



31 October 2023



Ref: OIA-2023/24-0172

Dear 

**Official Information Act request relating to internal restructures at DPMC and NEMA**

Thank you for your Official Information Act 1982 (the Act) request received on 7 September 2023. You requested:

*Please release all Consultation- and Decision Documents that were generated and circulated between 1st July 2016 and 30th June 2021 as part of any restructure, reorganisation, or (dis)establishment of a team, business unit or directorate within the DPMC. Please include any instances in which a restructure was planned and consulted on, but ultimately not actioned.*

*For the purpose of this request, please consider these definitions:*

*Consultation Documents are documents that describe the current state of the team, the reason for proposed changes, the proposed new structures (usually as an org chart), and the impact on roles, reporting lines and responsibilities.*

*Decision Documents are documents that list the feedback that was received, the leadership response to that feedback, and the final decision that was made based on it.*

*They describe the final new structure (usually as an org chart) and the process and timeline for that new structure to take effect.*

*My analysis captures role titles only, not the names of individuals that might be shown in current org charts. If clear names are visible, I ignore them. Please explain any relevant caveats that should be kept in mind when analysing this information. Please provide this information in an accessible, searchable format.*

The time frame for responding to your request was extended under section 15A of the Act by 20 working days because a search through a large quantity of information, and consultations were needed before a decision could be made on the request. Following this extension, I am now in a position to respond. Thank you for your patience while we processed your request.

Please also note, you requested this information from both the Department of the Prime Minister and Cabinet (DPMC) and the National Emergency Management Agency (NEMA). As NEMA is a departmental agency within DPMC, we are providing one response to both requests.

**Information being released**

I have decided to release the relevant parts of the following documents, subject to information being withheld as noted.

The relevant grounds under which information has been withheld are:

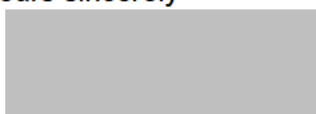
1. section 9(2)(a), to protect the privacy of individuals; and
2. section 9(2)(k), to prevent disclosure or use for improper gain or advantage.

Date	Document Description
July 2016	Ministry of Civil Defence and Emergency Management: Staff Briefing and Consultation pack
10 August 2016	Ministry of Civil Defence and Emergency Management: Decision document
No date	Cabinet Office Registry and DPMC Messenger Services: Staff briefing and consultation pack
21 September 2016	Memo: Final Decision on operating structure of Cabinet Office Registry and DPMC Messenger services
16 February 2017	A proposed new staffing structure for Government House
4 May 2017	A new operating model and staff structure for Government House: Decision document
15 May 2017	Memo: Transfer of DPMC RRZ Land Ownership Policy Function and Team to LINZ
24 November 2017	Policy Structure Review – ELT Interim Decision
15 June 2018	Policy Structure Review ELT Final Decision
6 July 2018	Proposed Implementation Plan: Policy Structure Review
4 February 2021	COVID-19 Group Alignment Proposal
16 February 2021	COVID-19 Group Alignment Decision Document
February 2021	National Emergency Management Agency: Regional Partnerships Change Proposal
April 2021	National Emergency Management Agency: Regional Partnerships Final Decision

In making my decision, I have considered the public interest considerations in section 9(1) of the Act. No public interest has been identified that would be sufficient to override the reasons for withholding that information. You have the right to ask the Ombudsman to investigate and review my decision under section 28(3) of the Act.

This response will be published on the Department of the Prime Minister and Cabinet's website during our regular publication cycle. Typically, information is released monthly, or as otherwise determined. Your personal information including name and contact details will be removed for publication.

Yours sincerely



Clare Ward  
**Executive Director**  
**Strategy, Governance and Engagement**

Ministry of Civil Defence &  
Emergency Management

DEPARTMENT of the PRIME MINISTER and CABINET

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## Providing Feedback

All members of MCDEM staff and PSA are invited to provide feedback on the proposed changes and restructure.

We ask that feedback is emailed to s 9(2)(a) Senior HR Advisor, Central Agencies Shared Services by 4pm on Wednesday, 3 August 2016. Feedback can be provided in any way that feels appropriate and can be from teams and/or individuals, however, we do ask that it is submitted in writing.

If you have any questions regarding the change process please send these through to s 9(2)(a), or s 9(2)(a) Senior HR Advisor s 9(2)(a).

### **What will happen to my feedback?**

All feedback received will be summarised and presented to the Review team. This feedback will assist to inform the decision from the review on the structure for the Business Support Function. Your feedback will assist us to know if there is anything we have missed or areas of critical support that we may have overlooked.

Please note that all feedback will be kept confidential. In all cases, feedback will be treated with respect and confidence.

## The Context and Rationale for the Proposed Changes

### *Background*

This proposal follows on from the business support review and provides recommendations for the business support function within the Ministry of Civil Defence & Emergency Management (MCDEM).

Following a successful budget bid earlier this year MCDEM is now in the process of increasing the number of roles across the Ministry by nine FTE. With the addition of these roles, it is important to ensure that the resourcing of the business support function is sufficient and structured in an effective way to support the business activities of MCDEM now and in the future.

### *Rationale for Proposed Change*

Following the recent review of the business support function it is evident that the current structure will need to change in order to better meet the needs of the business as it continues to grow. This review was prompted by the recent successful budget bid which will increase the overall staffing numbers of MCDEM by 23%.

The MCDEM business support function has a wide range of strengths and recent feedback confirms that the function is in high demand and makes a positive contribution to MCDEM. The feedback also highlighted the fact that due to a lack of resources the function could not consistently meet the wider demands of the business. In particular the team struggles to support larger projects and short term ad-hoc requests due to a constant high work load.

In order to optimise the function there is a need to provide clarity of roles, both for the incumbents and the wider business. The current structure would not be easily scalable and is also unable to provide cover should an incumbent be absent from work. It became clear during the review that each individual possesses specific knowledge and there is minimal cover across the team. This becomes evident in their absence and exposes the business to wider risks.

It has been identified that the key areas of support identified in the desired operating state are not aligned with all of the responsibilities the team currently undertakes. This means that capacity is regularly focused in areas other than the core requirements expected of this function.

## Desired Operating State

The Business Support Team is expected to be flexible and operate in a way that best supports the needs of the business as they arise.

This includes a number of different functions including:

- General administration support
- Travel
- Facilities: including but not limited to procurement, meeting support, catering, office hardware
- Finance
- MCDEM and MFAT inboxes
- Project & event support

The business support function is able to provide project and event support and use such opportunities as a means of developing the incumbents skills further, without the need for external contractors.

The business support function should act as a stepping stone for talented staff to develop their careers in MCDEM.

The business support function should be flexible, accommodating and reactive to requests with optimal customer service that adds value to the business by enabling teams to work on their core responsibilities.

## Expected Gains from the Proposed Changes

There are a number of increased expectations on MCDEM with the additional roles and will need a structure which enables:

- Increased capacity to deliver the business support needs
- More flexibility and adaptability to meet the varied needs of the MCDEM business
- Continued delivery of excellent customer service
- Increased clarity of roles the business support function provides
- Reduced need for external resources to complete short term contracts

## Proposal

The changes proposed comprise three possible options. These options are summarised below, with the proposed impact on individuals shown in the charts. There are three charts outlining the proposed structures for each of the three options

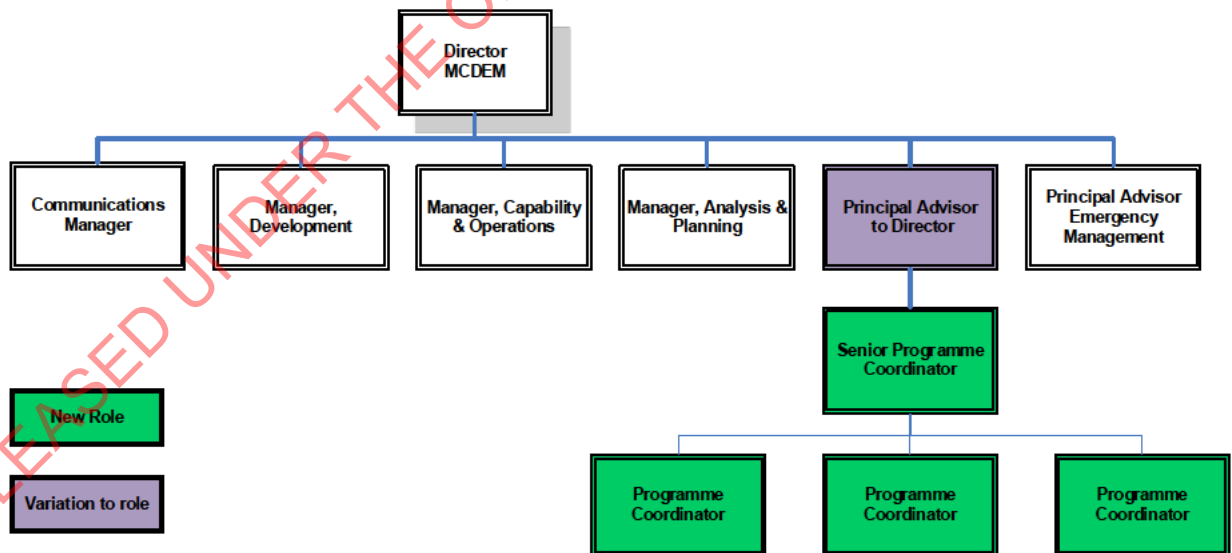
The following full time positions are proposed to be established. The proposed positions are outlined in Appendix 1

### Option 1

- Senior Programme Coordinator
- Programme Coordinator X 3

A Senior Programme Coordinator reporting to the Principal Advisor to Director MCDEM. The Senior Programme Coordinator would have three direct reports. All tasks allocated by the Senior Programme Coordinator (the Programme Coordinators would not be aligned to any particular business area)

Proposed Structure Option 1

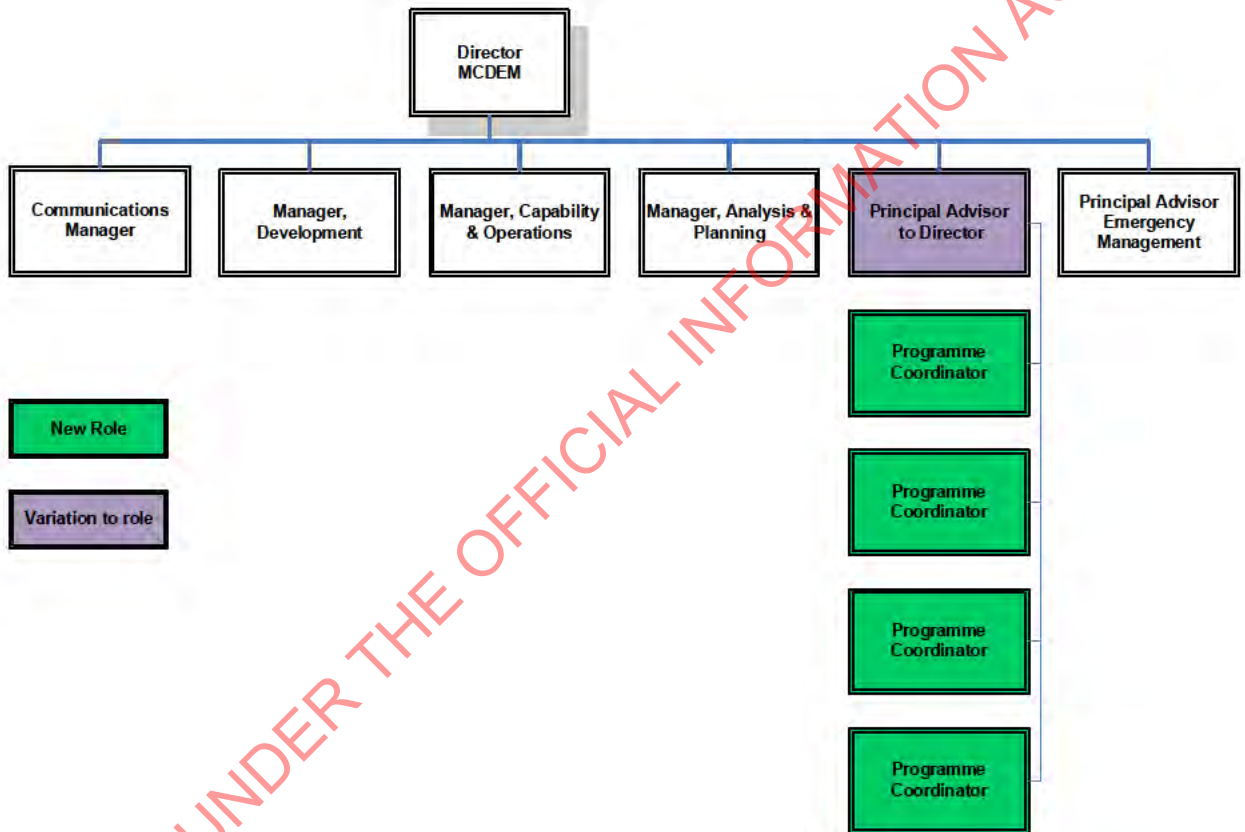




**Option 2**

- Programme Coordinator X 4

Proposed Structure Option 2



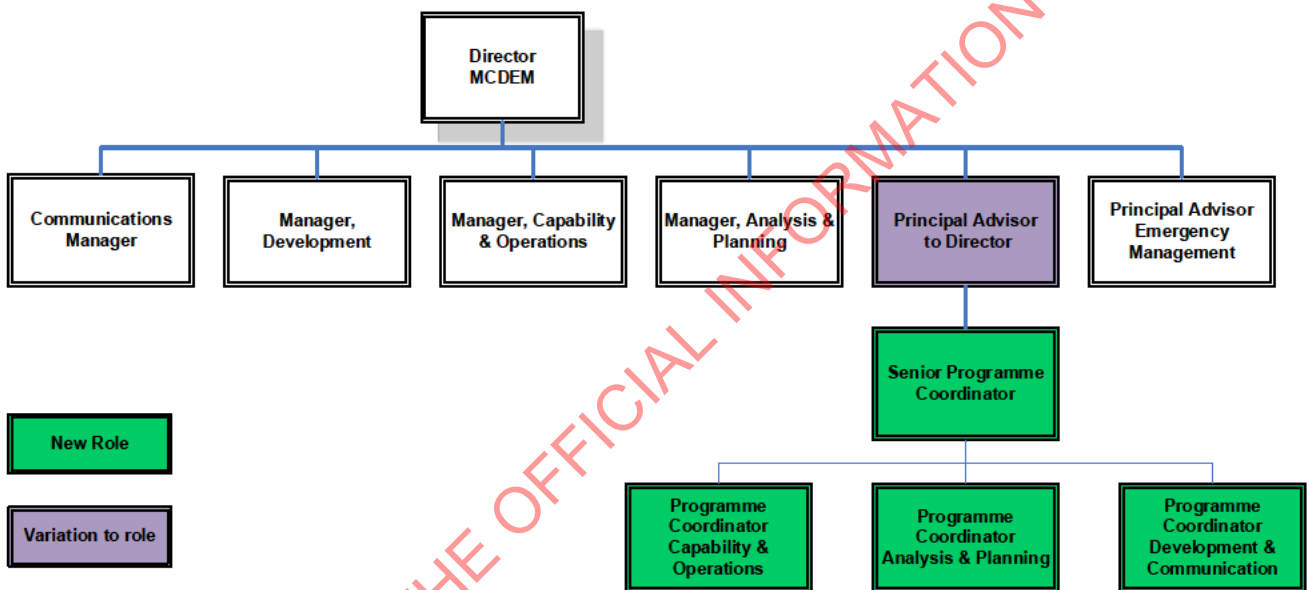
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**Option 3**

- Senior Programme Coordinator
- Programme Coordinator X 3

A Senior Programme Coordinator reporting to the Principal Advisor to Director MCDEM.

The Senior Programme Coordinator would have three direct reports. All tasks allocated by the Senior with each of the roles having an informal alignment to one or two of the areas of MCDEM e.g. Capability & Operations or Analysis and Planning or Development and Communications.



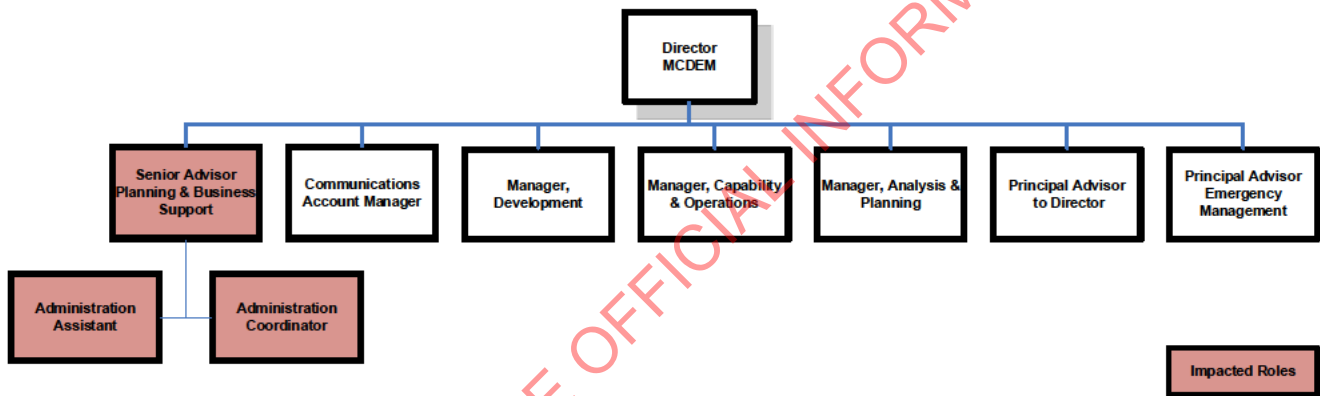
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If after consultation any of the above or proposed alternative options is decided upon, then the following full time positions may be the subject of reconfirmation, reassignment, non-appointment or redeployment:

- Senior Advisor, Planning and Business Support
- Administration Assistant
- Administration Coordinator

The chart below highlights roles that are likely to be impacted by the proposed options (from pages 6 – 8).

Current Structure Showing Roles Impacted by the proposal



Timeline

Description	Who is responsible?	Target Date
Communicate proposal to staff	Director and HR	20 July
Collect feedback from staff on proposal	HR	20 July – 3 August
Present final decision to PSA	HR	10 August
Announce final decision	Director and HR	10 August
Advertise/EOI for any contestable roles and interviews	HR	10 August –2 September
New structure / roles effective	HR with Managers	16 September

## Support Available

Uncertainty and change can be potentially disruptive and unsettling for people and assistance and support will be available throughout the change process.

Employee assistance is available 24 hours a day through Vitae. Employees can access Vitae on 0508 664 981 confidentially or through their website [www.vitae.co.nz](http://www.vitae.co.nz).

s 9(2)(a) [REDACTED], CASS Human Resources are also available at any time to provide support.

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## Appendix One - Proposed Position Outlines

### Option 1 & 3

Director - Principal Advisor - Senior Programme Coordinator - Programme Coordinator (3)

**Job Title: Principal Advisor to the Director – additions to the JD:**

**Responsible To:** Principal Advisor to the Director

**Staff Responsibilities:** 1 direct report

**Additional lines in the Key Accountabilities:**

- Lead and manage a team of Programme Coordinators including allocation of workload
- Manage and provide input into the annual business planning process for MCDEM
- Manage, collate and lead MCDEM's input into the Department's reporting and planning process

**Qualifications and Experience:** A relevant tertiary qualification or an equivalent body of knowledge and experience

**Additional lines in the specialist competencies and personal attributes:**

- Experience leading and motivating a high performing team
- Proven experience developing and leading the monitoring business plans and key performance indicators
- Experience leading and providing significant input into, government accountability documents
- Experience blending various pieces of information into focused messages

**Job Title: Senior Programme Coordinator**

**Responsible To:** Principal Advisor to the Director

**Staff Responsibilities:** 3 direct reports

**Key Accountabilities:**

- Leading and managing a team of Programme Coordinators, including workload allocation
- Provision of effective programme / project administrative, secretarial and monitoring support to managers and team members
- Assistance with the provision of accurate, high quality and timely reporting and monitoring for both regular on-going and ad hoc reporting
- Maintain an effective electronic filing system
- Provide support to projects and events across MCDEM to enable a timely completion

**Qualifications and Experience:** A relevant tertiary qualification or an equivalent body of knowledge and experience

Specialist competencies and personal attributes

- Experience leading and motivating a team
- The ability to focus on multiple issues, to prioritise, and to work to tight deadlines while staying unruffled and without losing attention to detail
- Knowledge and experience of project management methodology

- Experience in supporting a senior manager and providing support to projects and programmes of work
- Ability to multi task, reprioritise and react to issues that arise during the day whilst keeping calm and professional in demanding situations
- Excellent interpersonal skills, able to deal in the appropriate manner with a wider range of staff and contacts
- Excellent secretarial and process management skills

**Job Title: Programme Coordinator**

**Responsible To:** Senior Programme Coordinator

**Staff Responsibilities:** Nil

**Key Accountabilities**

- Provision of effective administration support to managers and team members
- Provision of effective programme / project administrative, secretarial and monitoring support to managers and team members
- Assistance with the provision of accurate, high quality and timely reporting and monitoring for both regular on-going and ad hoc reporting as required
- Maintain an effective electronic filing system
- Provide support to projects and events across MCDEM to enable a timely completion

**Qualifications and Experience :** A relevant tertiary qualification or an equivalent body of knowledge and experience

**Specialist competencies and personal attributes**

- General office and administration experience, including minute taking
- Experience in supporting a senior manager and providing support to projects and programmes of work
- Ability to multi task, reprioritise and react to issues that arise during the day whilst keeping calm and professional in demanding situations
- Excellent interpersonal skills, able to deal in the appropriate manner with a wider range of staff and contacts
- Excellent secretarial and process management skills

**Option 2**

Director - Principal Advisor - Programme Coordinator (4)

**Job Title: Principal Advisor to the Director – additions to the JD:**

**Responsible To:** Principal Advisor to the Director

**Staff Responsibilities:** 1 direct report

**Additional lines in the Key Accountabilities:**

- Lead and manage a team of Programme Coordinators including allocation of workload
- Manage and provide input into the annual business planning process for MCDEM
- Manage, collate and lead MCDEM's input into the Department's reporting and planning process

**Qualifications and Experience:** A relevant tertiary qualification or an equivalent body of knowledge and experience

**Additional lines in the specialist competencies and personal attributes:**

- Experience leading and motivating a high performing team
- Proven experience developing and leading the monitoring business plans and key performance indicators
- Experience leading and providing significant input into, government accountability documents
- Experience blending various pieces of information into focused messages

**Job Title: Programme Coordinator**

**Responsible To:** Principal Advisor to Director

**Staff Responsibilities:** Nil

**Key Accountabilities**

- Provision of effective administration support to managers and team members
- Provision of effective programme / project administrative, secretarial and monitoring support to managers and team members
- Assistance with the provision of accurate, high quality and timely reporting and monitoring for both regular on-going and ad hoc reporting as required
- Maintain an effective electronic filing system
- Provide support to projects and events across MCDEM to enable a timely completion

**Qualifications and Experience :** A relevant tertiary qualification or an equivalent body of knowledge and experience

**Specialist competencies and personal attributes**

- General office and administration experience, including minute taking
- Experience in supporting a senior manager and providing support to projects and programmes of work
- Ability to multi task, reprioritise and react to issues that arise during the day whilst keeping calm and professional in demanding situations
- Excellent interpersonal skills, able to deal in the appropriate manner with a wider range of staff and contacts
- Excellent secretarial and process management skills

## Appendix Two - Proposed Transition and Appointments Protocol

The Department of the Prime Minister and Cabinet (DPMC) is committed to facilitating a smooth transition of employees for all DPMC change initiatives and processes; this protocol outlines the processes to be used during this transition.

DPMC recognises that, in order to treat all affected employees fairly and equally, it is desirable to have a common transition and appointment protocol and process that is applicable to all affected employees.

Any changes to the structure of MCDEM arising from the proposal would be managed in accordance with this proposed transition and appointment protocol.

Employees would be kept informed of the timetable for transition and updated regularly on key dates.

### *Scope*

This protocol **applies** to employees employed by DPMC in MCDEM, regardless of whether they work full time or part time, including those people currently on parental leave, leave without pay, and/or secondment to another agency.

This protocol **does not apply** to:

- People seconded into the DPMC from another organisation as they are employees of their home organisation;
- Casual employees within DPMC (i.e. those who work on an “as required”, hourly or daily rate basis); and
- Consultants and/or contractors within DPMC, as they are not employees but are engaged on contracts for services.

### *Objectives*

The aims of this proposed protocol are to:

- Provide assurance to potentially affected employees on the processes we will use to transition and appoint employees to the proposed structure;
- Ensure that employees are treated fairly in the change process and that the processes for making any decisions and implementing any confirmed changes are open and transparent;
- Ensure that DPMC acts in good faith by consulting with employees over proposed significant changes, to take into account their views and to deal with those employees professionally and constructively and in a manner consistent with the DPMC’s good employer obligations;
- Retain, wherever possible, skilled employees so that the proposed structure can provide high level advice and services; and
- Minimise disruption to business and uncertainty for employees by implementing the confirmed new/ revised structures as efficiently and as soon as practicable.



## Appointment and Selection Process

There are three options that apply to DPMC employees under this process. They are reconfirmation, reassignment, non-appointment and redeployment, which are discussed below:

### *Reconfirmation - same or substantially similar position*

“Reconfirmation” means an offer to the same or a substantially similar position within the confirmed new/revised structures (e.g. a specific and unique role occupied by one person and being required within DPMC). Possible indicators for an employee being reconfirmed are:

- The position in the new/ revised structures is substantially the same or substantially similar to the employee’s current position in terms of remuneration (sizing or pay grade), hours of work etc;
- The job content is substantially similar, comparing any new responsibilities with those an employee currently has;
- The level of the position in the new/revised structures is the same or substantially similar to the current position held;
- The scope and breadth of the position is the same or substantially similar;
- The knowledge, skills and competencies required are the same or substantially similar; the remuneration range for the position remains substantively unchanged; and
- There are minimal changes to staff management and budget responsibilities.

