 2 Service Manager roles in Centralised Services in Mangere from 21 November 2016</li> <li>Disestablish the Childcare Coordinator role from 21 November 2016</li> <li>Offer 12 transitional roles until 27 January 2017 for Childcare Coordinators who have not obtained other roles by 20 November 2016</li> </ul>
<b>Tertiary student support</b>	
<ul style="list-style-type: none"> <li>Reduce the number of StudyLink Officer Outreach roles to 20</li> <li>New structure to take effect from 21 November 2016</li> </ul>	<ul style="list-style-type: none"> <li>No change to proposal</li> </ul>
<b>Work Track facilitation</b>	
<ul style="list-style-type: none"> <li>Disestablish the Work Track facilitator role</li> <li>New structure to take effect from 21 November 2016</li> </ul>	<ul style="list-style-type: none"> <li>Disestablish the Work Track facilitator role</li> <li>Offer Work Track facilitators reassignment to a case manager role where there is a skills match</li> </ul>

## What happens next

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### Key milestones

Date	Milestone
<b>2 September 2016</b>	Final decision announced
<b>2 September 2016</b>	All vacancies published on Doogle
<b>2 September 2016</b>	Expressions of Interest open
<b>6-8 September 2016</b>	Skills workshops
<b>12 September 2016</b>	Expressions of Interest close
<b>10 October 2016</b>	Affected employees advised of reassignment outcomes
<b>21 November 2016</b>	The following changes take effect: <ul style="list-style-type: none"><li>• Disestablishment of Work Track facilitator role</li><li>• Reduction in number of StudyLink Officer Outreach roles</li><li>• Establishment of 39 Centralised Processing Officer roles and two Service Manager in Centralised Services Mangere</li><li>• Disestablishment of Childcare Coordinator role</li></ul>
<b>27 January 2017</b>	End date for transitional work for Childcare Coordinators

### Reassignment

Where it is possible, employees identified as affected by the changes will be reconfirmed into positions in the new structure. Where this is not possible, reassignment will apply.

Reassignment is the process of appointing employees to positions by matching their skills to a position that requires similar skills.

A full list of suitable reassignment vacancies will be available on Doogle on Friday 2 September when the decision document is released to everyone. This includes new roles, remaining roles where there has been a reduction in the number of positions in the roles, and vacancies in permanent roles.

We encourage you to apply for suitable roles you are interested in through the Expression of Interest process. You will have until 12 September to express your interest in these roles.

There is more information on the reassignment process in the change management protocols as well as in the Questions and Answers on the Our Changing Needs Doogle page.

## Skills workshops

Workshops have been arranged to support people whose positions have been disestablished. The workshops will cover completing the Expression of Interest form and interview skills.

There will be six workshops held around the country from 6 to 8 September. All affected employees have been pre-booked into one of the workshops but can opt out if they do not wish to participate.

### Auckland Regional Office

Tuesday 6 September

Time: 9am to 12pm

Wednesday 7 September

Time: 1pm to 4pm

### Wellington Regional Office

Tuesday 6 September

Time: 10am to 1pm

Wednesday 7 September

Time: 10am to 1pm

### Waikato Regional Office

Thursday 8 September

Time: 9:30am to 12:30pm

### Canterbury Regional Office

Thursday 8 September

Time: 10am to 1pm

## Employee Assistance Programme

Change is unsettling. The Ministry provides a free counselling service via the Employee Assistance Programme (EAP). To talk to someone about this change or any other concerns you may have, you can contact EAP by phoning 0800 787 2867.

This service is available 24 hours a day, seven days a week.

## Questions

If you have any questions about the new structure or the next steps in the change process, you can talk to your Regional Director, Area Manager or Regional Commissioner, or email [ourchangingneeds@msd.govt.nz](mailto:ourchangingneeds@msd.govt.nz). If you are a union member you can also talk to your union delegate.

A list of Questions and Answers is also available on the Our Changing Needs Doogie page.