### *Reassignment*

*- Suitable alternative position as a direct appointment (no interview)*

OR

*- Suitable alternative position through a contestable process*

“Reassignment” means an offer of a suitable alternative position within the proposed new structure as determined by DPMC. For the purposes of this protocol a suitable alternative position means a position for which, in the opinion of the employer, the employee has the requisite skills, knowledge and attributes.

An employee may be offered reassignment without going through a contestable process in the new/ revised structures where the employee is the only suitable candidate for the position in the new/ revised structures.

An employee will be advised in writing of the position to which they have been offered reassignment. If an employee elects not to accept the offer of reassignment, they will be advised in writing of the next steps in the process. This will be dependent on their particular terms and conditions of employment.

### *Contestable – Expressions of Interest*

An expression of interest process will apply in a situation where a new position exists within DPMC and a number of employees meet the criteria for the position, therefore no direct appointments into the position are possible. For employees who are not reconfirmed, a contestable selection process will be used to assess suitability for reassignment to a position in the new/ revised structures.

Employees will be notified in writing of available positions in the new structure that are subject to a contestable process and will be provided with finalised position descriptions for those new positions. Employees will also be notified in advance of the assessment and selection criteria applicable for each contestable position.

Employees will be invited to express an interest in the positions they would like to be considered for. Expressions of Interest (EOI) must be in writing and should include:

- A completed EOI form; and
- A form detailing role and location preference and
- A brief up-to date curriculum vitae outlining relevant background skills, qualifications and experience.

The selection process may include a panel interview, reference checking and a psychometric assessment where the position or level of the position warrants this. All employees expressing an interest in a role or roles will be interviewed at least once.

Selection will be based on merit, assessed against the key accountabilities and responsibilities for the position. Applicants will be notified of the outcome of their application in writing.

Where there are multiple candidates for a new position, selection will be based on merit, assessed against the key accountabilities for the position. Applicants will be notified of the outcome of their application in writing.

Employees who are offered reassignment into a position in the new structure without going through a contestable process are nonetheless entitled to express an interest in contestable positions.

If an employee elects not to accept an offer of reassignment to a new/ revised position following the contestable selection process, they will be advised in writing of the next steps in the process. This will be dependent on their particular terms and conditions of employment.

*Non-Appointment and Redeployment Process*

If an employee is not appointed to a position within the new / revised structures, DPMC will work with them on an individual basis to support their next career steps. This may include redeployment to another position in DPMC, if they have the relevant skills and expertise to carry out the role.

Employees who are offered redeployment will be consulted prior to any appointment being made. A person who receives a reasonable offer (as defined in his/her employment agreement or Appendix II of the DPMC Manual) of redeployment, but does not wish to take up that position, is not redundant and therefore not entitled to compensation for redundancy. Their options are to apply for another position in the DPMC, or to resign.

If an employee is not reassigned to a position in the new structure or redeployed to another position within DPMC, the relevant (redundancy) provisions in their Individual or Collective Employment Agreement will apply. For employees, that will mean that reasonable efforts will be made to identify suitable alternative employment for that employee, initially within DPMC.

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## Introduction

This document sets out the decisions I have made following consultation regarding the Business Support Function at MCDEM. It reflects views and suggestions made during the recent consultation process.

The MCDEM business support function has a wide range of strengths and recent feedback confirms that the function is in high demand and makes a positive contribution to MCDEM. However with the recent successful budget bid which will increase the overall staffing numbers of MCDEM by 23%, it was seen as an opportune time to review the structure in order to meet the needs of the business as it continues to grow.

The feedback highlighted the fact that due to a lack of resources the function could not consistently meet the wider demands of the business. In particular the team struggles to support larger projects and short term ad-hoc requests due to a constant high work load.

In order to optimise the function there is a need to provide clarity of roles, both for the incumbents and the wider business.

The current structure would not be easily scalable and is also unable to provide cover should an incumbent be absent from work. It also became clear during the review that each individual possesses specific knowledge and there is minimal cover across the team. This becomes evident in their absence and exposes the business to wider risks.

It has been identified that the key areas of support identified in the desired operating state are not aligned with all of the responsibilities the team currently undertakes. This means that the team members are regularly focused in areas other than the core requirements expected of this function.

The expected gains of the proposed changes include:

- An increased level of business support resources available across MCDEM
- A more consistent level of skills within the support team
- Increased role clarity
- No increase in the number of reports to the Director, MCDEM

Having considered your feedback, I believe that in general the options proposed were on the right lines. I have decided to make some refinements however, as identified in this document.

Having considered your feedback, I have decided to move forward with Option 1 with the following revisions:

- Rename the Programme Coordinators to “Support Coordinators”
- Rename the Senior Programme Coordinator to “Senior Support Coordinator”
- Review the reporting line of the Senior Support Officer (Currently with the Principal Advisor to the Director) after a period of 12 months

An organisational chart can be viewed on page 8 of this document

I would like to personally thank you for all your efforts and professionalism during this change process. I recognise these processes can be unsettling and I would like to remind you of the support options available at any time, which are explained in this document.

Sarah Stuart-Black  
Director, MCDEM

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## Themes from Submissions

In general the feedback was supportive of the proposals to make a change within the Business Support function to enable it to better support MCDEM. Of the three options provided only two options (option 1 and 3) received positive feedback. The feedback did also show both general themes and divergent opinions on various elements of the proposal.

The general themes identified were as follows:

### *Theme 1*

The need for further administrative and technical support via an increase in the number of staff was viewed positively across MCDEM and the indication was this was consistent with the business support function needs.

### *Theme 2*

A strong level of support for options 1 and 3 (a senior with 3 direct reports) with no indication that there was any support for option 2.

### *Theme3*

Concern over the Principal Advisor to the Director having line management responsibilities which may take them away from other core role responsibilities. This concern has been further tested with the MCDEM Leadership Team and subsequently I have decided to review the line management responsibilities in twelve months to ensure the structure continues to be fit for purpose.

### *Theme 4*

Concerns over the job title "Programme Coordinator" were consistently raised and it was indicated that this did not accurately reflect core role responsibilities. You will note this feedback has been taken on board and the role title has revised.

## Questions / points for clarification arising from consultation

*Who would be the main point of contact to OCE / CASS for any general queries on behalf of MCDEM?*

For queries on behalf of MCDEM as a whole, this will be the Senior Support Coordinator. For general OCE / CASS queries it is expected that individuals make direct contact rather than relying on the Senior Support Coordinator.

*Is Norm comfortable with the Principal Advisor having one direct report?*

I am comfortable with this option but have included the proviso that we review the structure in twelve months to ensure it continues to be fit for purpose.



*Any concern of admin staff becoming EA's if option 3 is adopted?*  
 This is not applicable as Option 3 was not chosen.

*Will the structure create an inconsistency with other areas of DPMC e.g. by adding a staff management component to the role of the Principal Advisor to the Director or by bringing the role of principal more in line with team leaders/regional coordinators?*

There is no issue or precedent created as some other Principal Advisors in other parts of the Department do have direct reports.

*We assume that the recruitment of candidates for this role did not provide for a staff management responsibility.*

The potential for the role to have line management responsibilities was addressed in the advert and at interview in case we decided to progress this option.

## Confirmed Team Structure

The confirmed team structure is outlined in Appendix 1. The following full time positions will be established as contestable vacancies.

### Position

- Senior Support Coordinator
- Support Coordinator X 3

We will be sizing these roles over the next week to ensure they are aligned with other similar roles internally and externally.

## Implementation Timeline

Process	Date
Sizing of roles	10 August
Reconfirmation, reassignment, non-appointment and redeployment process begins (including expressions of interest process)	15 August
External advertising commences for new positions	15 August – 2 September
Appointments process completed	22 September

## Support Available

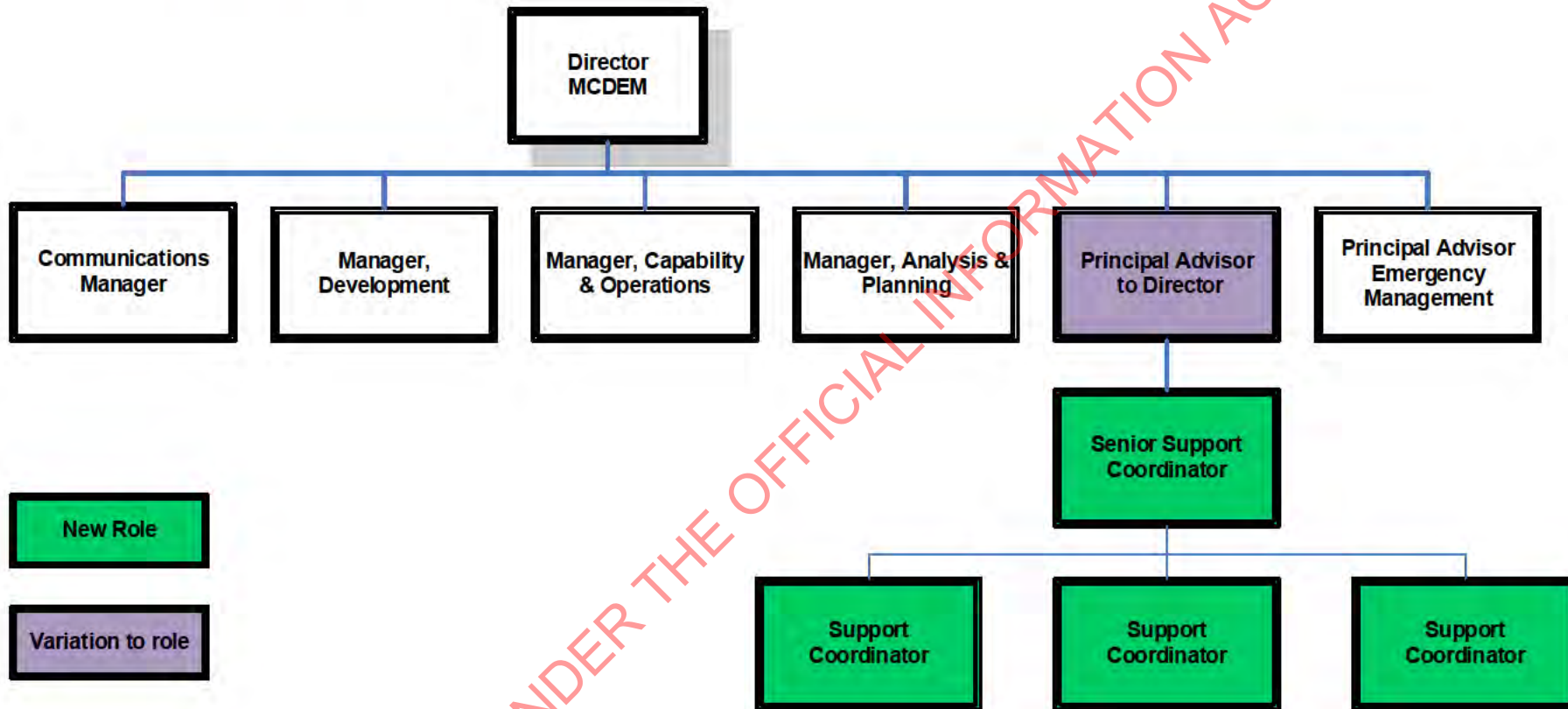
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s 9(2)(a) [REDACTED], CASS Human Resources are also available at any time to provide support.

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### Appendix One – Confirmed Team Structure



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## Job Description – Senior Support Coordinator

**Job Title:** Senior Support Coordinator

**Business Unit:** Ministry of Civil Defence & Emergency Management (MCDEM)

**Responsible To:** Principal Advisor to the Director

**Direct Reports:** 3

**Indirect Reports:** Nil

**Key relationships:**

*Internal*

- Director, MCDEM
- Principal Advisor to the Director
- MCDEM Managers
- Business Support team
- MCDEM and other DPMC staff

*External*

- Members of the public
- MCDEM Stakeholders and Suppliers
- Central Agencies Shared Services (CASS)

**Financial Delegation:** Nil

**Indicative appointing pay range:** TBC

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## **DPMC's Purpose**

Advancing a confident, well-governed and secure New Zealand.

## **DPMC's Focus**

Together serving and supporting effective executive government

## **Department of the Prime Minister and Cabinet**

The Department of the Prime Minister and Cabinet (DPMC) occupies a unique position at the centre of New Zealand's system of democratic government. It exists to support the effective conduct of executive government by the Prime Minister, the Governor-General and members of the Cabinet. DPMC's principal role is provision of advice, on a daily basis, to the Prime Minister and Cabinet on the wide range of complex issues that confront the Government – particularly its policy priorities.

DPMC provides impartial advice, through the Clerk of the Executive Council and Government House, to the Governor-General. In addition it plays a role in coordinating and leading the work of government departments and agencies, and other entities as appropriate, to ensure that decision making takes account of all relevant viewpoints and that advice is as coherent and complete as possible.

The Department of Prime Minister and Cabinet also includes the following business groups: Office of the Chief Executive, Security & Intelligence, Policy Advisory Group, Cabinet Office & Government House, Ministry of Civil Defence & Emergency Management and the Greater Christchurch Group.

## **Ministry of Civil Defence & Emergency Management Overview**

The Ministry of Civil Defence & Emergency Management (MCDEM) provides leadership in New Zealand in reducing risk, being ready for, responding to and recovering from emergencies. MCDEM is the lead agency for a number of hazards listed in the National CDEM Plan and manages central government's response and recovery functions for these.

The key elements of MCDEM's role are:

- **Leading:** MCDEM provides leadership and the strategic direction for CDEM, underpinning work with evidence-based analysis, high levels of professionalism, and a commitment to providing high quality products and services.
- **Reducing risk:** MCDEM promotes initiatives that identify and research hazards, their consequences, and develop ways to reduce risk to communities.
- **Readiness:** MCDEM promotes CDEM awareness and preparedness in communities and organisations.
- **Responding:** MCDEM maintains the capacity and capability to support, coordinate, and manage the response to an emergency and adapt to changing demands.
- **Recovering:** MCDEM promotes the development of robust processes and arrangements to enable a coordinated and holistic recovery process, and the capacity to manage or coordinate the recovery from an emergency when required.

**Purpose of the Position:**

The Senior Support Coordinator will provide leadership to the three members of the support team and build the capability of staff to meet current and future goals, and deliver on the immediate and on-going support requirements across MCDEM.

Key Tasks or Responsibilities (including Accountabilities)	Performance Indicator
1. Team leadership and management of the Support Team	<ul style="list-style-type: none"> <li>• Ensures staff workloads are evenly allocated to ensure administrative services are delivered in a timely and professional standard</li> <li>• Ensure the business unit delivers timely and professional services of a consistently high standard</li> <li>• Foster collaboration by promoting cooperative goals and building trust across the team</li> <li>• Build the capability of staff to meet current and future goals, and to deliver on the immediate and on-going requirements of the team's work</li> <li>• Ensure new staff receive appropriate guidance, development and coaching to achieve in their role</li> <li>• Manage day-to-day financial, staffing and human resource issues as required and comply with all financial, legal, ethical and other requirements in accordance with DPMC policies and the standards expected of public servants</li> </ul>
2. Support Principal Advisor	<ul style="list-style-type: none"> <li>• Assist with the administration and handling of information in support of the Principal Advisor to Director, including supporting corporate responsibilities</li> </ul>
3. Financial and Asset Management Support	<ul style="list-style-type: none"> <li>• Accurately checking, coding, cross-referencing and processing of all MCDEM invoices</li> <li>• Ensuring finance processes are completed to CASS finance standards</li> <li>• Liaison with Managers to ensure financial delegations are in place (including in an activation)</li> </ul>
4. Travel and Accommodation	<ul style="list-style-type: none"> <li>• Domestic and International supervision and backup</li> <li>• Book all staff travel, flights, accommodation, and rental vehicles in accordance with the DPMC travel policy and procedures (as required)</li> <li>• Assist managers to reconcile invoices and accounts with travel approved</li> <li>• Assist staff with obtaining and reconciling travel advances and cash</li> </ul>
5. Administrative support associated with meetings, workshops and events	<ul style="list-style-type: none"> <li>• Assist MCDEM staff with arranging internal / external meeting rooms and catering as required</li> <li>• Assist in the preparation of documents, resources and material for meetings, workshops, and training sessions</li> </ul>

**Key Tasks or Responsibilities**  
(including Accountabilities)

**Performance Indicator**

Key Tasks or Responsibilities (including Accountabilities)	Performance Indicator
6. Duty Team and Emergencies	<p><b>Readiness</b></p> <ul style="list-style-type: none"> <li>Attend and participate in NCMC training sessions and exercises</li> <li>Be familiar with and participate in the development of relevant NCMC Standard Operating Procedures</li> <li>Be able to operate relevant NCMC systems</li> </ul> <p><b>Response Management</b></p> <ul style="list-style-type: none"> <li>Acts on the MCDEM duty team.</li> <li>Fulfils an appointed role during NCMC activations at Modes 2, 3 and 4.</li> </ul> <p><b>Duty Team</b></p> <p>The Support Coordinator will be required to participate, at regular intervals on the MCDEM duty team responsible for immediate response to emergencies. The requirement is for one week on-call rotations, rotating with other staff at equally spread intervals. While on-call as part of the duty team the appointee must be immediately contactable 24 hours a day, in a sober, drug free state (excluding medically prescribed drugs) and be available to respond to emergency notifications and/or report to the NCMC within 30 minutes from receipt of the call.</p> <p><b>Emergency</b></p> <p>In the event of an emergency the Support Coordinator, will be required to assist in the response to and recovery from a national, regional or local emergency, as directed. This may involve work in the National Crisis Management Centre (NCMC) or another location, and may include potentially long hours and challenging working conditions, e.g. an emergency could occur at any time of the day or night and may require working shifts and /or working weekends.</p> <p>MCDEM will do all in its power to support staff in meeting their work and family responsibilities during an emergency.</p>

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**PERSON SPECIFICATION**

*The person specification captures the expertise required for the role. This may be a combination of knowledge/ experience, qualifications or an equivalent level of learning through experience or key skills and attributes.*

**Qualifications:**

<p><b>Essential:</b></p> <ul style="list-style-type: none"> <li>• Relevant body of experience and knowledge in similar positions.</li> </ul>	<p><b>Desirable:</b></p> <ul style="list-style-type: none"> <li>• A relevant tertiary qualification.</li> </ul>
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**Knowledge/ Experience:**

<p><b>Essential:</b></p> <ul style="list-style-type: none"> <li>• Experience leading and motivating a team</li> <li>• Strong office and administration experience, including minute taking</li> <li>• Experience in providing financial administration support, e.g. accounts, purchases, coding invoices;</li> <li>• Demonstrated experience using document management systems</li> <li>• Ability to multi task, reprioritise and react to issues that arise during the day whilst keeping calm and professional in demanding situations</li> <li>• Excellent interpersonal skills, able to deal in the appropriate manner with a wider range of staff and contacts</li> </ul>	<p><b>Desirable:</b></p> <ul style="list-style-type: none"> <li>• Understanding of the public sector environment;</li> <li>• Event management experience</li> </ul>
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### Personal Attributes

- Demonstrated interpersonal skills and excellent communication skills;
- Excellent relationship and stakeholder management skills;
- Strong organisational skills;
- MS Word skills including mail merge skills and Excel skills;
- The discretion and tact to handle confidential and private information;
- High level of judgement with the ability to make effective decisions in complex situations;
- Ability to operate effectively in a high stress environment and effectively deliver high quality work output under pressure.

### Security Requirements

This position may require New Zealand citizenship, and the ability to obtain and maintain a national security clearance at secret level or higher. You must satisfactorily complete pre-employment checks which will include, but is not limited to, criminal and credit checks.

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## Changes to Job Description

Positions in DPMC may change over time as the organisation evolves and changing priorities occur. Therefore, we are committed to maintaining a flexible organisation structure which best enables us to meet changing market and customer needs. Responsibilities for this position may change over time as the job evolves and such change may be initiated as necessary by the manager of this position.

## Rotation

DPMC requires a workforce that is flexible and able to adapt to meet the rapidly changing scope of government needs and priorities. DPMC also seeks to be an employer that provides development and career opportunities and will work with employees in supporting them to grow and extend their skills, knowledge and abilities. To achieve this, every employee will have a professional development plan in place. In addition, from time to time DPMC or an employee may propose a transfer to another position within the department where the employee has the relevant skills and experience. Any such transfer would require the agreement of both DPMC and the employee, and would take place on the same terms and conditions of employment, unless both parties otherwise agree.

## Health and Safety

DPMC is committed to providing a healthy and safe work environment. All DPMC managers, employees, secondees and consultants to DPMC also have and safety responsibilities and are expected meet these and contribute to ensuring DPMC is a healthy and safe place to work by:

- (a) Notifying management of any hazards or potential hazards;
- (b) Undertaking work and using equipment as specified in relevant documentation;
- (c) Reporting incidents, injuries and near misses;
- (d) Acting in a safety conscious manner at all times; and
- (e) Supporting DPMC's health and safety initiatives.

In addition to the above, managers and team leaders are responsible for:

- (a) Ensuring that staff are supported in addressing health and safety concerns;
- (b) Ensuring incidents, injuries and near misses are recorded, reported and investigated in a timely manner; and
- (c) Undertaking remedial actions as soon as reasonably practicable.

Approved

Sarah Stuart-Black  
Director, MCDEM

\_\_\_\_\_  
Date



## Attachment 1: DPMC competencies

Competency	Behavioural Indicator
<p>Knows what DPMC is all about</p> <p><i>Demonstrates a good understanding of the particular function of the department and the nature of its work.</i></p>	<ul style="list-style-type: none"> <li>• Can articulate the direction of the DPMC</li> <li>• Understands what is important for DPMC's success and why</li> <li>• Has knowledge about DPMC's special role in the machinery of government</li> <li>• Can explain the various roles and functions contained within the DPMC</li> <li>• Understands the sensitivity of security issues in the DPMC environment</li> <li>• Understands the implications of having the particular customers we have</li> </ul>
<p>Works in a Professional Manner</p> <p><i>Demonstrates appropriate professional knowledge and skills, working to an exacting level</i></p>	<ul style="list-style-type: none"> <li>• Completes work that meets, if not exceeds, the expectations of the client</li> <li>• Acts in a manner consistent with the security requirements of the job</li> <li>• Develops and works to lift their level of competence</li> <li>• Manages competing priorities and work loads</li> <li>• Displays the highest standards of personal conduct</li> <li>• Exercises discretion</li> <li>• Exhibits impartiality and an unbiased approach</li> <li>• Judgement is exercised appropriately on increasingly more sensitive and difficult issues</li> </ul>
<p>Maintains productive team working relationships</p> <p><i>Internal</i></p> <p><i>Demonstrates collegiality through knowledge sharing and excellent work relationships.</i></p> <p><i>External</i></p> <p><i>Demonstrates the ability to develop and maintain relationships and promote the interests of the Department and business unit</i></p>	<ul style="list-style-type: none"> <li>• Facilitates the work of the team through information sharing</li> <li>• Shares knowledge that is essential for DPMC's performance</li> <li>• Works collegially with other members of the team</li> <li>• Does not exceed their brief</li> <li>• Is respectful of others</li> <li>• Actively maintains a wide network of contacts</li> <li>• Develops and maintains excellent relationships with all external contacts</li> <li>• Promotes the interests of the Department and/or unit</li> <li>• Facilitates the free flow of information between the unit and the customer</li> <li>• Actively ensures barriers to information flows are minimised</li> </ul>
<p>Communicates effectively</p> <p><i>Exercises clarity and directness in all forms of communication ensuring the message is understood.</i></p>	<ul style="list-style-type: none"> <li>• Gets to the point quickly</li> <li>• Actively listens to what is said and how it is said</li> <li>• Tailors their message, tone and delivery to the audience</li> <li>• Checks that the message is understood</li> <li>• Presents logical and reasoned argument in all communication</li> </ul>

Competency	Behavioural Indicator
<p><b>Acts with integrity</b></p> <p><i>At all times acts in a manner that accords with the department's role at the centre of government in accordance with the principles of the code of conduct.</i></p>	<ul style="list-style-type: none"> <li>• Maintains confidentiality</li> <li>• Exercises discretion</li> <li>• Exhibits impartiality and an unbiased approach</li> <li>• Completes work reliably</li> <li>• Acts honestly</li> <li>• Acts in a trustworthy manner</li> </ul>
<p><b>Negotiation/Conflict Resolution</b></p> <p><i>Achieves cooperation and coordination where objectives are complex (and often conflicting) and assists in achieving policy closure.</i></p>	<ul style="list-style-type: none"> <li>• Presents arguments which persuade others</li> <li>• Identifies, where possible, mutually acceptable and implementable solutions</li> <li>• Uses informal networks to diffuse potential conflict</li> <li>• Recognises and resolves problems</li> <li>• Implements strategies to avoid/minimise problems and to prevent escalation</li> <li>• Handles conflict constructively</li> <li>• Presents effective arguments</li> </ul>
<p><b>Government/Legal Awareness</b></p> <p><i>Demonstrates a good understanding of political, legal and policy process</i></p>	<ul style="list-style-type: none"> <li>• Understands the role of the Executive and Parliament</li> <li>• Understands constitutional processes, practices and conventions</li> <li>• Understands the role of the Governor-General and the Prime Minister</li> <li>• Understands the policy process of Cabinet committees and Cabinet</li> <li>• Understands legislative processes</li> <li>• Knows the legal context of one's work and the requirements of the Official Information legislation</li> </ul>
<p><b>Demonstrates analytical ability</b></p> <p><i>Applies intellectual power and analytical skill to produce high quality advice.</i></p>	<ul style="list-style-type: none"> <li>• Identifies emerging issues early and proactively addresses them</li> <li>• Thinks more broadly than the immediate issues</li> <li>• Asks the right questions</li> <li>• Readily assimilates large volumes of complex data</li> <li>• Clearly answers pragmatic, specific problems</li> <li>• Provides robust, well thought out conclusions supported by relevant data</li> <li>• Consistently works within an analytical framework</li> </ul>
<p><b>Demonstrates security awareness</b></p> <p><i>Demonstrates an awareness and understanding of the security protocols that apply to the information handled by the business unit.</i></p>	<ul style="list-style-type: none"> <li>• Understands and adheres to all security requirements</li> <li>• Knows when to consult on matters relating to security</li> <li>• Demonstrates a security consciousness</li> </ul>

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## Job Description – Support Coordinator

**Job Title:** Support Coordinator

**Business Unit:** Ministry of Civil Defence & Emergency Management (MCDEM)

**Responsible To:** Senior Support Coordinator

**Direct Reports:** Nil

**Indirect Reports:** Nil

**Key relationships:**

***Internal*** Director, MCDEM  
Senior Support Coordinator  
Principal Advisor to the Director  
MCDEM Managers  
Business Support team  
MCDEM and other DPMC staff

***External*** Members of the public  
MCDEM Stakeholders and Suppliers  
Central Agencies Shared Services (CASS)

**Financial Delegation:** Nil

**Indicative appointing pay range:** TBC

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The key elements of MCDEM's role are:

- **Leading:** MCDEM provides leadership and the strategic direction for CDEM, underpinning work with evidence-based analysis, high levels of professionalism, and a commitment to providing high quality products and services.
- **Reducing risk:** MCDEM promotes initiatives that identify and research hazards, their consequences, and develop ways to reduce risk to communities.
- **Readiness:** MCDEM promotes CDEM awareness and preparedness in communities and organisations.
- **Responding:** MCDEM maintains the capacity and capability to support, coordinate, and manage the response to an emergency and adapt to changing demands.
- **Recovering:** MCDEM promotes the development of robust processes and arrangements to enable a coordinated and holistic recovery process, and the capacity to manage or coordinate the recovery from an emergency when required.

## Purpose of the Position:

The Support Coordinator role works collaboratively as part of the support team across MCDEM, providing efficient and effective business support services to the management and staff.

Key Tasks or Responsibilities (including Accountabilities)	Performance Indicator
1. General Administrative Support	<ul style="list-style-type: none"> <li>• Provide the following functions for MCDEM including:               <ul style="list-style-type: none"> <li>○ answering MCDEM main phone number and assisting as necessary</li> <li>○ meeting visitors from reception and contacting the appropriate person</li> </ul> </li> <li>• Enter incoming mail, including all internal correspondence, into the MCDEM Incoming Correspondence Register and distribute mail to staff</li> <li>• Coordinate distribution and registering of all MFAT non-Classified documents from MFAT Communications Unit</li> <li>• Arrange courier and mailouts as requested by staff and update courier register</li> <li>• Maintain all MCDEM stationery supplies, against the inventory and distribute as requested</li> <li>• Action all requests for MCDEM publications/CDEM material received from external stakeholders, schools, MCDEM Regional and Communications staff and members of the public</li> <li>• Maintain MCDEM kitchen supplies and three-monthly restocks or as required</li> <li>• Undertake MCDEM hardcopy filing</li> <li>• Assist Managers/Team Leaders by providing recruitment administration support as required</li> <li>• Assist all MCDEM units, including regional staff with administrative tasks</li> </ul>
2. Financial and Asset Management Support	<ul style="list-style-type: none"> <li>• Accurately checking, coding, cross-referencing and processing of all MCDEM invoices</li> <li>• Ensuring finance processes are completed to CASS finance standards</li> <li>• Liaison with Managers to ensure financial delegations are in place (including in an activation)</li> </ul>
3. Travel and Accommodation	<ul style="list-style-type: none"> <li>• Domestic and International               <ul style="list-style-type: none"> <li>○ Book all staff travel, flights, accommodation, and rental vehicles in accordance with the DPMC travel policy and procedures</li> <li>○ Assist managers to reconcile invoices and accounts with travel approved</li> <li>○ Assist staff with obtaining and reconciling travel advances and cash</li> </ul> </li> </ul>
4. Administrative support associated with meetings, workshops and events	<ul style="list-style-type: none"> <li>• Set up MCDEM meeting rooms, ensuring correct seat numbers and layout, catering and equipment</li> <li>• Arrange catering for MCDEM meetings, workshops, conferences, fora, training sessions and other functions (including external stakeholders and interagency partners)</li> <li>• Assist MCDEM staff with arranging for external meeting rooms and catering</li> <li>• Assist in the preparation of documents, resources and material for meetings, workshops, and training sessions</li> </ul>

**Key Tasks or Responsibilities****Performance Indicator***(including Accountabilities)***5. Duty Team and Emergencies****Readiness**

- Attend and participate in NCMC training sessions and exercises
- Be familiar with and participate in the development of relevant NCMC Standard Operating Procedures
- Be able to operate relevant NCMC systems

**Response Management**

- Acts on the MCDEM duty team.
- Fulfils an appointed role during NCMC activations at Modes 2, 3 and 4.

**Duty Team**

The Support Coordinator will be required to participate, at regular intervals on the MCDEM duty team responsible for immediate response to emergencies. The requirement is for one week on-call rotations, rotating with other staff at equally spread intervals. While on-call as part of the duty team the appointee must be immediately contactable 24 hours a day, in a sober, drug free state (excluding medically prescribed drugs) and be available to respond to emergency notifications and/or report to the NCMC within 30 minutes from receipt of the call.

**Emergency**

In the event of an emergency the Support Coordinator, will be required to assist in the response to and recovery from a national, regional or local emergency, as directed. This may involve work in the National Crisis Management Centre (NCMC) or another location, and may include potentially long hours and challenging working conditions, e.g. an emergency could occur at any time of the day or night and may require working shifts and /or working weekends.

MCDEM will do all in its power to support staff in meeting their work and family responsibilities during an emergency.

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## PERSON SPECIFICATION

The person specification captures the expertise required for the role. This may be a combination of knowledge/experience, qualifications or an equivalent level of learning through experience or key skills and attributes.

### Qualifications:

<p><b>Essential:</b></p> <ul style="list-style-type: none"> <li>• Relevant body of experience and knowledge in similar positions.</li> </ul>	<p><b>Desirable:</b></p> <ul style="list-style-type: none"> <li>• A relevant tertiary qualification.</li> </ul>
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### Knowledge/ Experience:

<p><b>Essential:</b></p> <ul style="list-style-type: none"> <li>• General office and administration experience, including minute taking</li> <li>• Experience in providing financial administration support, e.g. accounts, purchases, coding invoices;</li> <li>• Demonstrated experience using document management systems</li> <li>• Ability to multi task, reprioritise and react to issues that arise during the day whilst keeping calm and professional in demanding situations</li> <li>• Excellent interpersonal skills, able to deal in the appropriate manner with a wider range of staff and contacts</li> </ul>	<p><b>Desirable:</b></p> <ul style="list-style-type: none"> <li>• Understanding of the public sector environment;</li> <li>• Experience coordinating events</li> </ul>
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### **Personal Attributes**

- Demonstrated interpersonal skills and excellent communication skills;
- Excellent relationship and stakeholder management skills;
- Strong organisational skills;
- MS Word skills including mail merge skills and Excel skills;
- The discretion and tact to handle confidential and private information;
- High level of judgement with the ability to make effective decisions;
- Ability to operate effectively in a high stress environment and effectively deliver high quality work output under pressure.

### **Security Requirements**

This position may require New Zealand citizenship, and the ability to obtain and maintain a national security clearance at confidential level or higher. You must satisfactorily complete pre-employment checks which will include, but is not limited to, criminal and credit checks.

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## Changes to Job Description

Positions in DPMC may change over time as the organisation evolves and changing priorities occur. Therefore, we are committed to maintaining a flexible organisation structure which best enables us to meet changing market and customer needs. Responsibilities for this position may change over time as the job evolves and such change may be initiated as necessary by the manager of this position.

## Rotation

DPMC requires a workforce that is flexible and able to adapt to meet the rapidly changing scope of government needs and priorities. DPMC also seeks to be an employer that provides development and career opportunities and will work with employees in supporting them to grow and extend their skills, knowledge and abilities. To achieve this, every employee will have a professional development plan in place. In addition, from time to time DPMC or an employee may propose a transfer to another position within the department where the employee has the relevant skills and experience. Any such transfer would require the agreement of both DPMC and the employee, and would take place on the same terms and conditions of employment, unless both parties otherwise agree.

## Health and Safety

DPMC is committed to providing a healthy and safe work environment. All DPMC managers, employees, secondees and consultants to DPMC also have and safety responsibilities and are expected meet these and contribute to ensuring DPMC is a healthy and safe place to work by:

- (f) Notifying management of any hazards or potential hazards;
- (g) Undertaking work and using equipment as specified in relevant documentation;
- (h) Reporting incidents, injuries and near misses;
- (i) Acting in a safety conscious manner at all times; and
- (j) Supporting DPMC's health and safety initiatives.

In addition to the above, managers and team leaders are responsible for:

- (d) Ensuring that staff are supported in addressing health and safety concerns;
- (e) Ensuring incidents, injuries and near misses are recorded, reported and investigated in a timely manner; and
- (f) Undertaking remedial actions as soon as reasonably practicable.

Approved

Sarah Stuart-Black  
Director, MCDEM

\_\_\_\_\_  
Date

## Attachment 1: DPMC competencies

Competency	Behavioural Indicator
<p>Knows what DPMC is all about</p> <p><i>Demonstrates a good understanding of the particular function of the department and the nature of its work.</i></p>	<ul style="list-style-type: none"> <li>• Can articulate the direction of the DPMC</li> <li>• Understands what is important for DPMC's success and why</li> <li>• Has knowledge about DPMC's special role in the machinery of government</li> <li>• Can explain the various roles and functions contained within the DPMC</li> <li>• Understands the sensitivity of security issues in the DPMC environment</li> <li>• Understands the implications of having the particular customers we have</li> </ul>
<p>Works in a Professional Manner</p> <p><i>Demonstrates appropriate professional knowledge and skills, working to an exacting level</i></p>	<ul style="list-style-type: none"> <li>• Completes work that meets, if not exceeds, the expectations of the client</li> <li>• Acts in a manner consistent with the security requirements of the job</li> <li>• Develops and works to lift their level of competence</li> <li>• Manages competing priorities and work loads</li> <li>• Displays the highest standards of personal conduct</li> <li>• Exercises discretion</li> <li>• Exhibits impartiality and an unbiased approach</li> <li>• Judgement is exercised appropriately on increasingly more sensitive and difficult issues</li> </ul>
<p>Maintains productive team working relationships</p> <p><i>Internal</i></p> <p><i>Demonstrates collegiality through knowledge sharing and excellent work relationships.</i></p> <p><i>External</i></p> <p><i>Demonstrates the ability to develop and maintain relationships and promote the interests of the Department and business unit</i></p>	<ul style="list-style-type: none"> <li>• Facilitates the work of the team through information sharing</li> <li>• Shares knowledge that is essential for DPMC's performance</li> <li>• Works collegially with other members of the team</li> <li>• Does not exceed their brief</li> <li>• Is respectful of others</li> <li>• Actively maintains a wide network of contacts</li> <li>• Develops and maintains excellent relationships with all external contacts</li> <li>• Promotes the interests of the Department and/or unit</li> <li>• Facilitates the free flow of information between the unit and the customer</li> <li>• Actively ensures barriers to information flows are minimised</li> </ul>
<p>Communicates effectively</p> <p><i>Exercises clarity and directness in all forms of communication ensuring the message is understood.</i></p>	<ul style="list-style-type: none"> <li>• Gets to the point quickly</li> <li>• Actively listens to what is said and how it is said</li> <li>• Tailors their message, tone and delivery to the audience</li> <li>• Checks that the message is understood</li> <li>• Presents logical and reasoned argument in all communication</li> </ul>
<p>Acts with integrity</p> <p><i>At all times acts in a manner that accords with the department's role at the centre of government in accordance with the principles of the code of conduct.</i></p>	<ul style="list-style-type: none"> <li>• Maintains confidentiality</li> <li>• Exercises discretion</li> <li>• Exhibits impartiality and an unbiased approach</li> <li>• Completes work reliably</li> <li>• Acts honestly</li> <li>• Acts in a trustworthy manner</li> </ul>

Competency	Behavioural Indicator
<p><b>Negotiation/Conflict Resolution</b></p> <p><i>Achieves cooperation and coordination where objectives are complex (and often conflicting) and assists in achieving policy closure.</i></p>	<ul style="list-style-type: none"> <li>• Presents arguments which persuade others</li> <li>• Identifies, where possible, mutually acceptable and implementable solutions</li> <li>• Uses informal networks to diffuse potential conflict</li> <li>• Recognises and resolves problems</li> <li>• Implements strategies to avoid/minimise problems and to prevent escalation</li> <li>• Handles conflict constructively</li> <li>• Presents effective arguments</li> </ul>
<p><b>Government/Legal Awareness</b></p> <p><i>Demonstrates a good understanding of political, legal and policy process</i></p>	<ul style="list-style-type: none"> <li>• Understands the role of the Executive and Parliament</li> <li>• Understands constitutional processes, practices and conventions</li> <li>• Understands the role of the Governor-General and the Prime Minister</li> <li>• Understands the policy process of Cabinet committees and Cabinet</li> <li>• Understands legislative processes</li> <li>• Knows the legal context of one's work and the requirements of the Official Information legislation</li> </ul>
<p><b>Demonstrates analytical ability</b></p> <p><i>Applies intellectual power and analytical skill to produce high quality advice.</i></p>	<ul style="list-style-type: none"> <li>• Identifies emerging issues early and proactively addresses them</li> <li>• Thinks more broadly than the immediate issues</li> <li>• Asks the right questions</li> <li>• Readily assimilates large volumes of complex data</li> <li>• Clearly answers pragmatic, specific problems</li> <li>• Provides robust, well thought out conclusions supported by relevant data</li> <li>• Consistently works within an analytical framework</li> </ul>
<p><b>Demonstrates security awareness</b></p> <p><i>Demonstrates an awareness and understanding of the security protocols that apply to the information handled by the business unit.</i></p>	<ul style="list-style-type: none"> <li>• Understands and adheres to all security requirements</li> <li>• Knows when to consult on matters relating to security</li> <li>• Demonstrates a security consciousness</li> </ul>

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## Appendix Two - Proposed Transition and Appointments Protocol

The Department of the Prime Minister and Cabinet (DPMC) is committed to facilitating a smooth transition of employees for all DPMC change initiatives and processes; this protocol outlines the processes to be used during this transition.

DPMC recognises that, in order to treat all affected employees fairly and equally, it is desirable to have a common transition and appointment protocol and process that is applicable to all affected employees.

Any changes to the structure of MCDEM arising from the proposal would be managed in accordance with this proposed transition and appointment protocol.

Employees are kept informed of the timetable for transition and updated regularly on key dates.

### Scope

This protocol **applies** to employees employed by DPMC in MCDEM, regardless of whether they work full time or part time, including those people currently on parental leave, leave without pay, and/or secondment to another agency.

This protocol **does not apply** to:

- People seconded into the DPMC from another organisation as they are employees of their home organisation;
- Casual employees within DPMC (i.e. those who work on an “as required”, hourly or daily rate basis); and
- Consultants and/or contractors within DPMC, as they are not employees but are engaged on contracts for services.

### Objectives

The aims of this proposed protocol are to:

- Provide assurance to potentially affected employees on the processes we will use to transition and appoint employees to the proposed structure;
- Ensure that employees are treated fairly in the change process and that the processes for making any decisions and implementing any confirmed changes are open and transparent;
- Ensure that DPMC acts in good faith by consulting with employees over proposed significant changes, to take into account their views and to deal with those employees professionally and constructively and in a manner consistent with the DPMC’s good employer obligations;
- Retain, wherever possible, skilled employees so that the proposed structure can provide high level advice and services; and
- Minimise disruption to business and uncertainty for employees by implementing the confirmed new/ revised structures as efficiently and as soon as practicable.

## Appointment and Selection Process

There are three options that apply to DPMC employees under this process. They are reconfirmation, reassignment, non-appointment and redeployment, which are discussed below:

### *Reconfirmation - same or substantially similar position*

“Reconfirmation” means an offer to the same or a substantially similar position within the confirmed new/revised structures (e.g. a specific and unique role occupied by one person and being required within DPMC). Possible indicators for an employee being reconfirmed are:

- The position in the new/ revised structures is substantially the same or substantially similar to the employee’s current position in terms of remuneration (sizing or pay grade), hours of work etc;
- The job content is substantially similar, comparing any new responsibilities with those an employee currently has;
- The level of the position in the new/revised structures is the same or substantially similar to the current position held;
- The scope and breadth of the position is the same or substantially similar;
- The knowledge, skills and competencies required are the same or substantially similar; the remuneration range for the position remains substantively unchanged; and
- There are minimal changes to staff management and budget responsibilities.

### *Reassignment*

*- Suitable alternative position as a direct appointment (no interview)*

OR

*- Suitable alternative position through a contestable process*

“Reassignment” means an offer of a suitable alternative position within the proposed new structure as determined by DPMC. For the purposes of this protocol a suitable alternative position means a position for which, in the opinion of the employer, the employee has the requisite skills, knowledge and attributes.

An employee may be offered reassignment without going through a contestable process in the new/ revised structures where the employee is the only suitable candidate for the position in the new/ revised structures.

An employee will be advised in writing of the position to which they have been offered reassignment. If an employee elects not to accept the offer of reassignment, they will be advised in writing of the next steps in the process. This will be dependent on their particular terms and conditions of employment.

*Contestable – Expressions of Interest*

An expression of interest process will apply in a situation where a new position exists within DPMC and a number of employees meet the criteria for the position, therefore no direct appointments into the position are possible. For employees who are not reconfirmed, a contestable selection process will be used to assess suitability for reassignment to a position in the new/ revised structures.

Employees will be notified in writing of available positions in the new structure that are subject to a contestable process and will be provided with finalised position descriptions for those new positions. Employees will also be notified in advance of the assessment and selection criteria applicable for each contestable position.

Employees will be invited to express an interest in the positions they would like to be considered for. Expressions of Interest (EOI) must be in writing and should include:

- A completed EOI form; and
- A form detailing role and location preference and
- A brief up-to date curriculum vitae outlining relevant background skills, qualifications and experience.

The selection process may include a panel interview, reference checking and a psychometric assessment where the position or level of the position warrants this. All employees expressing an interest in a role or roles will be interviewed at least once.

Selection will be based on merit, assessed against the key accountabilities and responsibilities for the position. Applicants will be notified of the outcome of their application in writing.

Where there are multiple candidates for a new position, selection will be based on merit, assessed against the key accountabilities for the position. Applicants will be notified of the outcome of their application in writing.

Employees who are offered reassignment into a position in the new structure without going through a contestable process are nonetheless entitled to express an interest in contestable positions.

If an employee elects not to accept an offer of reassignment to a new/ revised position following the contestable selection process, they will be advised in writing of the next steps in the process. This will be dependent on their particular terms and conditions of employment.



*Non-Appointment and Redeployment Process*

If an employee is not appointed to a position within the new / revised structures, DPMC will work with them on an individual basis to support their next career steps. This may include redeployment to another position in DPMC, if they have the relevant skills and expertise to carry out the role.

Employees who are offered redeployment will be consulted prior to any appointment being made. A person who receives a reasonable offer (as defined in his/her employment agreement or Appendix II of the DPMC Manual) of redeployment, but does not wish to take up that position, is not redundant and therefore not entitled to compensation for redundancy. Their options are to apply for another position in the DPMC, or to resign.

If an employee is not reassigned to a position in the new structure or redeployed to another position within DPMC, the relevant (redundancy) provisions in their Individual or Collective Employment Agreement will apply. For employees, that will mean that reasonable efforts will be made to identify suitable alternative employment for that employee, initially within DPMC.

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**Staff briefing and consultation pack**

**Cabinet Office Registry and DPMC Messenger services**

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## Providing Feedback

All Cabinet Office Registry staff and DPMC Administration and Delivery Support (Messenger) staff, along with the wider Cabinet Office and DPMC, are invited to provide feedback on the proposed changes.

In giving your feedback you are asked to consider the impact on the business and your views on the proposed structure.

Questions on the proposals, to help you develop your feedback, are welcomed. It is best that specific questions be made by email to s 9(2)(a) . An email response to any questions will be made as quickly as possible, and within 24 hours at the longest.

Feedback is due with s 9(2)(a) by **5.00pm Friday 9 September**. Feedback should be in writing and can be sent by email to s 9(2)(a) by mail to s 9(2)(a) , Senior HR Advisor - SSC and DPMC, Central Agencies Shared Services.

All emails or letters should be marked "restructure feedback". Anonymous feedback will not be considered.

It is hoped that a final decision on the feedback will be made within five business days of the closing date. This will depend on the extent of the feedback received.

### What will happen to my feedback?

Your feedback is important and you are encouraged to take this opportunity to provide us with your comments.

All feedback received will be summarised and presented to the Secretary of the Cabinet and Director, Office of the Chief Executive. This feedback will assist to inform final decisions. Your feedback will assist us to know if there is anything we have missed or areas of critical support that we may have overlooked.

Please note that all feedback will be kept confidential. In all cases, feedback will be treated with respect and confidence.

## The Context and Rationale for the Proposed Changes

The Cabinet Office's Registry unit has for many years photocopied and distributed Cabinet and committee papers, agendas and minutes (papers) to Ministers and departments. The papers are sorted and delivered to Ministers' offices by DPMC Administration and Delivery Support (Messenger) staff.

With the implementation of CabNet over the second half of 2015, papers for departments are now provided electronically on CabNet. Hard copies of papers for Ministers continue to be delivered by DPMC Messengers to Ministers' offices in the Beehive and Bowen House.

The implementation of CabNet was expected to lead to a significant decrease in the total volume of photocopying of papers by the Cabinet Office and in the volume of papers to be delivered to Minister's offices. The total number of copies of papers photocopied and delivered has decreased. However, the length, complexity and amount of colour copying of papers has increased. In addition, the implementation of CabNet has required new business processes to be put in place to ensure that the final version of the paper on CabNet is the version that is printed and distributed to Ministers. This has increased workload in the Registry.

Alongside the implementation of CabNet, Registry has also experienced an increase in the number and complexity of requests from departments for previous Cabinet records. Registry has also taken on responsibility for managing the files and records of the Honours Unit within the Cabinet Office, and is responsible for maintaining the records of Cabinet and Cabinet committee meetings and the day to day filing of the Cabinet Office's papers and records.

DPMC Messengers provide services to other DPMC business units in addition to the work they undertake for the Cabinet Office. While physically co-located with, and managed on a day-to-day basis by, Registry, the DPMC Messengers formally come under the management of the Office of the Chief Executive due to their department-wide role. This arrangement has developed over time – while the DPMC Messengers have been employed centrally by DPMC (previously Corporate Services, and now OCE), there have been changes in their location, with the last being a move to Cabinet Office to assist with space constraints on the 8<sup>th</sup> floor of the Executive Wing. Over time the Messengers' work in Cabinet Office has also evolved.

Given the above, it was considered timely to undertake an external review to ensure that best practice business processes were being used and that the right level of resources was being provided to ensure a high standard of service for Ministers. In the case of the Messenger services, it was also necessary to ensure that these services meet the needs of the wider department.

The reviewers were asked to consider the following matters and to make recommendations on business process improvements and resources as appropriate:

- Registry processes for photocopying and distribution of Cabinet material to Ministers, taking into account overall Registry workload;
- the level of resourcing (staff and equipment) required to ensure that a high quality Cabinet paper photocopying and distribution service for Ministers is provided;
- the implications of CabNet for DPMC messenger services<sup>1</sup> and assessment of future messenger service requirements;
- other Registry records and information management processes;

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<sup>1</sup> DPMC Messenger services includes the work of the Messengers for the Cabinet office and other DPMC business units.

- other roles that the DPMC Messengers undertake;
- any other matters the reviewers consider relevant to the review.

### Desired operating state and expected gains from the proposed changes

The review made several recommendations on the future operating structure for delivering Registry and Messenger services, and the related benefits:

Recommendation	Activities	Benefit
<b>Recommendation 1</b>		
<b>Merge the Registry and the DPMC Messenger teams into a single team under one manager</b>	Current Registry and DPMC managers need to agree on the value of merging the teams and what activities are to be adopted/transferred in the first instance.  Work with Human Resources to plan the practical steps to implement.	✓ Disjointed way of working This will create a single sphere of control, increase team alignment releasing the DPMC Messengers' on-demand / waiting capacity (0.35 FTE) and enable cross-skilling of team members.
<b>Redefine the team's purpose</b>	The management team needs to define the new team's goals, deliverables, customers and service levels.  This includes considering which legacy activities adopted as part of the team merger can be reduced or reallocated.	✓ Clarity of operating model It will provide the new structure that the team will operate within.
<b>Review, document and communicate team member roles and responsibilities</b>	Management team and staff need to work with HR to identify and clearly document the operational needs required to deliver the team's purpose.	✓ Clarity of operating model It will provide clarity to the team members and their customers, and potentially will release further capacity.
<b>Cross-skill team members</b>	Match new roles and responsibilities with skills and gaps then train accordingly.	✓ Clarity of operating model This will increase the knowledge of all staff and remove single point of dependencies.  To allow a better redistribution of effort among the members of the team.
<b>Recommendation 2</b>		
<b>Investigate options to reduce activities that are not connected to the Cabinet Office purpose</b>	Once the new team's purpose and roles and responsibilities are defined, investigate options to reduce the additional work requests coming in from other teams	✓ Clarity of operating model  By reducing the additional work requests from other teams (including information

	<p>(such as information requests from other departments and agencies).</p> <p>Investigate options to move the responsibility for the regular housekeeping activities (currently performed by the Messengers) to other teams in a structured manner that ensures continuity of service.</p> <p>Keep the housekeeping activities performed by the Registry within the new team as they are linked to security matters (checking the Cabinet meeting room after the meetings to make sure there is no document left behind that could cause a security breach).</p>	<p>requests) there is potential to release 0.32 FTE<sup>2</sup> capacity to work on other activities.</p> <p>Reducing the DPMC messenger housekeeping activities has the potential to release an additional 0.66 of FTE capacity. However, consideration will have to be given to which current DPMC housekeeping activities (0.4 FTE) are transferred vs. kept.</p>
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<sup>2</sup> Calculation: 34% of the 0.95 FTE that the Records Manager spends performing Information requests come from other departments and agencies.

## Proposal

It is proposed to adopt the review recommendations by creating an integrated service delivery model in Registry which comprises:

- the activities currently carried out by Registry and the DPMC Administration and Delivery Support (Messenger) staff, in respect of Cabinet Office functions; and
- cross-skilled team members who are able to carry out the full range of activities.

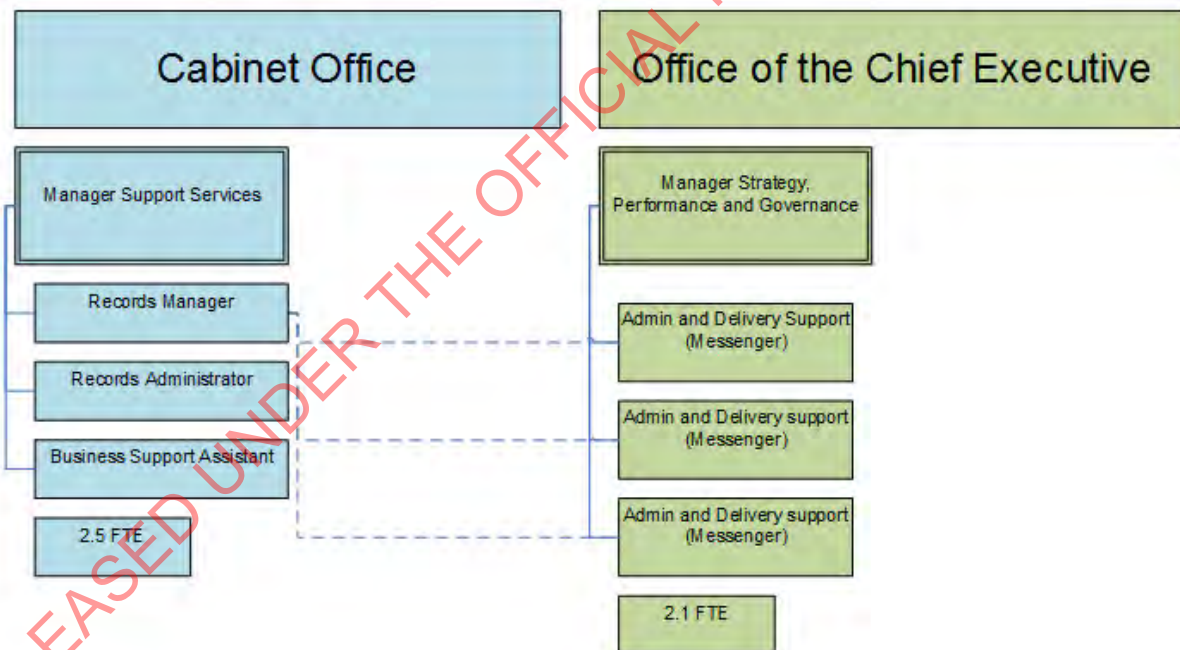
The other support activities carried out by DPMC Administration and Delivery Support (Messenger) staff in respect of DPMC business units are not included in the work of the proposed Registry team.

It is proposed that responsibility for these activities be devolved to individual DPMC business units or other agencies, once alternate arrangements have been made. A transitional part-time business support role will be established for six months while the Office of the Chief Executive considers resource requirements.

The proposal is detailed in the following sections:

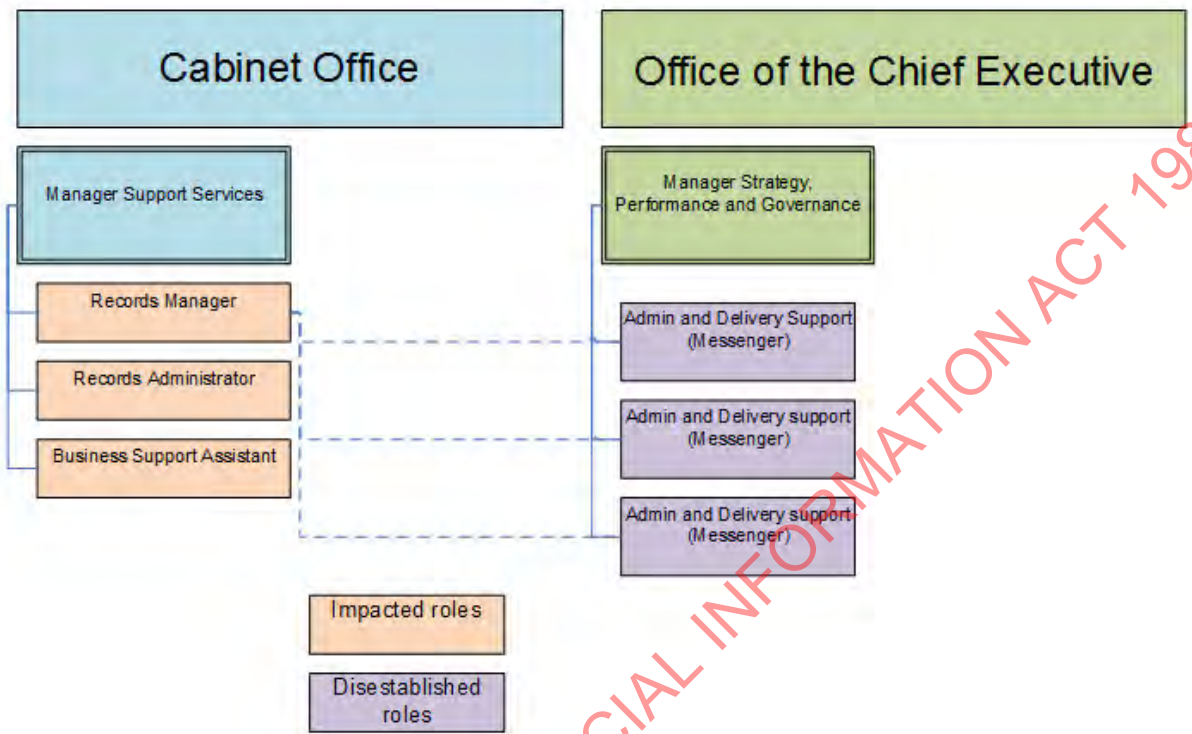
### Structure as at 1 July

As identified in the review, the current operating structure is disjointed, line management responsibilities are not clear, and resources are not allocated efficiently:



Impacted roles

The current Registry and DPMC Administration and Delivery Support (Messenger) roles are impacted by the proposal:

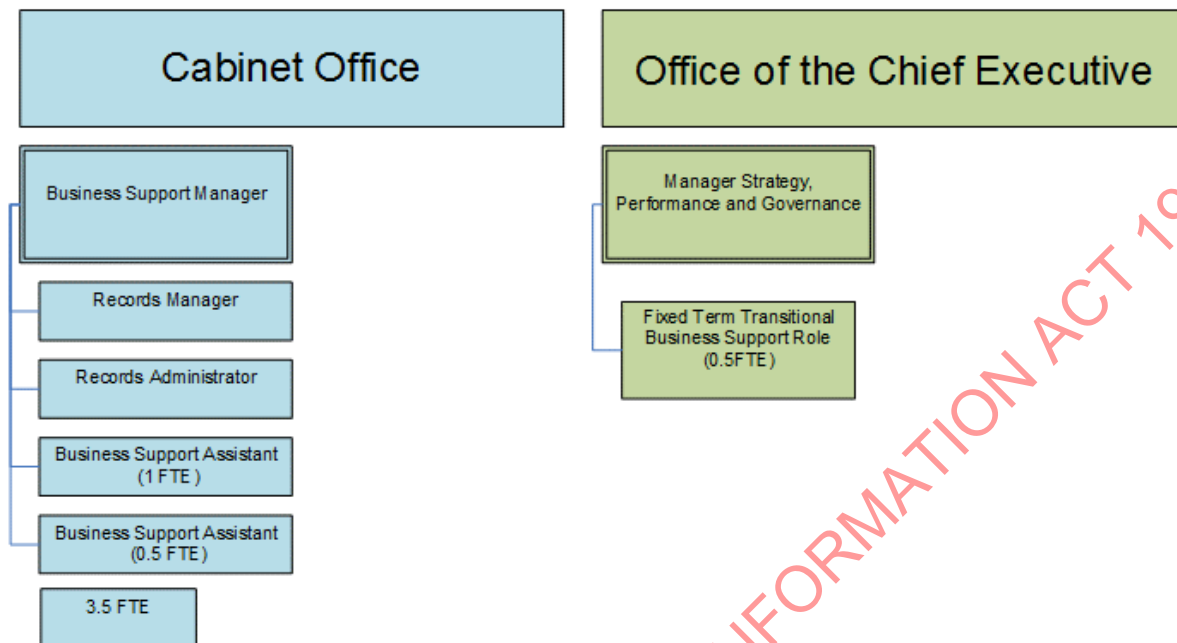


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## Proposed structure and roles

The proposed structure and roles are:



### Cabinet Office Registry

It is proposed that the Cabinet Office Registry will comprise three full-time roles and one part-time role:

- Current permanent Registry staff will transfer to the new structure. Minor amendments to job descriptions will be agreed with the incumbents to account for the activities detailed below.
- The current fixed term part-time role will be increased to a full-time permanent role.
- A new part-time role will be established.

It is proposed that an integrated Registry team carry out all activities specific to Cabinet Office, and that the team members be cross-skilled so that the functions carried out by the team can be performed by any staff member. These functions comprise:

- Producing and delivering Cabinet and Cabinet Committee papers to Ministers' offices
- Setting up the Cabinet and Cabinet Committee rooms for meetings, and tidying up after the meetings
- Processing information requests
- Supporting the Honours team
- Filing and records management
- Managing the paper supplies

### Office of the Chief Executive

It is proposed to disestablish the current DPMC Administration and Delivery Support (Messenger) roles.

It is proposed that the current DPMC Administration and Delivery Support (Messenger) activities be devolved to individual business units or other agencies over time. These activities include:

- Picking up and distributing newspapers to Beehive and Bowen House
- Resupplying the milk in kitchens
- Collecting and distributing mail from the Parliament mail room; collecting mail from customers and delivering to the Parliament mail room
- Delivering mail to and from Pipitea House and CASS
- Support for PAG – checking paper supplies, managing confidential wheelie bins
- Urgent deliveries within the Central Business District
- Ad hoc requests

To allow time for alternate arrangements to be made, it is proposed to establish a transitional part-time business support role in the Office of the Chief Executive for a period of six months as this is worked through.

### Timeline

Description	Who is responsible?	Date
Communicate proposal to staff	Secretary of the Cabinet and Director, OCE	Friday 26 August
Staff consider proposal and provide feedback		29 August – 9 September
Communicate proposal to other stakeholders - Cabinet Office, DPMC, Senior Private Secretaries	Acting Manager Support Services	Monday, 29 August
Consider feedback and decide either: - to proceed with the proposal, with any amendments resulting from staff feedback - if the feedback suggests a new proposal is warranted, this will be developed and the consultation process will recommence	The Secretary of the Cabinet and Acting Director, OCE	12-16 September
Announce final decision. Affected staff are individually informed of the final decision at a one-on-one meeting with their manager.	Secretary of the Cabinet and Acting Director, OCE	Friday 16 September
<b><i>Change management process if applicable</i></b>		
Transition and appointment process (refer to section on page 9) while new structure is implemented	HR with Managers	September – November
Final structure	HR with Managers	By December

## Transition and Appointment Process

Once feedback has been considered and a final decision made, where there are no changes or only small changes to existing roles, staff will be reconfirmed into their existing positions.

Where there are more significant changes to roles (so the created roles are considered to be new roles and the old roles are to be dis-established) there will be a process of consideration of alternative roles for affected staff. In this way staff who may be affected (where their role is to be disestablished) will undergo a process for consideration of redeployment options. This process will be implemented in accordance with NZ employment law, DPMC policies and individual employment agreements. The process will involve an evaluation of possible redeployment options into new roles created by the review, or existing roles that may have become vacant due to normal attrition, matched with the skills and experience of the individual staff member.

Until the final structure is decided it is not possible to provide full details about this process. Directly affected staff will be individually advised as to their options once final decisions are made on the structure. However in broad terms a two-stage approach would be taken to redeploying or recruiting staff to any new positions. Existing DPMC staff in roles that may be disestablished ('affected staff') will be considered first for any new or vacant positions appropriate to their skills existing at the time of the review. In some instances, where a number of directly affected staff are suitably qualified internal candidates for a particular role, there will be a contestable or competitive selection process. If no directly affected staff member has the required capabilities for the role, the role may be advertised on the open market.

Those staff for whom no viable redeployment opportunity can be found after reasonable enquiry will be further assisted with funded career counselling and support and will be made redundant.

### Support available

Uncertainty and change can be potentially disruptive and unsettling for people and assistance and support will be available throughout the change process.

Employee assistance is available 24 hours a day through Vitae. Employees can access Vitae on 0508 664 981 confidentially or through their website [www.vitae.co.nz](http://www.vitae.co.nz).

s 9(2)(a) , Senior HR Advisor, CASS is also available at any time to provide support.

### Appendix

The report of the *Business Process and Resourcing Review: Cabinet Office Registry and DPMC Messenger Services* is attached for reference.

# Memorandum

**To:** Andrew Kibblewhite  
**From:** Michael Webster, Secretary of the Cabinet  
**s 9(2)(a)** Acting Director, Office of the Chief Executive  
**Date:** 21 September 2016  
**Subject:** *Final Decision on operating structure of Cabinet Office Registry and DPMC Messenger services*

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## Background

- 1 An independent business process and resourcing review of Cabinet Office Registry and DPMC Messenger services was undertaken in June this year. This was prompted by the combination of the implementation of CabNet and its impact on the printing and delivery of Cabinet and Cabinet committee papers, the increase in the number and complexity of information requests received in Registry, and arrangements around the location of, and services carried out by, the DPMC Administration and Delivery Support (Messenger) staff.
- 2 The review report made a series of recommendations on the future operating structure of these services.
- 3 These recommendations have been consulted on with all Cabinet Office Registry staff and DPMC Administration and Delivery Support (Messenger) staff, as well as the wider Cabinet Office, DPMC and Senior Private Secretaries in Ministers' offices.
- 4 Feedback from the consultation process has been received and we are now in a position to make recommendations to you to enable a final decision to be made on the future operating structure of the Cabinet Office Registry and DPMC Messenger services.

## Business process and resourcing review and proposals consulted on

- 5 The report of the business process and resourcing review made a number of recommendations on the future operating structure of the Cabinet Office Registry and DPMC Messenger services. It recommended that we:
  - 5.1 merge the Registry and the DPMC Messenger teams into a single team under one manager;
  - 5.2 redefine the team's purpose;
  - 5.3 review, document and communicate team member roles and responsibilities;
  - 5.4 cross-skill team members; and

5.5 Investigate options to reduce activities that are not connected to the Cabinet Office purpose.

6 We agreed to accept these recommendations and on that basis entered into a consultation period with staff on the following proposals:

*Cabinet Office*

6.1 Create an integrated service delivery model in Registry comprising:

6.1.1 the activities currently carried out by Registry and the DPMC Administration and Delivery Support (Messenger) staff, in respect of Cabinet Office functions:

6.1.1.1 Producing and delivering Cabinet and Cabinet Committee papers to Ministers' offices

6.1.1.2 Setting up the Cabinet and Cabinet Committee rooms for meetings, and tidying up after the meetings

6.1.1.3 Processing information requests

6.1.1.4 Supporting the Honours team

6.1.1.5 Filing and records management

6.1.1.6 Managing the paper supplies

6.1.2 cross-skilled team members who are able to carry out the full range of activities.

6.2 Current permanent Registry staff transfer to the new structure. Minor amendments to job descriptions to be agreed with the incumbents to account for the activities undertaken in Registry.

6.3 The current fixed term part-time role – 0.5 FTE Business Support Assistant – be increased to a full-time permanent role.

6.4 A new part-time role – 0.5 FTE Business Support Assistant – be established.

*Office of the Chief Executive*

6.5 Devolve other support activities carried out by DPMC Administration and Delivery Support (Messenger) staff in respect of DPMC business units to those individual business units or other agencies, once arrangements have been made. Those activities include:

6.5.1 Picking up and distributing newspapers to Beehive and Bowen House

6.5.2 Resupplying the milk in kitchens

- 6.5.3 Collecting and distributing mail from the Parliament mail room; collecting mail from customers and delivering to the Parliament mail room
- 6.5.4 Delivering mail to and from Pipitea House and CASS
- 6.5.5 Support for PAG – checking paper supplies, managing confidential wheelie bins
- 6.5.6 Urgent deliveries within the Central Business District
- 6.5.7 Ad hoc requests
- 6.6 Disestablish the current DPMC Administration and Delivery Support (Messenger) roles (3 x 1 FTE roles; one vacant and two currently filled).
- 6.7 Establish a transitional part-time business support role for six months while the Office of the Chief Executive considers resource requirements.
- 7 An organisational chart representing the recommended final structure can be found on page 4.
- 8 The rationale and details of the proposals are set out in the consultation document and review report, which are attached for reference.

**Feedback from staff**

- 9 The feedback received can be summarised into the following broad themes:
  - 9.1 supportive of the proposed approach;
  - 9.2 cross skilling staff is advantageous; specific tasks will need to be mastered;
  - 9.3 increase the proposed 0.5 FTE role in Registry to 1.0 FTE to ensure Registry can manage the workload;
  - 9.4 supportive of disestablishing the non-Cabinet Office messenger activities, however, deliveries to CBD and ad hoc requests may be difficult for other staff to undertake;
  - 9.5 Delivery services between SIG and DPMC and CASS will need to continue and options for this will need to be worked through.

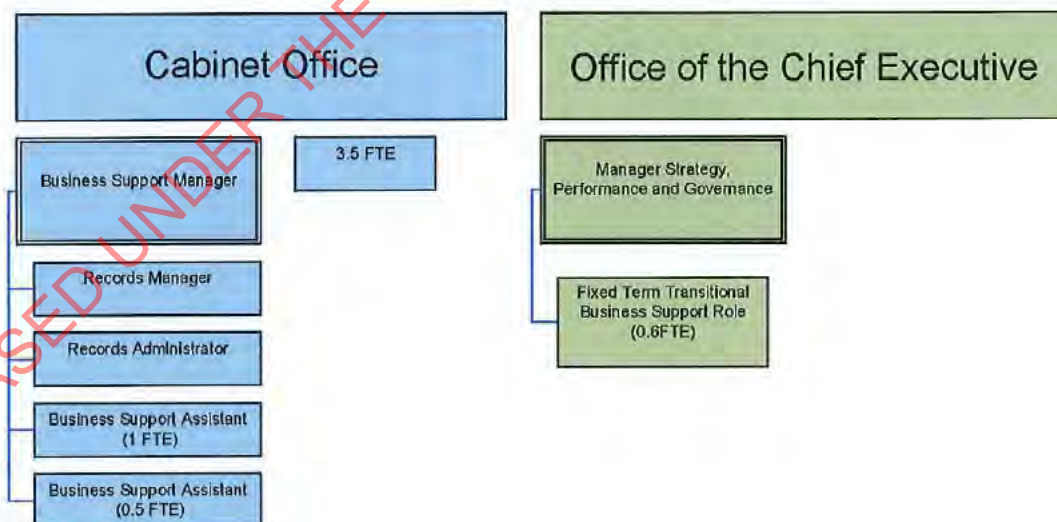
**Consideration of feedback and other matters**

- 10 In considering the feedback, we took particular note of the suggestions to increase the proposed 0.5 FTE role in Registry to 1.0 FTE, thereby creating a total of four FTE positions to ensure Registry can manage the tasks they are expected to carry out.
- 11 The report of the business process and resourcing review identified that of the total 2.1 FTE Messenger resource, 1.09 FTE was spent on Cabinet Office activities. This 1.09 FTE resource, together with the current 2.5 FTE resource in Registry, results in the proposed total resource of 3.5 FTE.

- 12 It is expected that work yet to be undertaken on refining business processes within Registry will deliver some efficiencies.
- 13 We acknowledge the concerns that have been raised in relation to the level of resource in Registry, and while we recommend that we proceed with a total of 3.5 FTE positions, it is also recommended that provision be retained in the Cabinet Office budget to review the 0.5 FTE position, following the bedding in of both the new structure and revised business processes, with a view to a possible increase to 1.0 FTE if this is determined to be warranted.
- 14 We also recommend a small FTE increase be made in the proposed Fixed Term Transitional Business Support role in OCE, from 0.5 to 0.6 FTE, to allow for more flexibility and coverage of support to DPMC business units over the course of a working week, and to also offer an opportunity to provide surge capacity to Cabinet Office Registry if required.
- 15 In implementing the recommendations it is proposed that, given his service history, s 9(2)(a) DPMC Administration and Delivery Support (Messenger), be granted the same HR processes and entitlements as a permanent employee.
- 16 The establishment of a transitional part-time business support role in the Office of the Chief Executive will allow a period of time for OCE to consider resource requirements for services such as deliveries for business units.
- 17 It is recommended that all other proposals be adopted.

**Operating Structure**

- 18 The recommended operating structure is:



### Implementation process and timing

- 19 The process for implementing the new operating structure will be as follows:
- 19.1 In accordance with employment law, DPMC policy and individual employment agreements, undertake formal HR processes with staff whose positions are to be disestablished;
  - 19.2 Job descriptions developed for the three new roles being created:
    - 19.2.1 0.5 FTE and 1.0 FTE Business Support Assistant roles in Registry
    - 19.2.2 0.6 FTE Fixed Term Transitional Business Support role in OCE
  - 19.3 Minor amendments to job descriptions to be agreed with the two current permanent Registry staff;
  - 19.4 Recruit, interview and appoint for the three new roles.
- 20 We recommend that this process will have been completed, and that the new operating structure will be in place, no later than Friday, 23 December 2016.
- 21 The additional recommendations about business processes in Registry which were made in the review are not addressed in this paper. Rather, they will be discussed and worked through collaboratively with Registry staff in a process that will be separate to, but concurrent with, the implementation of the new operating structure.

### Recommendations

- 22 It is recommended you agree that:

#### *Cabinet Office*

- 22.1 an integrated and cross-skilled Registry team be created;
- 22.2 the current two permanent Registry staff transfer to the new structure;
- 22.3 the current fixed term part-time role – 0.5 FTE Business Support Assistant – becomes a full-time permanent role;
- 22.4 a new permanent part-time role – 0.5 FTE Business Support Assistant – be created;
- 22.5 funding be retained in the Cabinet Office budget to employ an additional 0.5 FTE Business Support Assistant if this is determined to be warranted following the bedding in of both the new structure and refined business processes;

#### *Office of the Chief Executive*

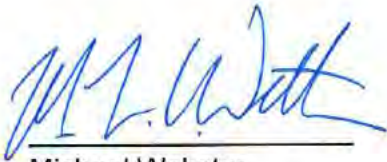
- 22.6 other support activities carried out by DPMC Administration and Delivery Support (Messenger) staff in respect of DPMC business units be devolved to those individual business units or other agencies, once arrangements have been made;



- 22.7 a new Fixed Term Transitional Business Support Role, of 0.6 FTE, be created to carry out these activities for a period of six months, while the Office of the Chief Executive considers resource requirements;
- 22.8 the 3 DPMC Administration and Delivery Support (Messenger) positions be disestablished;
- 22.9 **s 9(2)(a)** DPMC Administration and Delivery Support (Messenger), be granted HR processes and entitlements equivalent to a permanent employee;

*Implementation timeframe*

- 22.10 the above recommendations be implemented and the new operating structure be in place no later than 23 December 2016.

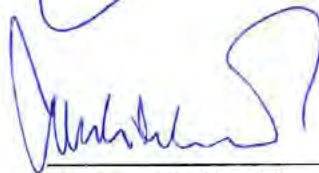


Michael Webster  
Secretary of the Cabinet

**s 9(2)(a)**

Acting Director, OCE

AGREE / DISAGREE



Andrew Kibblewhite  
Chief Executive  
Department of Prime Minister and Cabinet

22 / 9 / 2016

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DEPARTMENT  
*of the* PRIME MINISTER  
and CABINET



# A PROPOSED NEW STAFFING STRUCTURE FOR GOVERNMENT HOUSE

16 February 2017

CONFIDENTIAL TO DPMC STAFF ONLY

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## **Introduction**

The Clerk of the Executive Council and the Official Secretary have decided to undertake a review of the organisational structure of the staffing at Government House.

The last time we looked at our organisational structure in any depth was 2009, to support Government House after the conservation project was completed. Many of the benefits intended by that review have now been achieved and, nearly a decade later, it is increasingly clear we need a fresh perspective.

The 2016 DPMC Engagement and Climate report, and the individual conversations with CASS HR in December 2016, identified several areas of work that a structural review will help to address. "Organisational structure" means the way the Government House staffing is organised into teams, how we are resourced in terms of roles and responsibilities, and the way management lines operate. This review aims to ensure that the resourcing structure we have at Government House is the most efficient, empowering and effective structure to take us forward over the next few years.

The recent survey and discussions with staff highlighted a range of issues. The key issues that this review aims to address are:

- The need to create clearer accountabilities for roles, to ensure there is no doubt about where responsibility and authority for decision making lies;
- The need to reduce decision making bureaucracy and touchpoints in the management chain, so that the staff who know the work best are empowered to make the decisions about how that work should be carried out;
- The need to create a more collegial, less hierarchical structure to facilitate information sharing, resource sharing where possible, and ensure all staff know what is planned and what they need to be doing; and
- The need to create a more cohesive management team that brings the knowledge and experience of each key functional group to the table, to work together on planning, problem solving, and sharing information.

In addition, we are keen to ensure that:

- The needs of the new Governor-General are able to be met in a way that supports her most effectively, including the desire for a greater presence in Auckland;
- The roles we have in the structure provide the value in terms of cost and efficiency; and
- The span of control for team leadership roles is reasonable and appropriate.

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It is assumed that the budget available for staffing is more or less fixed. There is certainly no intention to invest less in Government House's employees as a group; but probably little or no prospect of investing more, across the board. So the budgetary "pie" stays the same size. One of the purposes of this review is to identify parts of the current structure where it is possible to reorganise work, so funds can be released to do more in other parts of Government House.

This document provides an overview a set of proposed changes to the Government House resourcing structure. All staff at Government House are invited to provide feedback on the proposals before any final decisions are made.

### **Key Drivers for Change**

The organisational structure currently in place at Government House was the result of the 2009 review following the restoration to the Wellington property, and was intended "to develop a management structure to support current Government House operations and to identify where employees could contribute to improved levels of service from 2011".

The 2009 review put in place an unusual organisational design in its management structure.

For example,

- a. With five managers, Government House has a larger management group than would be expected in a unit of this size;
- b. The position of Deputy Official Secretary has responsibility (directly or through other managers) for 26 of the 34 positions – three quarters of the unit;
- c. Although the positions of Household Manager, Operations Manager and Public Affairs Manager are at the same seniority level (i.e. their salary grade), they differ markedly in their managerial responsibilities with direct reports of 13, three and one respectively;

An important effect of this structure is that almost half of the positions at Government House work to three layers of management. This is particularly unusual, given that Government House only has 34 permanent employees. This aspect of the structure results in an experience for staff where they feel disempowered to make decisions and solve their own problems, creates poor communication as information tends not to filter down through the structure to assist people in their work, and is inefficient and cumbersome in terms of decision making.

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Many of these issues were evident in feedback provided by Government House staff in late 2017.

Government House also has a new Governor General. Dame Patsy's unique style and aspirations need to shape how we do our job, so that we can ensure we support her effectively to achieve her goals.

There are two key areas where we need to grow our organisational capability to achieve this:

1. **Media and Engagement strategy** – The current Governor-General has an even stronger interest in taking a strategic approach to engagement than her predecessor did. We need to be able to assist Their Excellencies to devise and implement a deliberate and well considered media and engagement strategy to ensure the office of the GG more visibly and positively contributes to our sense of nationhood, and our membership of the Commonwealth of Nations. This strategy needs to be closely coordinated and aligned with the House's work on Their Excellencies' Programme; and
2. **Presence in Auckland:** With around one third of NZ's population located in Auckland, growing the GG's visibility in the Auckland region will be critical to ensure a sense of connection and an understanding of the Auckland environment. This means that we need to consider how we resource the Auckland House and support Their Excellencies to spend more time in the Auckland region in future.

In addition, we believe there is room for improvement in how we providing coordinated administrative support to Their Excellencies. Currently, Government House's administrative support to Their Excellencies comes from multiple parts of the House, and this can give rise to errors. There is room for improvement by managing these services in a more coordinated way.

## **PROPOSALS**

The proposals fall into two key areas:

1. Those that aim to ensure the needs of the Governor General are more effectively met; and
2. Those that aim to improve decision making agility, the level of empowerment and engagement of staff, communication and collegiality, and the creation of a more positive overall culture within the Government House team itself.

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**1. Meeting the needs of the Governor General:**

- a. It is proposed that a new position of **Engagement Manager** would be created. This role would be responsible for bringing together Government House's work in communications, media, engagement, strategy and programme planning and implementation. The creation of this role would also provide the additional capability we require to provide strategic media and engagement support.
- b. As the role would also be responsible for ensuring the Programme was aligned to this strategy it is proposed that the existing **Public Affairs** and **Programme/Functions team** would be brought together under this new role. This arrangement would have real benefits in terms of creating a closer team approach to these every closely related functions.
- c. It is proposed that the existing position of Public Affairs Manager would be disestablished, as the current responsibilities of this role would become part of the accountabilities for the proposed Engagement Manager position.
- d. The recent review of the DPMC Communications function recommended that Government House should retain in-house communications resources, with a minimum of 2 full time equivalent positions. To ensure this level of resourcing is maintained, it is proposed that a new (additional) position of **Public Affairs Adviser** would be created. This role would also report to the Engagement Manager.
- e. Consolidation of engagement-related functions under the Engagement Manager would also suggest that moving the Visitor Centre function to this team would also make sense. It is proposed, therefore, that the **Visitor Centre Coordinator** would have a change of reporting line to the proposed role of Engagement Manager (for more on the Visitor Centre see below).
- f. It is also proposed that a new position of **Heritage Advisor** would be created. The purpose of this role would be to capture the history of the buildings, grounds and chattels of Government House, and the people who have lived and worked there. This position would be responsible for gathering the documentary and informal records held at Government House, ensuring their preservation, and using them in the House's public engagement. It is proposed that this position would become part of the Visitor Centre Team, and report into the **Visitor Centre Coordinator**.

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- g. It is proposed that a new **Executive Administration team** be created. This would bring together all administration positions providing support at an executive level (to Their Excellencies and the Official Secretary), and would provide better oversight, information sharing, and the ability to work as a team that backs each other up during peak periods.
- h. It is proposed that the existing position of **Executive Assistant** would be expanded to become the Team Leader for this team. This role would continue to report to the Official Secretary. Existing positions that would become part of the Executive Administration Team would include the **Team Administrator the Diary & Travel Administrator and the HX Personal Assistant**.
- i. It is proposed that the **Principal Household Attendant GHA and Chef/Custodian (Akld)** would report to the Official Secretary. It is expected that the three Principal Household Attendants would work collaboratively as a team to allocate resourcing and support each other to provide a great service.
- j. In the future it may make sense for the job descriptions of the **two positions in Auckland** to be reviewed, though that is not being contemplated at the moment.

## **2. Creating a more effective and efficient Government House team structure**

Government House should achieve a more efficient way of coordinating its work by placing greater confidence in and responsibility with our functional teams. This would be supported by a refreshed leadership group and continuing work on lifting Government House's engagement and climate.

In terms of the issues that have been raised by staff, and are clearly evident in our observations, we believe there are two main solutions:

1. Create a less hierarchical structure - The management structure should become flatter, so that staff should work to no more than two layers of management within Government House. This has the potential to:
  - a. make us more efficient and agile in terms of decision making;
  - b. empower staff who know their jobs to make decisions and improve their job satisfaction; and
  - c. improve communication and information sharing/filtering down.

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It also has the potential to improve clarity of accountability, as the person doing the job or supervising the team to do the job would be directly responsible for the work.; and

2. Create a team leadership structure where each critical function is represented by the people that actually do the work, and a management team environment where representatives from each function work together as one team to plan, share information, jointly problem solve, and support each other. This solution would help create a more positive, open culture, where people know what is going on and feel more able and empowered to have input and make a contribution.

The specific proposals, therefore, are as follows:

- a. Restructuring the **Household team**, into smaller functionally-based groups, with leadership roles that have direct responsibility for management of their functional teams. This would create one less layer of management in the structure.

Each of these leaders would be members of the Government House management team. This would help ensure that planning and strategy is directly informed by each key function and that information is filtered more directly from and to the functional teams. This approach would also empower decision making to the people who know the work best, and create fewer decision making touch points, thus improving decision making agility.

- b. The proposal is that the following roles would become the functional leaders (and part of the management team):
  - **Head Chef**
  - **Principal Attendants x 2**
- c. The positions of **Senior Household Attendant and Household Assistants x 2** would report directly to the Principal Household Attendants.
- d. It is proposed that the position of **Household Manager** would be disestablished, as the team and functional management activities currently undertaken by this role would become the direct responsibility of the three roles listed above.
- e. In addition to the reduction of a management level within the Household area, it is proposed that a further reduction in the hierarchical levels be achieved through the members of the management team reporting directly through to the Official Secretary. Although this would increase the number of direct reports for this position, many of the positions that would report in are, in reality, relatively self managing. This option would allow clearer representation of each key function at management level, and will assist these functional leaders to have more direct access to the ultimate decision maker within the House management team.

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- f. For this reason, it is proposed that the position of **Deputy Official Secretary** be disestablished.

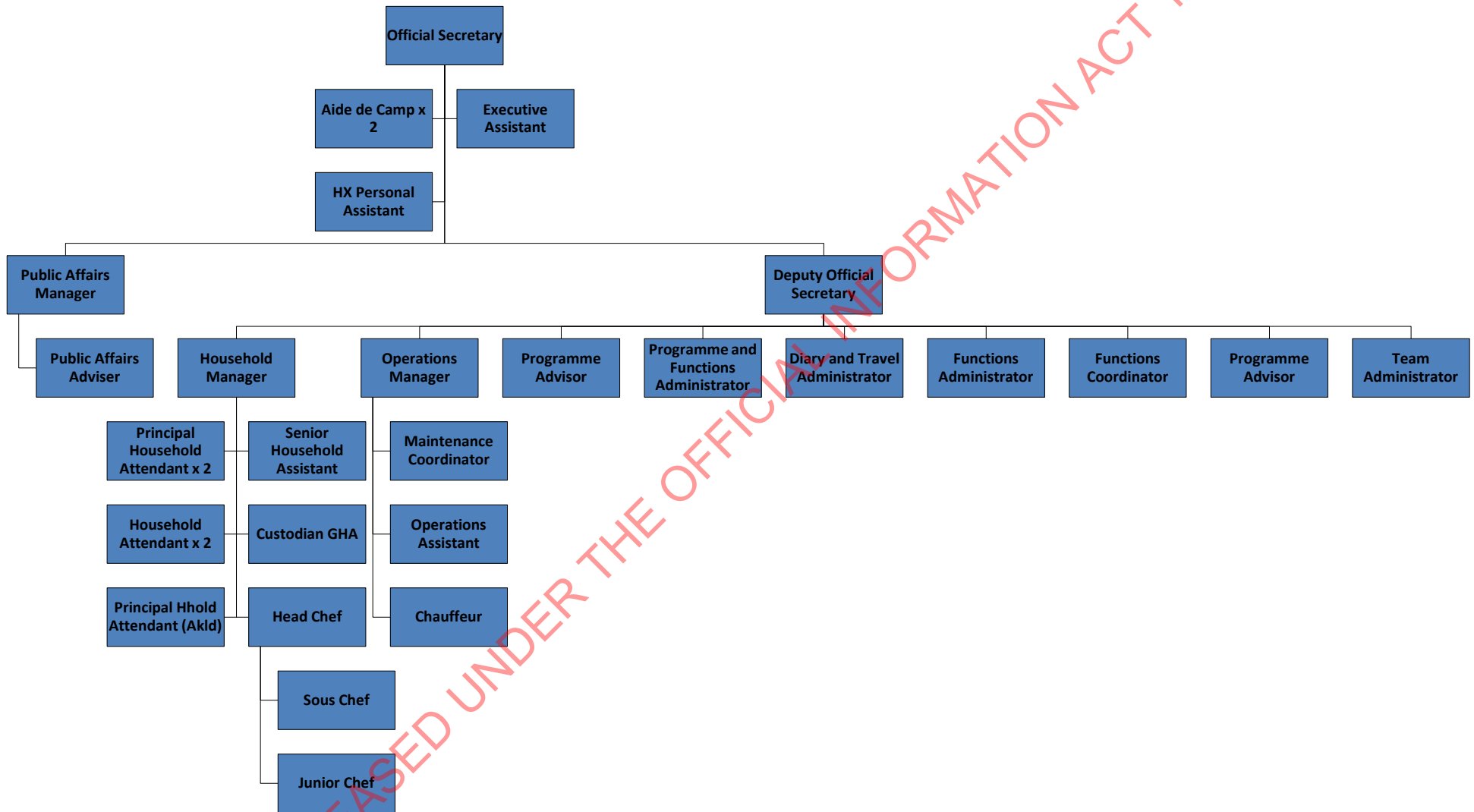
Deputy duties in the Official Secretary's absence would be undertaken on a delegated basis by the Official Secretary to a nominated member of the management team.

- g. It is proposed that the position of **Operations Manager** should remain because of the large responsibility it carries for the long-term custodianship of the physical assets of the two Houses and their grounds and chattels. The job description should be rewritten to make explicit that this planning role is the essential purpose of the job.
- h. Below this reduced management structure, Government House should operate through its various specialist teams, each with a **Team Leader**. Most of these team leader positions already exist de facto; the recommendation is that they be formally created. This would include the position of **Visitor Centre Coordinator** becoming a team lead role, with the reporting line of the **Visitor Centre Educator** (and proposed role of Heritage Adviser) moving to this role. In addition, it is expected that the new Engagement Manager would take responsibility for looking at whether one of the current positions within the programme and functions area should become a team lead role also.

Managers and team leaders will be tasked with placing a much higher priority than previously on creating opportunities for staff to develop their skills and build their careers. Structural change would contribute by placing greater emphasis on a team-led way of working which, in some cases, could provide opportunities for promotion; and by releasing funds for an expanded training and development programme

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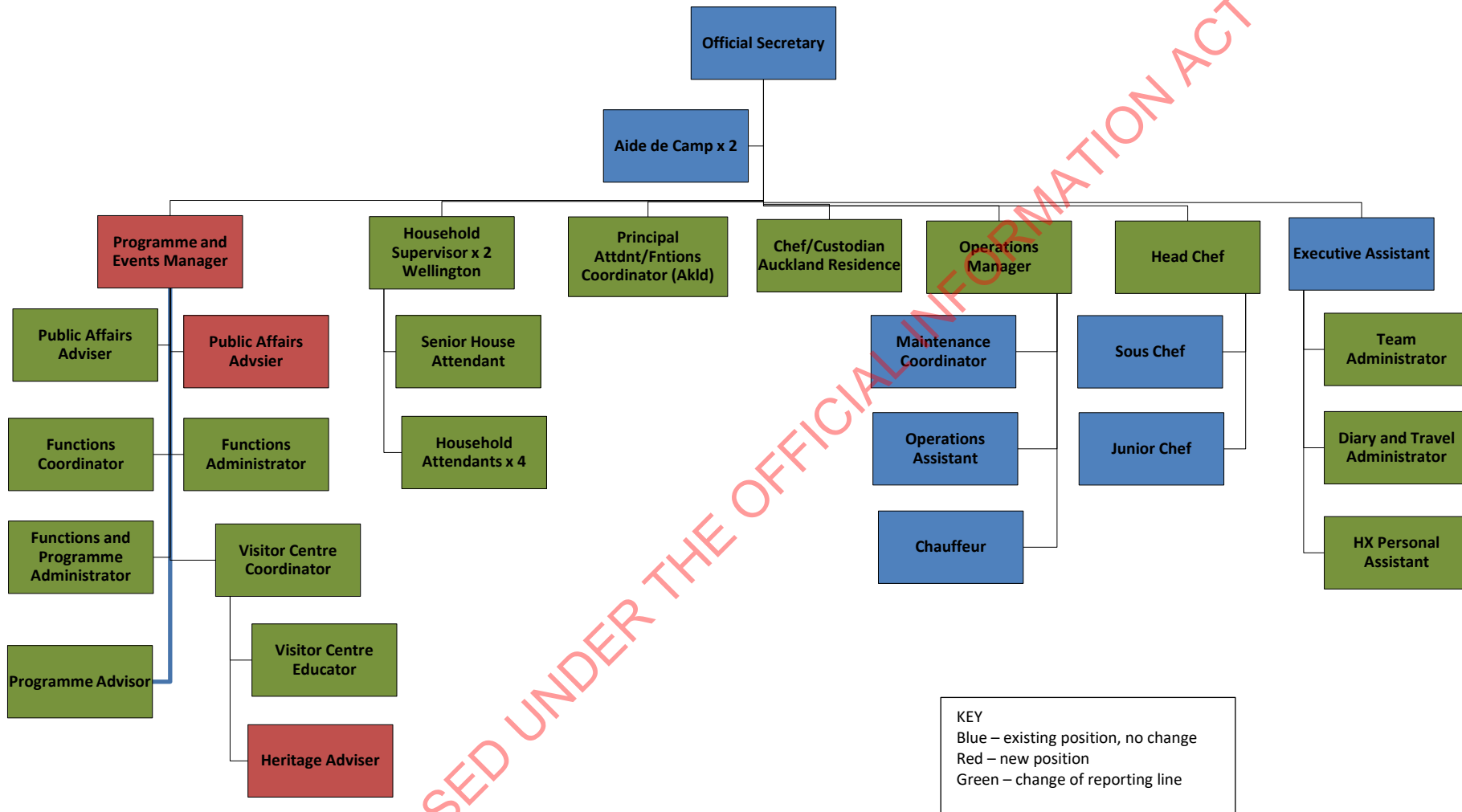
### Current Structure



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### Proposed structure



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## Potential Impacts of the Proposals

The impact of the proposed changes on existing positions is shown below.

<b>POSITION</b>	<b>POTENTIAL IMPACT</b>
<b>Official Secretary</b>	No change to role. Some change to direct reports.
<b>Deputy Official Secretary</b>	Position disestablished. Accountabilities of current role would be spread across proposed position of Engagement Manager, Principal Household Attendants, Operations Manager, and Visitor Centre Coordinator. Functional oversight role would become the responsibility of the Official Secretary. Deputing role (in absence of OS) would become on a delegated basis to members of the management team as appropriate.
<b>Public Affairs Manager</b>	Position disestablished. Accountabilities of current role would become part of Engagement Manager position.
<b>Household Manager</b>	Position disestablished. Team management and wider management team accountabilities of current role would be devolved directly down to roles of Principal Household Attendants and Head Chef.
<b>Public Affairs Adviser</b>	Change of reporting line to Engagement Manager.
<b>Functions Coordinator</b>	Change of reporting line to Engagement Manager.
<b>Functions Administrator</b>	Change of reporting line to Engagement Manager.
<b>Programme Advisor</b>	Change of reporting line to Engagement Manager.
<b>Programme and Functions Administrator</b>	Change of reporting line to Engagement Manager.
<b>Diary and Travel Administrator</b>	Change of reporting line to Executive Assistant.
<b>Team Administrator</b>	Change of reporting line to Executive Assistant
<b>Principal Household Attendant</b>	Change of reporting line to Official Secretary.
<b>Head Chef</b>	Change of reporting line to Official Secretary.

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<b>Household Assistant</b>	No change
<b>Senior Household Attendant</b>	Change of reporting line to Principal Household Attendants
<b>Household Attendant</b>	Change of reporting line to Principal Household Attendants
<b>Custodian GHA</b>	Change of reporting line to Official Secretary.
<b>Principal Household Attendant GHA</b>	Change of reporting line to Official Secretary
<b>Sous Chef</b>	No change
<b>Junior Chef</b>	No change
<b>Operations Manager</b>	Refresh of position description to emphasise long term planning responsibilities.
<b>Operations Assistant</b>	No change
<b>Chauffeur</b>	No change
<b>Maintenance Coordinator</b>	No change
<b>Visitor Centre Coordinator</b>	Change of reporting line to Engagement Manager, role expanded to include team lead responsibility for two positions.
<b>Visitor Centre Educator</b>	Change of reporting line to Visitor Centre Coordinator.
<b>Aide-de-Camp</b>	No change
<b>Executive Assistant</b>	Role expanded to include team lead responsibility for positions of Team Administrator, Diary and Travel Administrator, and PA to His Excellency.
<b>HX Personal Assistant</b>	Change of reporting line to Executive Assistant.

In addition, the following new roles would be created:

- Engagement Manager
- Public Affairs Adviser
- Heritage Adviser

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**Timeline**

**How you can give feedback**

**Staff support (EAP)**

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*and* CABINET



# **A NEW OPERATING MODEL AND STAFFING STRUCTURE FOR GOVERNMENT HOUSE**

**DECISION DOCUMENT**

**4 May 2017**

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## Introduction

This document provides an overview of the change decisions that have been made following the consultation process with Government House staff in April 2017. The reasons for the review, and the proposed changes were outlined in a consultation document provided on 10 April 2017. Feedback from all staff was invited on the proposals prior to final decisions being made. Seven written feedback submissions were received during the consultation period. A summary of the key themes of this feedback and our responses to this are provided below, followed by a summary of the decisions that have been made.

We would like to thank all staff who took the time to consider the proposed changes and provide us with their thoughtful ideas and feedback. All of this feedback has been read and considered as part of the decision making process.

## Summary of Feedback

The key themes that were reflected in the submissions were as follows:

- **Engagement and Events team**

There was positive feedback about the proposal to consolidate the Public Affairs, Programme and Visitor Centre teams into the Engagement and Events team, and create a new manager position to bring strategic engagement capability to the organisation.

The question was asked why increased capability to support engagement strategies and activities in Auckland was required. This capability will be essential to ensure Governors General have good access to sound advice about the Auckland environment (e.g. key contacts and decision makers), and are better supported to grow their profile as a symbol of national unity in a part of New Zealand where a significant proportion of our population resides.

Some suggestions were made about the potential for a Principal or Team Leader-level position in place of the proposed Senior Advisor, Engagement role. We agree that creation of a Team Leader position would help provide functional support for the Advisor, Engagement and Visitor Centre Coordinator and Educator positions, and bring these functions together in a way that would be beneficial and create synergies across the teams. The new structure reflects this feedback (see Decisions below).

Suggestions were also made about changing the title of the proposed Senior Advisor and Advisor, Engagement positions to clarify their role in communications. We agree that this would make the role titles clearer, and have amended the titles of these roles to Team Leader, Engagement and Communications, and Advisor, Engagement and Communications. We believe retention of the

'engagement' part of the title is important to recognise that the purpose of the role is to facilitate engagement with stakeholders (which is broader than communications alone).

- **Workload of Team Leader positions**

Some submissions expressed a concern that converting existing positions into Team Leader roles rather than adding new resources to the teams may create unreasonable workloads for these new roles, and the teams themselves. This concern was particularly evident with the Administration and Programme functions.

While we recognise that an increase in resourcing in both of these functions would be beneficial, budgetary constraints do not make this possible at this point in time. In the future we may have potential to fund some temporary (contract) resources to alleviate workload in these areas; however, our preference is to wait until the Managers of these teams are in place and the new Team Leader roles bed-in before we make an assessment of whether this resourcing is required and what types of support would be most useful.

We also note that, as is the case across DPMC, the Manager and Team Leader positions are all intended to be 'doing' (hands-on) roles alongside their strategy focus, and will continue to be a team resource, not just a director of the work.

- **Configuration of teams**

Some submissions suggested that the Housekeeping and Pantry teams should be brought together under one Team Leader. We have given this suggestion considerable thought; however, we feel that the objective of creating more co-operation and cross-training between the two teams can be created through the role of the Manager Services, who will be responsible for ensuring the Services group work together as one team and co-operatively with the other Government House teams.

The suggestion was made that the proposed Operations Team Leader role should not be part of the Services team, but should report directly to the Official Secretary. The rationale for including the Operations team within Services is that this will bring together functions that relate to 'the property' under the Manager, Services and functions related to 'the person' i.e. the Governor General, under the Manager, Engagement and Events. We do believe there is a close relationship between the functions of Housekeeping, Pantry, Kitchen and Operations, and there are advantages to them being grouped together.

The suggestion was also made that the Diary and Travel Administrator should become part of the centralised Administration team. While there are functions performed by this role that could have it positioned in either the Programme or Administration team, on balance we have decided to move it to the Administration team. This will enable the role to become a more generalised administration position, as well as provide support to and be supported by the other administration roles. The position will continue to provide support for the Programme team and

a new position description will be created for this role that may reflect some changes in duties. This will be discussed with the incumbent as appropriate.

The question of how structure can improve the culture was raised. The answer to this is that structural changes alone cannot change a culture – but clarifying expectations of behaviour through job description accountabilities and having the right people in the right roles can. The key accountabilities and performance indicators shown in the Appendix of the proposal document aim to reset and clarify the expectations of Manager and Team Leader roles with respect to creating a single “one team” culture, and ensuring they manage their staff in ways that are respectful and empowering. Recruiting people with the right attitudes and capabilities into the Manager positions will also be critical in making this change happen. The operating model aspects of this proposal are just as important as the structural changes. Further work with CASS HR around teamwork, engagement, management capability, and leadership development will also assist.

Some submissions said they couldn't see how the proposed structure reduces decision-making bureaucracy. There are two key ways the structure aims to achieve this. Firstly, by removing an existing layer of management (the Deputy Official Secretary role); and secondly, by giving day-to-day decision making delegation and accountabilities to the Team Leaders so that, in most instances, staff will only need to obtain approvals or decisions from their immediate Team Leader rather than multiple levels. Work to reconfigure the decision making delegations to support this change is in progress.

## Decisions

Based on the feedback received, and further consideration of the options, the following decisions have been made. Finalised position descriptions for new roles have been made available to those employees directly affected by change, and will be circulated to all employees following release of this document. An organisational chart of the new structure is provided at the end of this section.

### PROGRAMME, PUBLIC AFFAIRS AND VISITOR CENTRE

1. The existing functions of the Programme, Visitor Centre and Public Affairs teams will be consolidated into an **Engagement and Events team**.
2. A position of **Manager, Engagement and Events** will be created to manage this team and provide strategic leadership and overall management and implementation of Government House events, engagement and communication approaches and activities.
3. A new position of **Team Leader, Engagement and Communications** will be created, reporting to the Manager, Engagement and Events. This position will be responsible for developing and implementing engagement and communications strategies and day-to-day leadership of the Advisor, Engagement and Communications and Visitor Centre team.
4. The role of **Public Affairs Manager** will be disestablished for the reasons outlined in the Consultation Document. The current incumbent of the Public Affairs Manager position will be offered reassignment into the Team Leader, Engagement and Communications position.
5. The **Public Affairs Advisor** position will have a change of job title to **Advisor, Engagement and Communications**, and will report to the Team Leader, Engagement and Communications.
6. The positions of **Visitor Centre Coordinator** and **Visitor Centre Educator** will report to the Team Leader, Engagement and Communications.
7. The **Team Administrator** position in the Programme team will move to the Administration team.
8. A new position of **Team Leader, Programme**, reporting to the Manager, Engagement and Events will be created. In the first instance, we will look to appoint to this position from the existing Programme team. If a suitable applicant from this team is appointed to the role, the role of the appointee will be disestablished. If no candidate for the position is appointed from this process, then the position would be advertised internally and externally.
9. The positions of **Programme Advisor** and **Functions Coordinator** will have a change of title to Advisor, Programme, and the roles of **Programme and Functions Administrator** and **Functions Administrator** will have a change of title to Administrator, Programme.

10. The position of **Diary and Travel Administrator** will move to the Administration team, reporting to the Executive Assistant, and will have a change of title to Administrator. Some changes to this role will be made at a future date.
11. The Consultation Document proposed that in the event of an appointment from outside the Programme team is required to fill the Team Leader, Programme role, the two Advisor, Programme and two Administrator, Programme positions may be disestablished to enable the team size to reduce from four to three roles. If we receive no internal applicants for the Team Leader, Programme role, there will be a secondary process to reduce the team to three roles at Advisor/Administrator level. This would not happen until a Team Leader, Programme is appointed, and most likely after the Manager, Engagement and Events is in situ.

## HOUSEHOLD, KITCHEN, OPERATIONS AND AUCKLAND

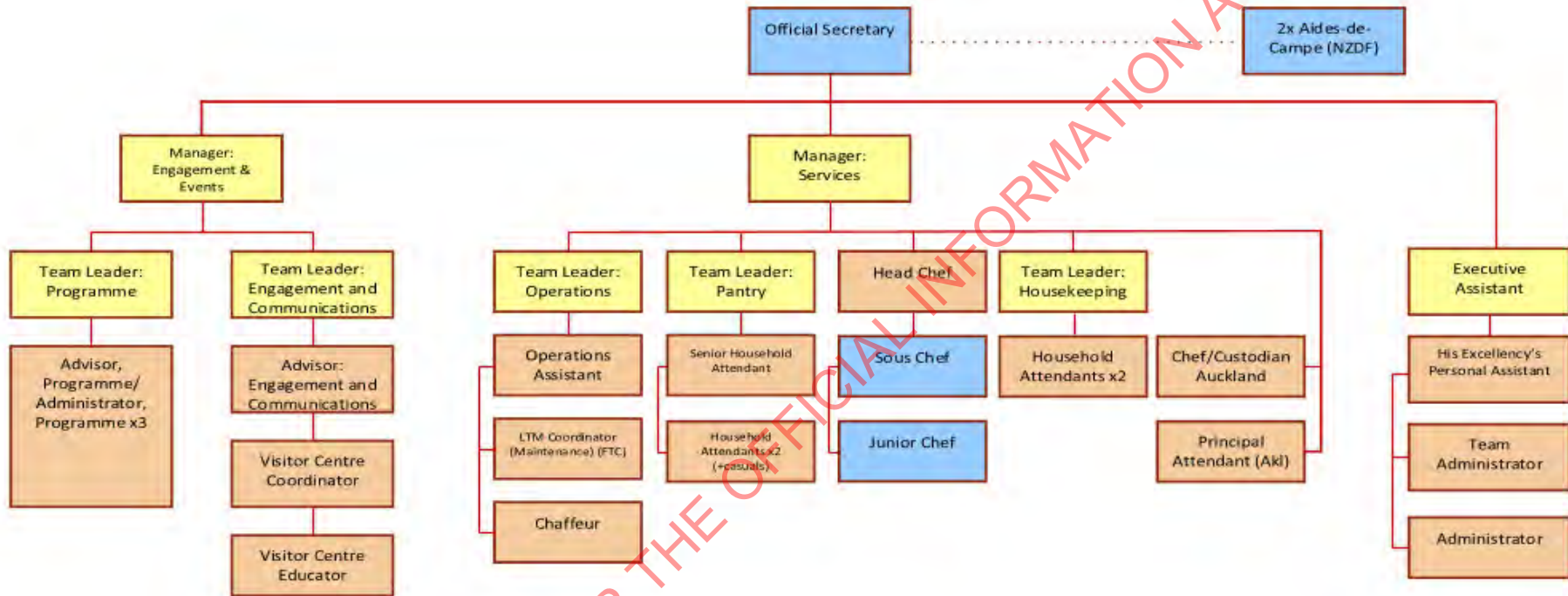
12. The existing functions of Kitchen, Pantry, Housekeeping and Operations will be consolidated into a **Services team**. The two existing Auckland-based roles will also become part of this team.
13. A new position of **Manager, Services** will be created to manage this team, and provide strategic leadership and overall management and implementation of Government House's service provision approaches and activities.
14. Two new roles of **Team Leader Housekeeping** and **Team Leader Pantry**, reporting to the Manager, Services will be created.
15. The roles of **Principal Attendant** in the Housekeeping team and the **Principal Attendant** in the Pantry team will disestablished, and the current incumbents will be offered redeployment into the new Team Leader, Housekeeping and Team Leader, Pantry roles respectively.
16. The **Senior Household Attendant** and **Household Attendants** (two) in the Pantry team will report to the Team Leader, Pantry.
17. The **Household Attendants** (two) in the Housekeeping team will report to the Team Leader, Housekeeping.
18. The **Custodian Government House, Auckland** and **Principal Household Attendant, Auckland** will have a change of reporting line to the Manager, Services.
19. The position of **Head Chef** will have a change of reporting line to the Manager, Services. It will also have a new position description that reflects the new Team Leader role accountabilities.
20. The roles of **Sous Chef** and **Junior Chef** will continue to report to the Head Chef.
21. The role of **Household Manager** will be disestablished for the reasons outlined in the Consultation Document.

22. A new position of **Team Leader, Operations**, reporting to the Manager, Services will be created.
23. The positions of **Operations Assistant, LTM Coordinator** and **Chauffeur** will report to the Team Leader, Operations.
24. The role of **Operations Manager** will be disestablished for the reasons outlined in the Consultation Document. The current incumbent of the Operations Manager position will be offered redeployment into the Team Leader, Operations position.
25. The role of **Deputy Official Secretary** will be disestablished for the reasons outlined in the Consultation Document.

## ADMINISTRATION

26. A centralised Administration team will be created.
27. A new **Team Leader** position will be created to lead this team and provide Executive Assistant support for the Governor General and Official Secretary.
28. The existing role of **Executive Assistant** will be expanded to include management of an Administration team. The current incumbent of the Executive Assistant position will be offered redeployment into this role, retaining the title of Executive Assistant and taking on Team Leader accountabilities.
29. The existing positions of **Team Administrator** and **Personal Assistant to His Excellency**, will report to the Executive Assistant, along with the **Diary and Travel Administrator** role being moved as noted in (10) above.
30. The positions of **Aide-de-Campe** (two) will continue to report to the Official Secretary.

# NEW GOVERNMENT HOUSE STRUCTURE



**KEY:**  
 Blue – no change  
 Orange – existing role with new title and/or reporting line change  
 Yellow – new role



## Impact for existing positions

The table below provides a list of all positions and the impact of the decisions. If you cannot find your role or are confused about what the table says, please talk to **S 9(2)(a)**

POSITION	CHANGE IMPACT
Official Secretary	No change to role. Some change to direct reports.
Deputy Official Secretary	Position disestablished. Accountabilities of current role will be spread across proposed positions of Manager, Engagement and Events and Manager, Services. Deputising role (in absence of OS) will become on a delegated basis to members of the management team as appropriate. Look at opportunities for redeployment to a role in the new structure or elsewhere.
Public Affairs Manager	Position disestablished. Accountabilities of current role will become part of Manager, Engagement and Events and Team Leader, Engagement and Communications positions. Offer incumbent reassignment to Team Leader, Engagement and Communications position.
Household Manager	Position disestablished. Accountabilities of current role would become part of Manager, Services and the Team Leader Pantry, Housekeeping, and Chef positions. Look at opportunities for redeployment to a role in the new structure or elsewhere.
Public Affairs Adviser	Change of title to Advisor, Engagement and Communications, and change of reporting line to Team Leader, Engagement and Communications.
Functions Coordinator	Position will be disestablished IF incumbent promoted to TL role. If appointment to Team Leader, Programme is made from outside of Programme team. Decision on disestablishment of role deferred until following appointment of Manager Engagement and Events and Team Leader, Programme.
Functions Administrator	Position will be disestablished IF incumbent promoted to TL role. If appointment to Team Leader, Programme is made from outside of Programme team. Decision on disestablishment of role deferred until following appointment of Manager Engagement and Events and Team Leader, Programme.
Programme Advisor	Position will be disestablished IF incumbent promoted to TL role. If appointment to Team Leader, Programme is made from outside of Programme team. Decision on disestablishment of role deferred until following appointment of Manager Engagement and Events and Team Leader, Programme.
Programme and Functions Administrator	Position will be disestablished IF incumbent promoted to TL role. If appointment to Team Leader, Programme is made from outside of Programme team. Decision on disestablishment of role deferred until following appointment of Manager Engagement and Events and Team Leader, Programme.
Diary and Travel Administrator	Change of title to Administrator, and change of reporting line to Executive Assistant.
Team Administrator	Change of reporting line to Executive Assistant.

POSITION	CHANGE IMPACT
Principal Attendant (Pantry)	Position disestablished. Role replaced by Team Leader, Pantry position with increased responsibilities. Offer incumbent reassignment to Team Leader, Pantry position.
Principal Attendant (Housekeeping)	Position disestablished. Role replaced by Team Leader, Housekeeping position with increased responsibilities. Offer incumbent reassignment to Team Leader, Housekeeping position.
Principal Attendant (Auckland)	Change of reporting line to Manager, Services.
Chef/Custodian (Auckland)	Change of reporting line to Manager, Services.
Senior Household Attendant	Change of reporting line to Team Leader, Pantry
Household Attendants in Pantry team	Change of reporting line to Team Leader, Pantry
Household Attendants in Housekeeping team	Change of reporting line to Team Leader, Housekeeping
Head Chef	Change of reporting line to Manager, Services, and change of accountabilities to reflect greater responsibility for operational decision making. Reconfirmation of incumbent into team leader role.
Sous Chef	No change
Junior Chef	No change
Visitor Centre Coordinator	Change of reporting line to Team Leader, Engagement and Communications.
Visitor Centre Educator	Change of reporting line to Team Leader, Engagement and Communications.
Operations Manager	Position disestablished. Role replaced by Team Leader, Operations role. Offer incumbent reassignment to Team Leader, Operations position.
Operations Assistant	Change of reporting line to Team Leader, Operations
Chauffeur	Change of reporting line to Team Leader, Operations
Maintenance Coordinator	Change of reporting line to Team Leader, Operations
Executive Assistant	Role expanded. Role replaced by new Executive Assistant position with Team Leader responsibilities. Offer incumbent redeployment to new Executive Assistant (Team Leader) position.
Aide-de-Campe (x2)	No change.
HX Personal Assistant	Change of reporting line to Executive Assistant.

## Implementation Plan

The change management process from here is as follows:

**Step 1** - Filling of new roles through offers of reassignment and redeployment.

### *Reassignment*

- a. Where an employee's role has been disestablished (they are "affected"), *and* there is a vacant role within the new structure that is substantially similar (including in terms and conditions) to the person's existing role, *and* that person is the only affected person who has the capabilities to do that role, then the person will receive an offer of **reassignment** to the new role.
- b. If an affected employee is offered reassignment and they do not wish to accept the offer, this will be treated as a resignation and they will not be entitled to redundancy compensation.

### *Redeployment*

- a. Where an employee's role has been disestablished, *and* there is no vacant role within the new structure that is similar enough to be a reassignment option, *but* there is a role that has some clear differences to the person's current role (including in terms and conditions) and it is evident that the person has the capabilities required to perform the role, *and* that person is the only affected person who has the capabilities to do that role, then the person will receive an offer of **redeployment** to the new role.
- b. Offers of redeployment may involve some changes to the person's employment terms and conditions.
- c. If an affected employee is offered redeployment to a new role, and they do not wish to accept the offer, they will remain entitled to redundancy compensation as per their individual employment agreement.

**Step 2** (done concurrently with Step 1) – Discussion with affected employees who have not been offered reassignment or redeployment, or have declined an offer of redeployment, to ascertain if there are other opportunities for redeployment for them within the new structure, across DPMC or more widely. If no suitable opportunities are found by the end of the notice period, the redundancy entitlements of the employee's individual employment agreement will apply.

**Step 3** Recruitment to remaining vacant roles. Both of the two new Manager positions will be advertised internally and externally at the same time. Any affected (not reassigned) staff who wish to apply for these positions are guaranteed an interview.

The new structure will take effect from early June. Some appointments may not be in place by this date, and we will put transitional reporting arrangements in place to manage this as necessary.

## Advice and Assistance

We appreciate that the process of change will create uncertainty for a number of staff. If you have any questions or concerns about the process, please talk to the Official Secretary or to Tracy White (at CASS).

DPMC provides a confidential employee assistance programme. You are welcome to access this for confidential and independent support during this period, or at any time.



when *life* works better,  
*business* works better  
*Pai ake te oranga, pai ake te pakihī*

**Free phone 24/7**  
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**National Office**  
Level 9, Ranchhod Tower, 39 The Terrace, P O Box 10950 Wellington 6011

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## Memo

To: Andrew Kibblewhite – CEO DPMC  
Andrew Crisp – CEO LINZ

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From: s 9(2)(a) [REDACTED] – Director, Greater  
Christchurch  
Jerome Sheppard – Deputy CE, Crown  
Property

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Date: 15 May 2017

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Subject: **Transfer of DPMC RRZ Land Ownership  
Policy Function and Team to LINZ**

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### Purpose

To purpose of this memo is to update you on the proposal to transfer the Greater Christchurch Group (GCG) Residential Red Zone land (RRZ) ownership policy function from the Department of the Prime Minister and Cabinet (DPMC) to Land Information New Zealand (LINZ) from 1 July.

### Background

To ensure that LINZ has the capacity and capability to deliver on its RRZ land delegations under the Greater Christchurch Regeneration Act 2016, there is a need to have RRZ policy capability. Currently this policy function sits within DPMC in Christchurch and it proposed that this is transitioned across to LINZ. It has become increasingly evident that this function should more appropriately be delivered by LINZ, including temporary and future use decisions.

### Transfer proposal

The DPMC RRZ Team provides policy advice on RRZ land ownership. There are currently a team leader, senior advisor and two advisors making up the GCG team that provides this advice. It has been identified that the team leader and two advisors are needed to enable LINZ to carryout this function in the medium term, with the senior advisor remaining with GCG to allow DPMC to provide ministerial advice as needed.

It is proposed to provide offers to the three DPMC staff to transfer to LINZ on a fixed term basis through to 30 June 2018. The funding for the three staff will be transferred from DPMC to LINZ, noting that LINZ will be responsible for any funding past the current fixed term periods.

We will be providing formal change proposals for affected DPMC team members and we will undertake a full due diligence process. Currently, no DPMC team members have been consulted about this proposal.

We will update you on progress in early June.

**Recommendation**

We recommend that you:

**Note** the proposal to transfer the DPMC RRZ land ownership policy function to LINZ from 1 July and provide offers of employment to three individuals currently carrying out this work with DPMC Christchurch.

**Note** we will update you on progress in early June.



Jerome Sheppard  
DCE Crown Property  
LINZ

s 9(2)(a)

Director Great Christchurch Group  
DPMC

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DEPARTMENT OF THE  
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# Policy Structure Review – ELT Final Decision

15 June 2018

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## Background

This document outlines the final ELT decisions in relation to the Policy Structure Review. It is a follow-up to the 'interim decision' document provided on 24 November 2017, and should be read in conjunction with that document.

The Review was undertaken to ensure that:

- Roles and accountabilities for each function are clear, both within the Department and between the Department and external agencies;
- The Department is able to operate in a seamless, end-to-end way on areas of work that require input and alignment across functions (e.g. the relationship between policy and operational functions in particular areas of work);
- There is enough flexibility in the operating model and structure to allow for the efficient deployment of staff across policy projects in the group, enabling the group to respond to changes in focus, priorities and demands, and building stronger generalists policy capability;
- Unnecessary fragmentation, duplication, and overlap in policy activities are minimised; and
- Professional development opportunities and career paths for staff in the Department are improved.

As a result of the review, an interim structure was adopted, as outlined below. This interim structure has been in place for almost six months; it is now time to make permanent structural decisions, to create certainty for existing staff, fill vacancies, and establish permanent processes and ways of working.

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## Interim Structure

An interim structure was established from 1 January 2018, which saw the National Security Policy, Civil Defence Emergency Management Policy, and National Cyber Policy Office teams begin operating as a single team, under the leadership of the Director National Cyber Policy Office/Acting Director National Security Policy. The National Risk Unit and Greater Christchurch Strategic Policy teams were not incorporated. The interim structure is shown at appendix one.

During the first half of 2018, the team has worked hard on establishing a business model, including a team identity, purpose, and consistency of outputs. The benefits of this process are beginning to become evident, with staff having a clearer sense of their role within the team, the beginnings of a matrix structure emerging, and relationships with stakeholders improving. While not yet measured, staff engagement and morale appears to be increasing too; an issue of especial importance to ELT.

ELT is of the view that interim structure has met the requirements it was looking for, and that undertaking a further review at this point would be counterproductive. Accordingly, we consider the proof of concept has been established, and have agreed that the interim structure should move to a permanent structure, with some minor modifications as outlined below.

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## Final Structure

The agreed final structure is shown at appendix two. The paragraphs below provide detail on the components of the new team. Unless indicated otherwise, changes will take effect from 1 July 2018.

### **Team Name**

The new structure will be called the 'National Security Policy Directorate.'

### **Team Leaders**

Team Leader roles in the National Security Policy Directorate will be retitled 'Team Manager', to confirm the responsibilities and leadership role of the three positions and ensure alignment with equivalent roles in the Department. The job size for the roles will remain as it is at present.

### **Job descriptions**

In the coming weeks, we will consult staff on updated job descriptions for roles in the Directorate. Changes will align job descriptions for policy advisers, senior policy advisers, and principal policy advisers, with the Policy Project Skills Framework. Job descriptions for the new Team Manager roles will also reflect the Framework.

### **Security and Intelligence Policy**

The current National Security Policy team will be renamed 'Security and Intelligence Policy.'

### **National Cyber Policy Office**

Internally, this team will be known as 'Cyber Policy'. Externally, the National Cyber Policy Office brand will be retained, pending further engagement with the Minister for Broadcasting, Communications and Digital Media, and completion of the Cyber Security Strategy Refresh.

### **Civil Defence Emergency Management Policy**

Uncertainty about the impact of the TAG recommendations was a factor in the decision to test an interim structure. The response to the recommendations is nearing the final stages of development, and Cabinet will consider advice on this in early August.

The government's response may have implications for the new policy directorate. Possible short-term effects include additional work if the directorate were required to contribute to implementation of government decisions (e.g. if new or amended legislation is required). Longer-term effects include the requirement for strategic resilience and emergency management policy capability in the directorate, as distinct from operational policy functions that may be required in a National Emergency Management Agency (NEMA) or post-TAG MCDEM.



These effects, when weighed against the effects of ongoing uncertainty, were not sufficient to delay bringing the Civil Defence Emergency Management (CDEM) policy team into the new policy directorate. Uncertainty about the potential for significant post-TAG changes has weighed upon efforts to build capability.

The proposed approach recognises there will be an ongoing need for strategic resilience policy irrespective of whether the government decides to establish a NEMA or to continue with arrangements similar to the status quo. Inclusion of the CDEM Policy team in the new directorate will reduce uncertainty and enable recruitment to proceed. It will ensure staff are part of a wider policy team and enjoy access to the range of opportunities this affords.

It is now timely to consider co-locating the CDEM Policy team with the rest of the Directorate and, potentially, to consider renaming the team more clearly to reflect its role in strategic resilience and emergency management policy. Further work will be undertaken on the timing and nature of any potential move.

### ***National Risk Unit***

The Interim Decision envisaged bringing the National Risk Unit (NRU) into the new policy directorate. As the NRU has developed, the benefits of linking its work with the new policy directorate have come sharply into focus. In addition to affirming the central role of risk management in national security policy, tighter linkages between policy and national-level risk management specialists should assist in navigating risk-related matters through inter-agency and Cabinet processes and ensure coherence among the Department's outputs. Over time, the work of the NRU – particularly as it relates to coordinating the measurement and analysis of risks – will form an important evidence base for the new policy directorate's work. In recognition of this, the NRU and Policy teams already meet regularly to identify and prosecute opportunities for joint work.

There is benefit in the existence of a Unit dedicated to improving the management of national risk. The NRU has attracted the interest of external parties wishing to contribute to shared objectives, focus on system level trends/risks such as climate change and corruption, and work towards a 'risk-based' national security system.

Accordingly, ELT has decided to incorporate the NRU into the new policy directorate, as a fourth team reporting to the Policy Director. Externally, it will keep its own brand, but within the Department it will be a core part of the Directorate, sharing ideas, processes and priorities with the other teams. The Manager will continue to report to the Deputy Chief Executive Security and Intelligence for the duration of his secondment, but the team's work will flow up through the Policy Director. The team will be co-located with the bulk of the Directorate in [s 9\(2\)\(k\)](#)

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### ***Greater Christchurch Group Strategic Policy Team***

The Interim Decision noted there would also be benefit in bringing the GCG's Strategic Policy team into a single policy directorate at some stage. It identified either that this could occur as part of a mid-2018 review or once the GCG's policy work had further reduced in volume.

While the rationale in the Interim Decision regarding the location of the team remains sound, a number of factors have changed. There is a current requirement for the team to maintain a clear, singular focus on the policy requirements of its Minister, without distraction and at a time when its workload remains significant.

It would be preferable to defer consideration of change until the team's work has significantly reduced – accordingly, ELT has determined that no review or changes will be made to the GCG policy team until its policy work has significantly reduced in volume.

This should not preclude the team from receiving support from the Chief Adviser, Policy Quality, once appointed; indeed, support to the GCG team is part of the specification for the role. In addition, ELT is clear that, in respect of policy staff working in this area, there will be ongoing policy roles and a need for additional policy capacity in the new directorate as the volume of GCG policy work reduces.

### ***Business support***

There are currently two Executive Assistants within the Directorate. One of these positions will remain with the Directorate, and the other, in consultation with the affected individuals, will be rotated to support other parts of the Security and Intelligence Group (in particular the National Security Workforce team and Special Coordinator).

### ***Other Policy Functions***

Policy functions undertaken within the Policy Advisory Group, including the Child Poverty and Child Wellbeing Units, are out of scope of this review and decision document.

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## Human Resources Implications

The establishment of the National Security Policy Directorate will entail a range of consequential human resources tasks.

ELT will act in good faith and best practice at all times when working through these HR matters. Our intent is to achieve the transition to the new structure with the least disruption possible.

Accordingly, the DCE, Security and Intelligence Group, and Acting Director, NSPD, will work closely with the HR team over the coming months to embed the new structure, including advertising and recruiting for roles as appropriate. CASS HR will contract specialist HR support to assist with this work.

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## Questions?

We recognise that change processes, no matter the scale, can prove stressful and have an impact on staff.

Should you have any questions about this decision or wish to discuss it in more detail, please feel free to raise it with your manager, or with s 9(2)(a) or Howard Broad.

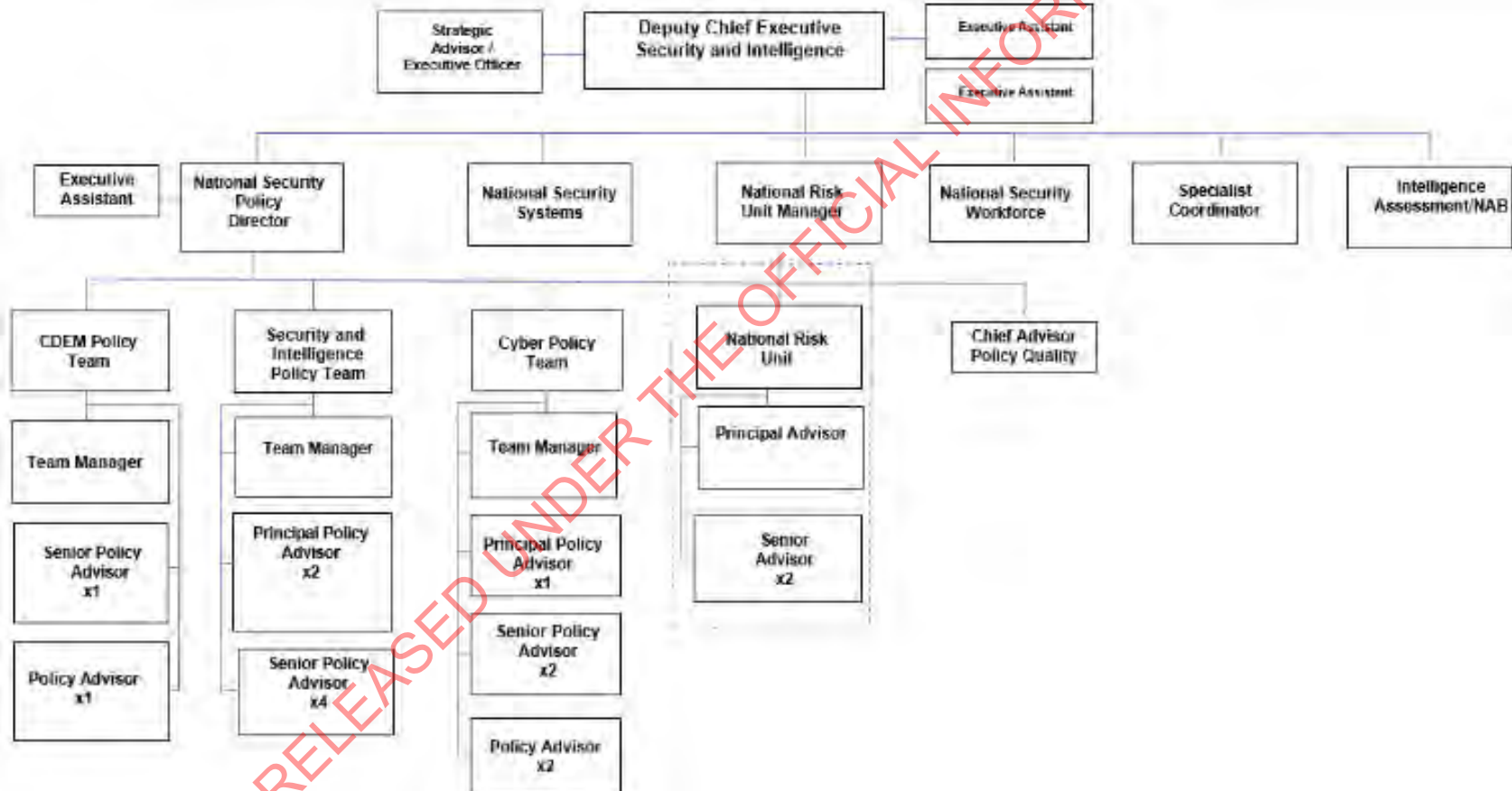
In the event that you would find additional support helpful, Vitae provides employee assistance for the Department. You can contact Vitae at 0508 664 981.

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In-Confidence

**Confirmed Structure  
National Security Policy Directorate  
Security & Intelligence Group**



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# **PROPOSED IMPLEMENTATION PLAN**

## **POLICY STRUCTURE REVIEW**

**6 July 2018**

**IN CONFIDENCE TO NATIONAL SECURITY POLICY STAFF ONLY**

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## Introduction

This document follows on from the Policy Structure Review ELT Final Decision of 15 June 2018. It provides information on the impact of the new structure on existing positions and on the new positions created under the new structure. The timeframe for proposed implementation is set out later in this document.

This proposal should be read in conjunction with the following documents:

- Policy Structure Review – ELT Final Decision - 15 June 2018
- DPMC's change management policy
- Updated and new position descriptions

All staff affected by this change process are invited to provide feedback on this proposed implementation plan *by 9am, Wednesday, 11 July* before we confirm the implementation process.

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## What has happened to the old roles?

Below is a summary of the impact of the new structure on existing positions. An organisational chart of the new structure is provided at the end of this section.

Existing positions retained in the new structure will sit under the wider National Security Policy Directorate (NSPD), which incorporates CDEM, Security & Intelligence and Cyber Policy teams, and after a period of transition, the National Risk Unit.

### National Security Policy team

- The National Security Policy team will be renamed Security and Intelligence Policy team.
- The existing position of *Director, NSP* will be disestablished. Accountabilities of this position will be merged into the new expanded position of Director, NSP. This position will provide strategic leadership across all of the teams in the new directorate.
- The *EA position to the existing Director, NSP* position will also be disestablished and parts of this position will be consolidated into the new EA position supporting the directorate leaders. The incumbent in this position will be offered reassignment into a new position of EA supporting the National Risk Unit and National Security Workforce.
- There are currently three *Principal Policy Advisors* in NSP, one of which is vacant. One of these positions will be disestablished (with some of accountabilities being consolidated into the Team Manager and new Chief Advisor positions). The two remaining Principal Policy Advisor positions will have a change in reporting line to the Team Manager and will be retained in the new structure.
- *Senior Policy Advisors and Policy Advisors* will also have a change in reporting line from the Director, NSP to the new position of Team Manager.

## **National Cyber Policy Office**

- The National Cyber Policy office will be renamed Cyber Policy (though the NCPO brand will be retained for external use).
- The existing position of *Director, NCPO* will be disestablished. Accountabilities of this position will be merged into the new expanded position of Director, NSP, with some aspects incorporated into the Team Manager role.
- The *EA position reporting to the Director, NCPO* is disestablished with some accountabilities incorporated in a new EA position, supporting the new Director, NSP and the wider directorate. The current incumbent will be offered reassignment into this new position.
- *Principal, Senior and Policy Advisors* will have a change in reporting line from the Director, NCPO to the new position of Team Manager.

## **Civil Defence & Emergency Management (CDEM)**

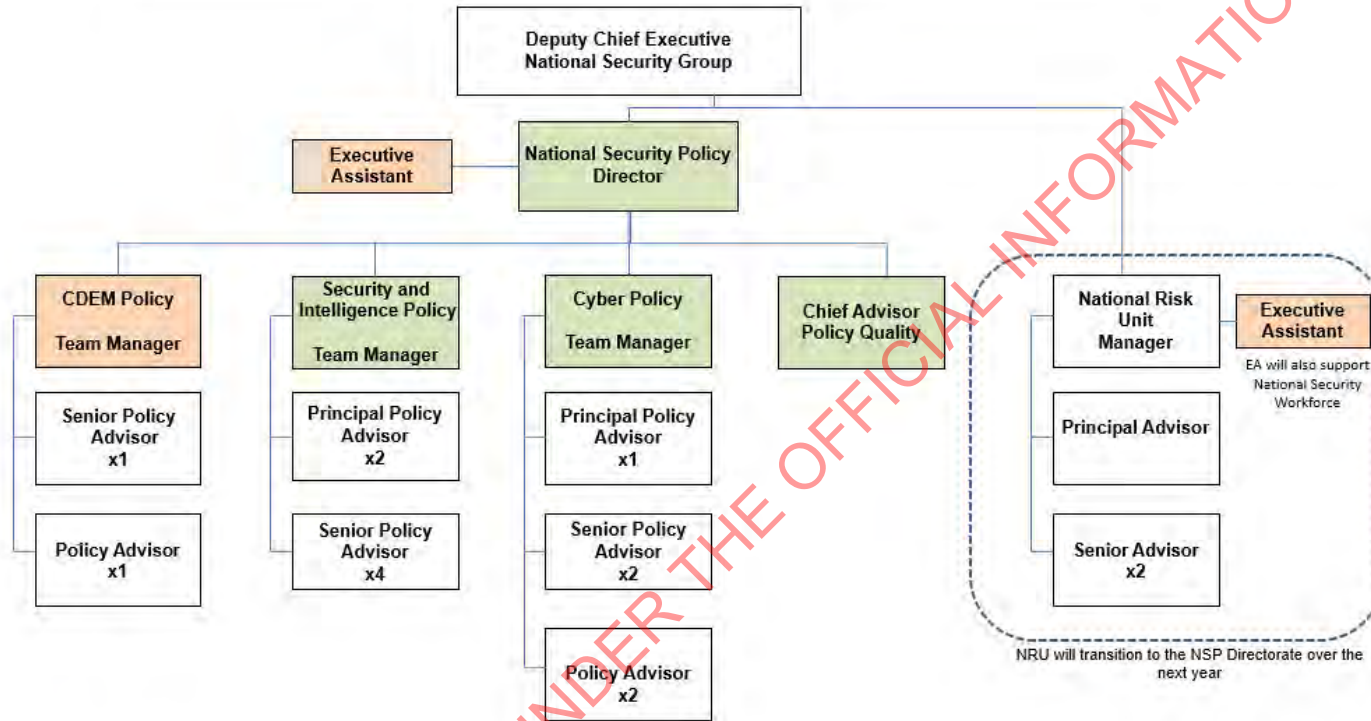
The existing *Team Leader* position will be renamed Team Manager to reflect increased management responsibilities and provide consistency in titles across NSPD.

## **National Risk Unit**

Over the coming year this team, which is currently outside of the new structure, will merge into the new directorate.

# New Directorate Structure

In-Confidence  
**Structure from 1 July 2018**  
**National Security Policy Directorate**  
**National Security Group**



new position

change to position title and/or reporting line

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## New Positions

The following new roles have been created:

- **Director, National Security Policy**

The Director, National Security Policy – will lead the directorate and be responsible for the delivery of policy covering security and intelligence, cyber security and civil defence and emergency management. Over the next 12 months, as the National Risk Unit transitions into NSPD, the position will also take up responsibility for risk work.

This position will be accountable for providing strategic leadership and management oversight for high quality, high value advice to the Prime Minister, Ministers and senior officials on all DPMC-led national security policy issues. The Director NSP will provide strategic leadership to the national security sector on policy issues relating to opportunities, challenges and risks facing New Zealand's national security and resilience areas.

- **Chief Advisor – Policy Quality:**

This position will be responsible for increasing policy capability, coaching and mentoring across NSPD, and providing thought leadership on policy issues (this includes supporting the strategic policy team in the Greater Christchurch Group).

The role will provide leadership and analysis of policy advice, and lead on improving the quality of advice, in line with the Policy Project frameworks. The Chief Advisor will assist the Director with prioritising capacity amongst competing policy priorities, and will at times lead policy projects.

- **Three Team Manager roles:**

The purpose of these Team Manager positions is to manage and lead a team of policy professionals providing timely, effective and accurate policy analysis and advice. The Team Managers will provide thought leadership on policy issues and will ensure the needs of Ministers and key decision-makers are met.

The Team Managers will work together, and with the Director, to build team capability and to prioritise resources across the wider directorate in line with the new matrix structure. The Team Managers will also work with the Chief Advisor-Policy Quality to ensure policy projects meet the required standards. Each Manager will provide advice directly to Ministers, ODESC, and ODESC boards on policy issues.

- **Executive Assistant, NSPD**

This role will provide high quality support to the Director and the wider directorate, National Security Policy. This new EA role will be responsible to support a changing way of working in the directorate, including improving the effectiveness and efficiency of workflow, along with enhancing capability in the use of digital support processes.

- **Executive Assistant, NRU and NSW**

This role will provide high quality EA support to the National Risk Unit and National Security Workforce, including some event management.

## **New and Updated Position Descriptions**

Position descriptions have been updated for the Principal Policy Advisor, Senior Policy Advisor and Policy Advisor roles. These are now in a more simplified format and reflect the core requirements of the Policy Project Skills Framework. Thank you for your feedback on these changes. Links to these position descriptions will be emailed out later today.

Links to the draft job descriptions for the Director, NSP; Team Managers and Chief Advisor positions will be emailed to you *before 5pm, Tuesday, 10 July*. Along with the Policy Project Skills Framework, these leadership positions will include capability descriptors from the Leadership Success Profile (LSP). If you would like to provide feedback on these, please email s 9(2)(a) [REDACTED] *by midday, Friday, 13 July*.

Position descriptions are generic in nature, reflecting the new flexible, matrix style approach to working across teams. Letters of reconfirmation, reassignment and appointment will identify the team and initial assignment within the directorate.

## Summary of Impact on Positions

The impact of the changes on existing positions from the old structure (*not the interim*) to the final structure is shown below:

POSITION IN OLD STRUCTURE	FINAL IMPACT
<b>Director, National Security Policy</b> (old structure)	Position disestablished. Accountabilities of this position will be merged with those of Director, NCPO (also disestablished) to become the new Director, NSP. Some aspects of the role are incorporated into the Team Manager positions. The new expanded Director, NSP role will be advertised
<b>Director, NCPO</b>	Position disestablished. Accountabilities of this position are merged with the previous Director, NSP to create the new Director position. Some aspects of the role are incorporated into the Team Manager positions.
<b>Executive Assistant, NSP</b>	Position disestablished. Accountabilities of this position will become part of a new position of EA, supporting the new Director, NSP. The existing incumbent will be offered reassignment into new EA position supporting National Risk Unit and National Security Workforce.
<b>Executive Assistant, NCPO</b>	Position disestablished. Accountabilities of this position are incorporated in a new EA position, supporting the new Director, NSP and the wider Directorate. The existing incumbent will be offered reassignment into new EA position supporting Director, NSP.
<b>Principal Policy Advisors x 4</b> 1 x NCPO 3 x NSP	One position disestablished and three positions are retained. Two incumbent policy advisors will be reconfirmed. The vacant position will be advertised.
<b>Senior Policy Advisors x 8</b> 1 x CDEM 3 x NCPO 4 x NSP	One position disestablished and seven positions are retained. All eight Senior Policy Advisors will be reconfirmed. (One role over establishment).
<b>Policy Advisors x 3</b>	Three positions retained. All three incumbent Policy Advisors will be reconfirmed.
<b>Team Leader CDEM</b>	Change of title to Team Manager and change of reporting line to new Director, NSP. Position to be advertised.
<b>Manager, NRU</b>	This team will merge into the new structure over the coming year.. When this transition is complete, the Manager, NRU will then have a change in reporting line into the Director, NSP.
<b>Principal Advisor, NRU</b>	Transition to NSP Directorate over the next 12 months.
<b>Senior Advisor x 2, NRU</b>	Transition to NSP Directorate over the next 12 months.



## Implementation Plan

The change management process from here is as follows:

**Step 1** – Filling of new roles through offers of reconfirmation and reassignment.

### ***Reconfirmation***

- a. Where an employee is reconfirmed into their existing position and where there is effectively no change or the position is very nearly the same as in their existing role in the new structure. This includes a change to the position titles and/or reporting lines.

### ***Reassignment***

- a. Where an employee's role has been disestablished\* (they are "affected"), and there is a vacant role within the new structure that is substantially similar (including in terms and conditions) to the person's existing role, and that person is the only affected person who has the capabilities to do that role, then the person will receive an offer of reassignment to the new role.
- b. If an affected employee is offered reassignment and they do not wish to accept the offer, this will be treated as a resignation and they will not be entitled to redundancy compensation.

*\*a disestablished position is one that will no longer be required in the new structure as it is deemed to be surplus to requirements*

**Step 2** (done concurrently with Step 1) – Discussion with affected employees who have not been confirmed or offered reassignment, to ascertain if there are other opportunities for redeployment for them across DPMC or more widely. If no suitable opportunities are found by the end of the notice period, the redundancy entitlements of the employee's individual employment agreement will apply.

**Step 3** – Recruitment to vacant roles. The new positions of *Director, National Security Policy, Team Managers, and Chief Advisor, Policy Quality*, will be advertised internally and externally at the same time. The *Principal Advisor* vacancy and any consequential vacancies will also be advertised internally and externally. Any affected (not reconfirmed or reassigned) staff who wish to apply for these positions are guaranteed an interview.

Transition to the new structure commenced from 1 July 2018. Letters of reconfirmation, and reassignment will be completed *by Thursday 12 July 2018*. Where new roles need to be advertised and appointed transitional reporting arrangements will be put in place.

## Feedback on this implementation plan

Please provide any feedback on this implementation plan by email to s 9(2)(a) by 9am Wed, 11 July 2018.

All feedback will be treated in confidence and will be given careful consideration.

## Timelines

Date	Stage
Monday, 25 June	Announcement on final structure
Friday, 6 July	Proposed implementation plan
9am, Wednesday, 11 July	Closing date for feedback on implementation plan
Thursday, 12 July	Final Implementation confirmed. Positions confirmed and reassignments offered
By midday, Friday, 13 July	Deadline for feedback on new job descriptions
16 July to 27 July	Positions advertised both internally and externally: Director, NSP Chief Advisor – Policy Quality Team Managers x 3 Principal Advisor x 1
30 July to 31 August	Recruitment and selection for above positions

Our aim is to confirm final implementation plan on *Thursday 12 July 2018*.

## Advice and Assistance

We appreciate that the process of change will create uncertainty for staff. If you have any questions on the proposal or process, please talk to s 9(2)(a) Acting Director, or email s 9(2)(a), Senior HR Advisor, s 9(2)(a)

Our confidential employee assistance programme provider, Vitae, is also available for staff who would like one to one assistance. Contact details – 0508 664 981; <https://www.vitae.co.nz/>



Department of the Prime Minister and Cabinet

# Policy Structure Review – ELT Interim Decision

24 November 2017

DEPARTMENT  
*of the* PRIME MINISTER  
*and* CABINET



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## Background

This document responds to the review of DPMC policy structures, led by s 9(2)(a) of s 9(2)(a) that was discussed with staff on 16 October 2017.

s 9(2)(a) review was launched by ELT on 20 June 2017, in response to concerns brought up during the 'declunking' process. s 9(2)(a) was asked to provide advice to ELT on the way functions within the Department, are provided such that:

- Roles and accountabilities for each function are clear, both within the Department and between the Department and external agencies;
- The Department is able to operate in a seamless, end-to-end way on areas of work that require input and alignment across functions (e.g. the relationship between policy and operational functions in particular areas of work);
- There is enough flexibility in the operating model and structure to allow for the efficient deployment of staff across policy projects in the group, enabling the group to respond to changes in focus, priorities and demands, and building stronger generalists policy capability;
- Unnecessary fragmentation, duplication, and overlap in policy activities are minimised; and
- Professional development opportunities and career paths for staff in the Department are improved.

s 9(2)(a) findings are attached to this report as appendix three.



## Problem Definition

DPMC has a significant first-opinion policy role, with a particular focus on national security, resilience and post-earthquake regeneration.<sup>1</sup> This role is split across multiple parts of the Department, and has grown in an organic manner over the past years, largely as a response to a new Cabinet-mandated areas of responsibility, or as a response to an identified gap in policy analysis.

The large number of small teams means we are not benefiting from economies of scale; managers have little ability to move people to areas of highest priority outside their subject matter. This has the flow-on effect that staff in areas with vacancies, or who are working on an urgent matter, don't have peers to draw on and have worked additional hours. In some areas, there is an identified lack of capacity, and in other areas, the capacity is constantly taken up with urgent work – in both instances, longer-term stewardship work is crowded out, and the work programme is largely reactive rather than front-footed. There are restraints which prevent having the right people, in the right place, at the right moment. It also means staff have a limited ability to learn from experts, and lack access to appropriate coaching and mentoring.

A number of roles haven't been filled over the past years, despite a number of attempts at hiring. Ongoing vacancies affect staff morale, and increase workloads for existing staff.

The policy work being done by DPMC is of good quality – generally Ministers appreciate the advice they receive from us. As the Prime Minister's Department, and the hosts of the Policy Project and Head of Policy Profession, DPMC should be a policy exemplar; we think there is room to improve our policy outputs, and help our staff to continue developing their advice. We haven't systematically invested in expertise or systems to build our policy capability, instead relying on hiring people with solid foundations, and hoping they learn on the job. This approach has meant we haven't always improved our policy advice, nor taken full advantage of the frameworks and expertise developed within the Policy Project.

Finally, we believe that we aren't making the most of the skills of policy staff in current arrangements. We would like to offer staff a balance of specialist and generalist policy roles, with scope to specialise in a theme or a type of work. This isn't achievable with our current small number of teams, where people are confined to a single area and can't always access a broad range of challenging work to help them develop.

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<sup>1</sup> The Policy Advisory Group also provides first opinion advice from time to time. Its role remains unchanged as a result of this ELT interim decision.

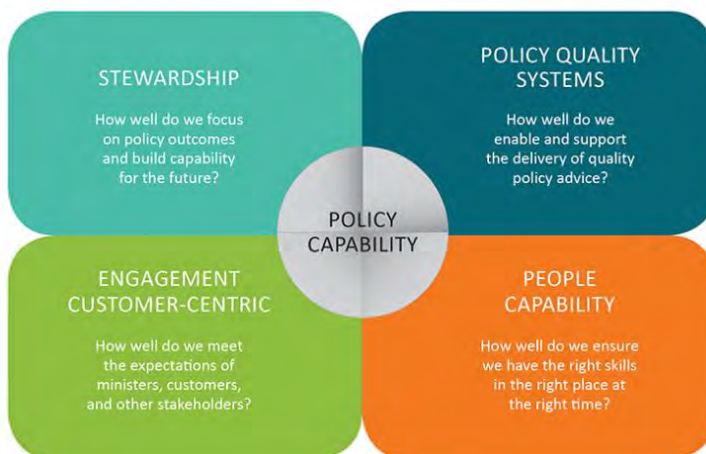


## Contextual issues

We have identified five contextual issues, which are relevant to the policy structure:

1. The Ministerial Review 'Better Responses to Natural Disasters and Other Emergencies in New Zealand' (known generally as the 'TAG review') is currently considering the most appropriate operational and legislative mechanisms to support effective responses to natural disasters and other emergencies. It is possible that this review could impact on the size, responsibilities, or location of MCDEM and the CDEM policy team within National Security Policy.
2. The new Government, and new Ministers, will have new and different demands of the Department, particularly in the areas with a key portfolio Minister, e.g. Greater Christchurch. It is too early in the new administration to fully understand these demands, and any perception of reduced capability in an area would need to be fully managed with the relevant Minister.
3. Amendments to the State Sector Act made stewardship a legislative requirement of Departments and Chief Executives: *The chief executive of a department or departmental agency is responsible to the appropriate Minister for the stewardship of the department or departmental agency, including of its medium- and long-term sustainability, organisational health, capability, and capacity to offer free and frank advice to successive governments.*

4. The Policy Capability Framework describes the key components of capability and offers 'lines of inquiry' and potential indicators to review and build overall organisational capability to produce quality policy advice. As the home of the Policy Project and tools, we should be an exemplar for them. An assessment of our current settings against the policy capability framework shows we have room for improvement.



5. Any change needs to be cost-neutral. We have budget to fill all current vacancies and have no plans to disestablish any vacant positions.



## Interim Decision

During the presentation from s 9(2)(a), and in informal discussions in the intervening weeks, we have heard from staff about a number of issues with the proposed allocations of work. ELT have also had a number of discussions, relating to the structure, the definition of 'system policy' and operational policy, and timing issues regarding the TAG review, the new Government, and fixed-term contracts coming to an end.

We are keen to give certainty for staff, and as such have decided to proceed with an interim structure, which takes us some way to achieving a solution to the issues identified in the problem definition, without undertaking a major change process, and disrupting staff and work programmes.

The diagram in Appendix One outlines the change, which will see the National Security Policy (NSP), Civil Defence Emergency Management (CDEM) Policy, and National Cyber Policy Office (NCPO) teams report to the same individual. On an interim basis, this will be the current Director NCPO, s 9(2)(a), will continue to be supported in his role by his EA, s 9(2)(a).

To increase our policy quality, and assist with coordination across the larger group, a new 'Chief Advisor – Policy Quality' role will be created. This role will be filled by an individual with significant policy experience, who is recognised as an expert in their field. The individual who successfully gains this role will have proven experience in building capability, coaching and mentoring. The core role of the Chief Advisor would be two-fold; to lift policy capability across groups, and to provide thought-leadership on policy issues. This resource will also support the Strategic Policy team in the Greater Christchurch Group.

We have also created a new fixed-term role, 'Chief Advisor – National Security Policy', to provide continuity on a number of ongoing policy priorities and fulfil international obligations. This role will be filled by s 9(2)(a), who will continue to be supported by s 9(2)(a). To the extent possible, and in discussion with s 9(2)(a), she will also provide support to Howard's direct reports who do not currently have an executive assistant.

The current Principal Advisor NCPO will act as team leader NCPO and we envisage that one of the new Principal Advisors recruited to the NSP team will also become a team leader. The NSP team will report directly to the NCPO and Acting NSP Director if the team leader has not been appointed at the time of the transition.

No changes are proposed to other groups at this time.



We will be looking to more actively recruit to fill ongoing vacancies, particularly in the CDEM team and the Principal Advisor roles in the National Security Policy team, as we're aware some of the lack of capacity is due to vacancies. We also intend to recruit a further advisor to the CDEM policy team.

One of the key challenges for the NCPO/acting NSP Director will be to look at how the policy teams operate. This includes considering non-structural mechanisms to ensure the work is prioritised appropriately, is linked in with other parts of the Department, and policy quality is maximised. A key output will be the provision of system-wide and long-term policy advice, to allow us to meet our stewardship requirements. The Chief Advisor role will support the delivery of this outcome through building the policy capability across DPMC.

We will transition to the interim structure over January 2018, with an aim of having it up and running from 29 January.

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## Future proposed structure

ELT can see some benefit in bringing together other policy and 'policy-adjacent' parts of the Department into a single directorate. We intend to review this in mid-2018, once we have a better understanding of the outcomes of the TAG review and other developments, with a view to:

- Bringing the National Risks Unit into the new policy directorate, to make the most of the links between the policy and risks work. This is shown in Appendix Two.
- Formally implementing a new operating model for the directorate that provides flexibility for staff to work on projects across the directorate. This would allow:
  - staff to have opportunities to work across a range of subject matters, and with a range of different policy professionals, to further develop both their policy skills and their subject matter knowledge; and
  - DPMC and its Ministers to benefit from the ability to quickly move resources within the directorate to the areas of highest demand.

This model would also ensure those staff with deep subject matter expertise continue to get to work on policy relating to that expertise. That is, any given project would involve staff with deep subject matter expertise and staff with deep policy expertise, as well as those still developing either type of expertise. The model would aim to take advantage of both skill sets and the opportunity for staff to develop.

We expect that the NCPO/acting NSP Director would start moving towards this operating model in the interim period.

There would also be benefit in bringing the Greater Christchurch Group's Strategic Policy Team into the single policy directorate at some stage. This could be as early as the mid-2018 review or could occur once the Greater Christchurch policy work has further reduced in volume. We will consider this during the mid-2018 review.

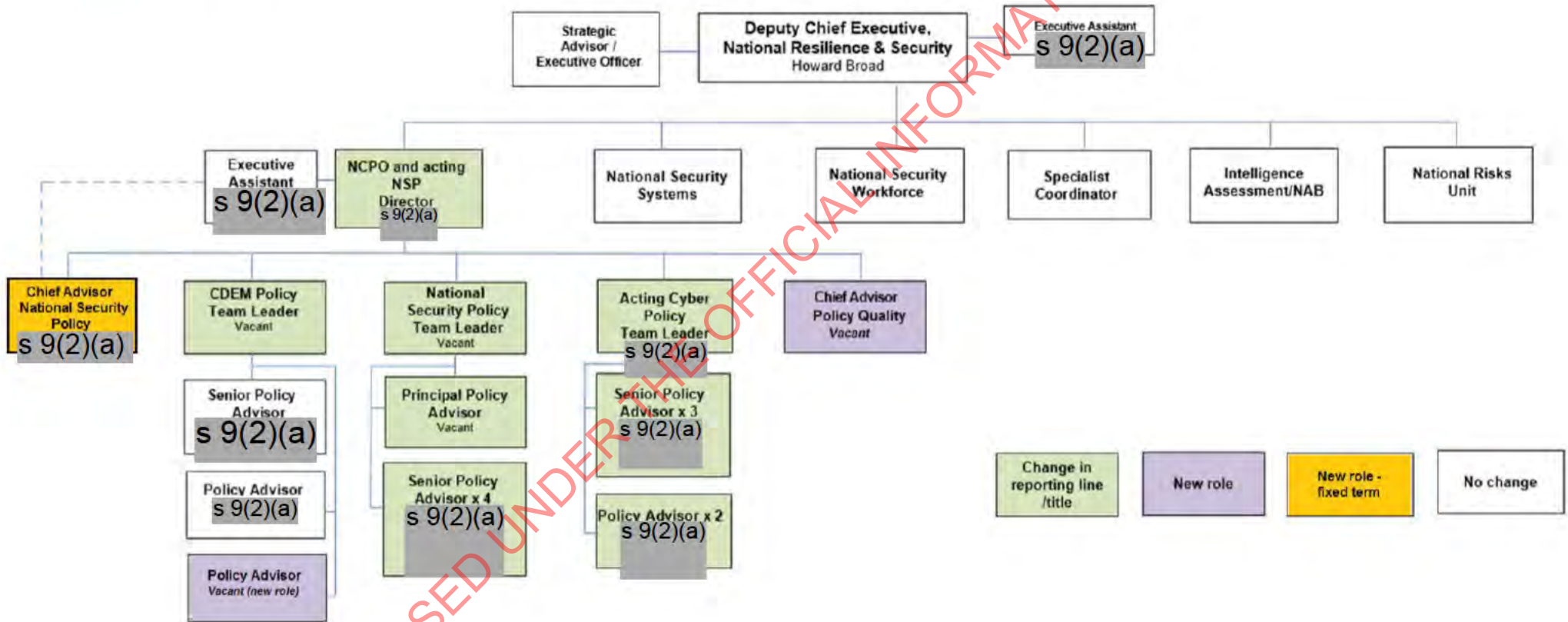
ELT has not decided whether a separate system policy team should be introduced and therefore such a team is not included in Appendix Two. This would be considered as part of the mid-2018 review.

Should any changes to roles be considered, we will go through a formal consultation process with staff.



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Appendix One: Interim structure

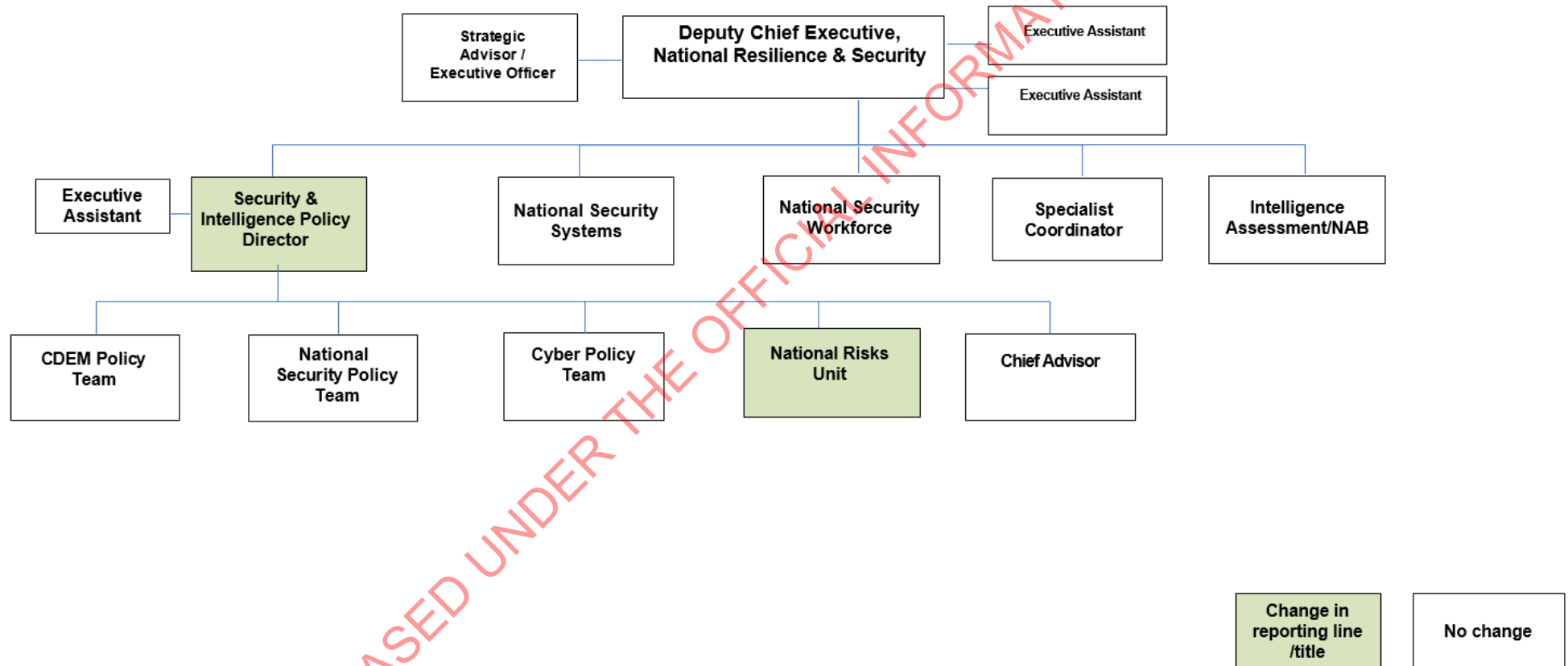


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Appendix Two: Future proposed structure





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## COVID-19 Group Alignment Proposal

4 February 2021

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## STAFF-IN-CONFIDENCE

### Deputy Chief Executive's message

I am pleased to be able to share this document with you all. The mandate Cabinet has confirmed for us in December 2020 demonstrates a vote of confidence in the work we have been doing and our value to New Zealand's COVID-19 response.

Last year, a lot of our role was focused on the immediate response to an unprecedented global pandemic, and we stepped up to every challenge that was thrown at us. The work done in 2020 was remarkable and done in the most difficult of circumstances. I cannot stress enough how much we value everyone's contributions and hard work to date.

This year, I have no doubt, will bring new and different challenges that we need to respond to.

Having a confirmed mandate and funding allows us to firm up a stable organisational structure out to June 2022. Our proposal for this organisational structure is what is set out in this document. It build from the high level structure I shared last year, filling in more of the detailed arrangements.

In line with our new mandate, some of our functions and focus are evolving, with a renewed emphasis on coordinating and integrating the response across multiple agencies. It is appropriate with this evolving role we consider the capabilities, teams and roles we will need to take us forward.

I and the Leadership Team acknowledge feedback we have received, including through the Kōrero Mai survey, that in times of crisis it has not always been possible to consult on changes to the organisation and that this can cause uncertainty at times.

We therefore want to engage in as open and transparent a process as possible as we put in place our structure for the next 17 months. I hope that you engage with this proposal, and I encourage you all to provide feedback into the process.

Of course I understand that change can be unsettling, and if you have any concerns I encourage you to speak to your Leadership Team member, s 9(2)(a) as Chief of Staff, or to me. You can also contact Vitae anytime on 0508 664 981 or [assistance@vitae.co.nz](mailto:assistance@vitae.co.nz).

Ngā mihi nui

Cheryl

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COVID-19 GROUP ALIGNMENT PROPOSAL

## STAFF-IN-CONFIDENCE

### Purpose of this document

This document outlines the future structure proposed for DPMC's COVID-19 Group (the Group) to align with the Group's detailed mandate as confirmed by Cabinet in December 2020, and the Group's operating model.

This document also outlines how all Group staff can give feedback regarding the proposed structure and the next steps for the structure's implementation.

### Background and drivers for change

The COVID-19 Group has to date been a central coordination role as part of the New Zealand Government's response to COVID-19. The Group has expanded and flexed over time in response to the evolving pandemic.

In December 2020 Cabinet considered the three reviews that were completed last year (the two rapid reviews and the findings from the Simpson/Roche review), as well as the ongoing COVID-19 response needs.

Cabinet agreed that the mandate of the COVID-19 Response Unit is to deliver the following functions (summarised for brevity):

- a. *Policy and strategy* – leadership and coordination of the overarching strategy for response, and coordination and integration of advice on readiness and response activities across agencies.
- b. *System readiness and planning* – coordination and convening delivery agencies to ensure alignment of planning activities (including resurgence planning).
- c. *Insights and reporting* – drawing on research and evaluation (domestic and international) to ensure continuous improvement of the system.
- d. *Risk and assurance* – assurance that the right work is happening across government, in the right sequence and the appropriate place.
- e. *Communications and engagement* – leadership and coordination of public communications (including the Unite campaign), and coordination of stakeholder engagement (including business and community sectors).

This mandate was accompanied by confirmed funding to June 2022 which will enable the Group to build a sustainable structure and workforce out until June 2022.

The proposed structure in the next section reflects this mandate while balancing available funding and workload requirements.

A key element of the Group is that we are small and agile, and we will work to strengthen our existing cross-team collaboration to increase our effectiveness through integration, and to actively reduce the risk of siloes.

We want to be open and transparent with you, and give you the opportunity to feed back on the proposed resourcing. At the same time, we know that we need to move quickly to enable teams to resource up to meet demand.

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### COVID-19 GROUP ALIGNMENT PROPOSAL

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### Proposed structure

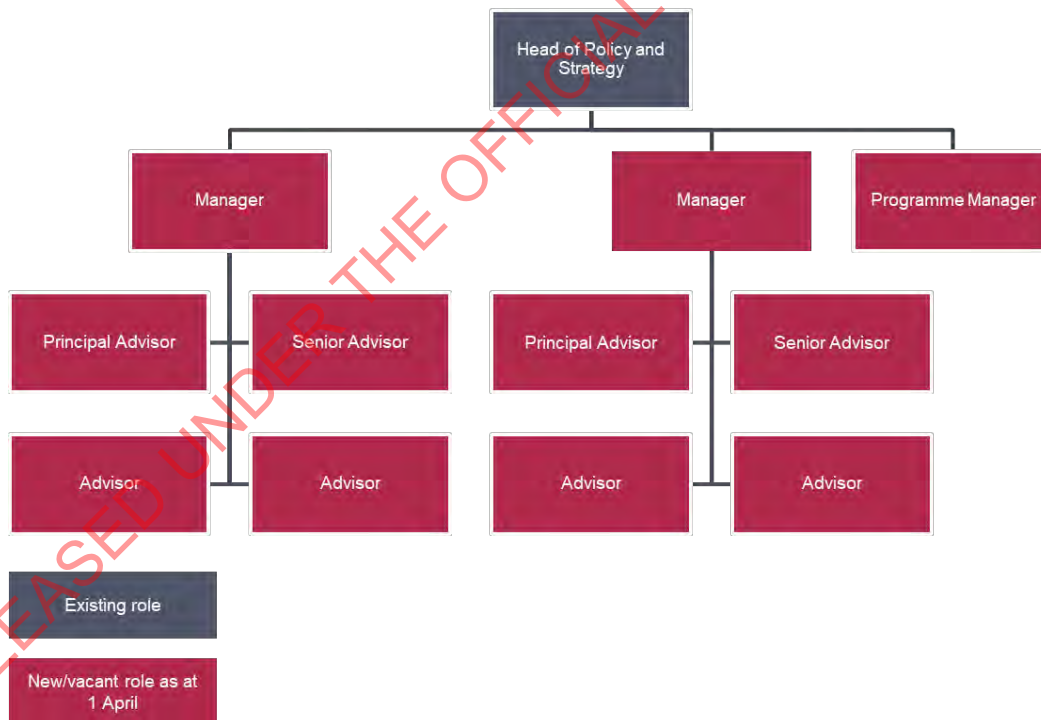
The proposed structure includes 72 Full Time Equivalents (FTE) in substantive roles, plus a Private Secretary in the Minister's office, and a Legal role. The proposed roles are shown in the diagrams below, accompanied by a short explanation of the expectations of each team.

### Proposed leadership team structure



There is little change to the leadership team structure that has been in place since late 2020. Role names have been updated to reflect our confirmed mandate.

### Proposed Policy and Strategy structure



The key responsibilities and areas of work for the Policy and Strategy team are:

- Advice to Ministers regarding COVID-19 response system settings
- Advising on and drafting Alert Level changes
- Consideration of the impact of changes to the system (including settings, virus evolution, external factors etc.)

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### COVID-19 GROUP ALIGNMENT PROPOSAL

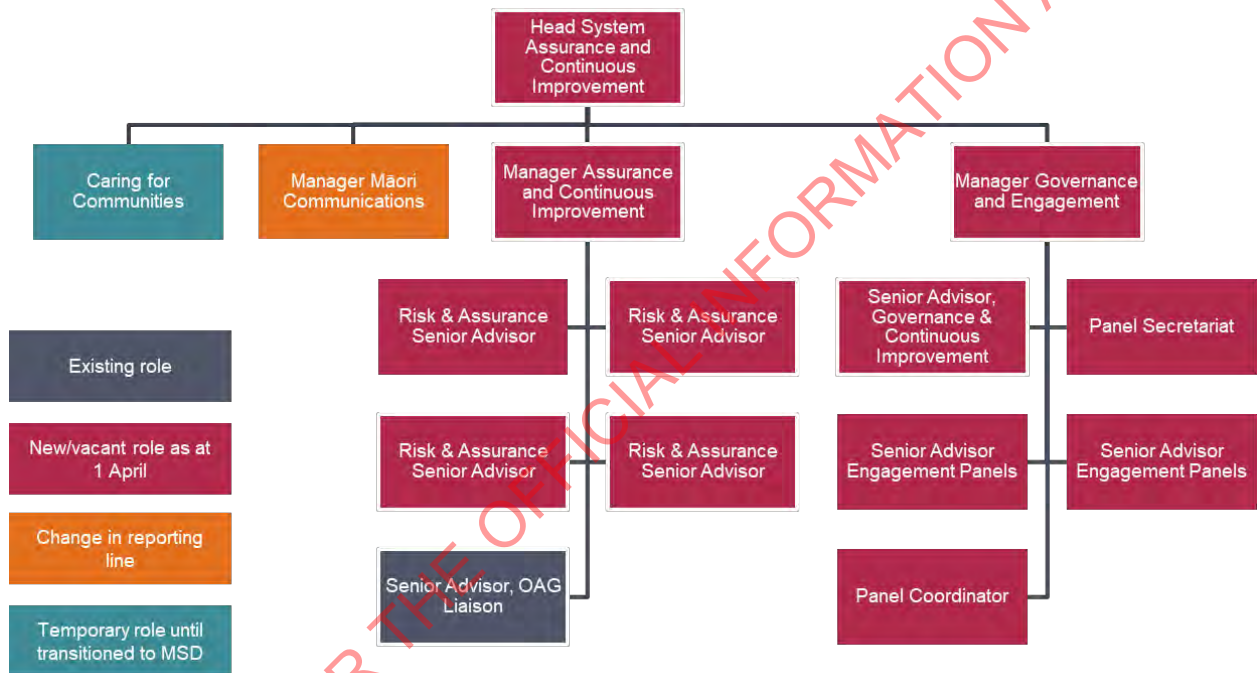
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- Support for the COVID-19 Ministerial Group

The proposed structure includes an increase in the resourcing of the team to 12 FTE. The proposed structure is intended to build a team with a mix of deep technical expertise, with the ability to provide cover for the Head of Policy and Strategy, and more junior staff who can surge to requirements as needed. This team will need to balance immediate advice required, with the 'strategic brain' of the response, considering more medium term issues.

Roles within this team will require the ability to consider strategic issues and relate them to detailed advice required in the immediate term.

### Proposed System Assurance and Continuous Improvement structure



The team will be renamed to System Assurance & Continuous Improvement.

The key responsibilities and areas of work for the System Assurance and Continuous Improvement team are:

- Provide assurance to Ministers and Chief Executives that the COVID-19 response system settings are working as intended
- Develop, implement and maintain a system wide risk management framework for the response
- Identify areas for improvement across the response system
- Engage with iwi, community and business regarding the response, bringing a range of perspectives to the Group's advice

The Manager Governance and Engagement's team will support engagement panels with iwi, community and private businesses, as well as the COVID-19 Chief Executives Chairs Board. The Manager Assurance and Continuous Improvement's team will focus on the system-wide risk and assurance framework for the response system.

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### COVID-19 GROUP ALIGNMENT PROPOSAL

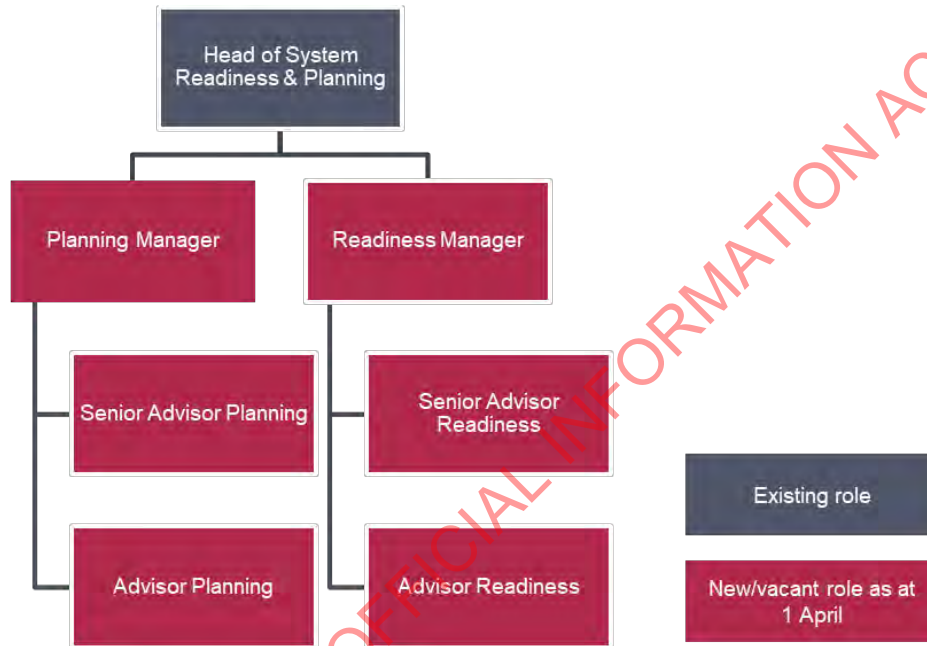


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The Caring for Communities team will transition to MSD over time.

The Manager Māori Engagement will change reporting lines from the Communications and Public Engagement team. The intent is that strategic engagement with specific groups will occur within the System Assurance and Continuous Improvement team, while the Communications and Public Engagement team will focus on engaging members of the New Zealand public with information about the response at various levels.

### Proposed System Readiness and Planning structure



The key responsibilities and areas of work for the System Readiness and Planning team are:

- Working across the system to respond to active cases
- Ensuring system readiness to respond to cases or changes in policy settings
- Develop and test system-wide scenario-based plans (e.g. for resurgence)

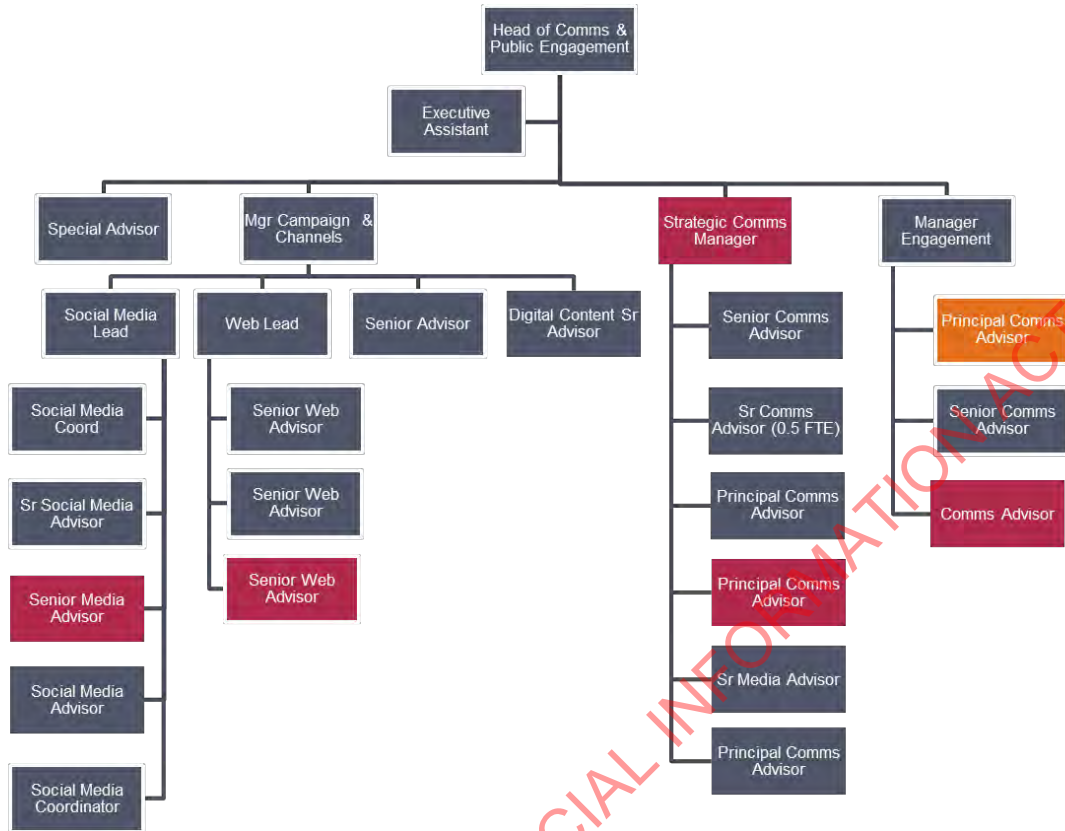
The Readiness team will focus on testing areas of the response to identify areas that may result in risk to the system. This team will work closely with the System Assurance and Continuous Improvement team.

The Planning team will develop the National Resurgence plan to reflect regional and local needs and differences as well as coordinate and lead the COVID-19 Workstreams.

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COVID-19 GROUP ALIGNMENT PROPOSAL

Proposed Communications and Public Engagement structure



The key responsibilities and areas of work for the Communications and Public Engagement team are:

- Develop and deliver public communication messages regarding the COVID-19 response, including the Unite Campaign
- Engage with COVID-19 response agencies regarding key messages for the public both nationally and regionally

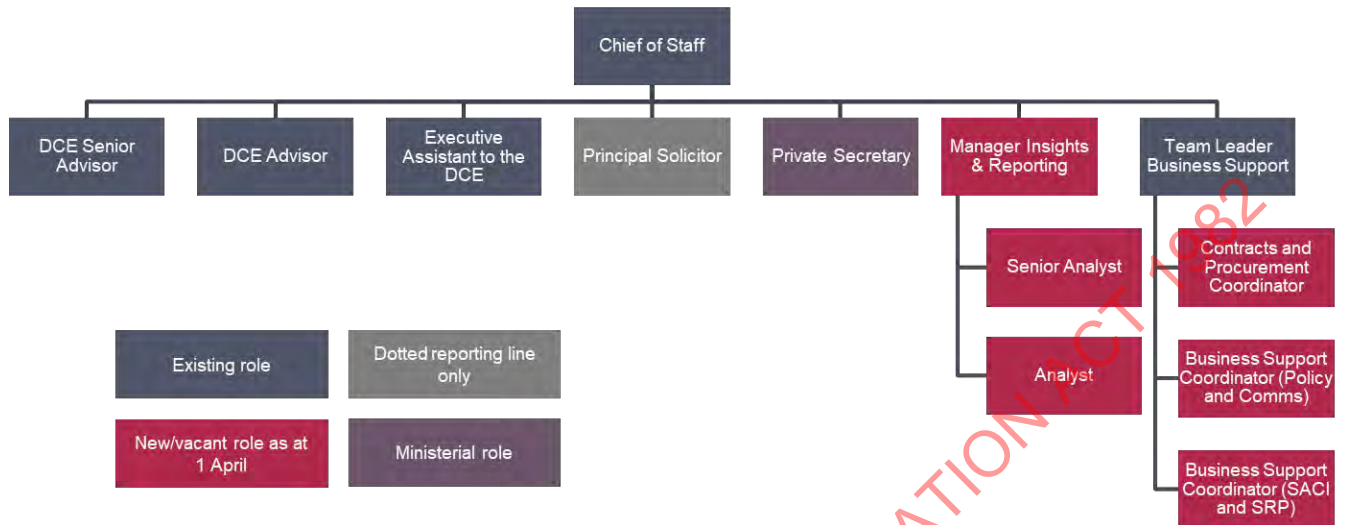
There are no changes to existing roles within the Communications and Public Engagement team. A Principal Advisor will change reporting lines from the Māori Communications Manager to the Manager Engagement.

The Special Advisor role will be extended to act as a functional coordination and delegation point for the Head of Communications and Public Engagement.

Please note this structure does not include the roles funded by the Ministry of Health to deliver the COVID-19 vaccination campaign.

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### Proposed Office of the Deputy Chief Executive structure



The key responsibilities and areas of work for the Office of the Deputy Chief Executive team are:

- Support to the leadership regarding the operations of the COVID-19 Response Group (particularly corporate and reporting functions)
- Support to the DCE for advice, briefings and coordination of Group outputs

As part of this team, the Insights and Reporting Team responsibilities are:

- Collating a single weekly report for Ministers from across response agencies
- Research or collation of information to support COVID-19 Response Group teams
- Coordinating information and research from across public sector agencies to support the COVID-19 response

The Insights and Reporting team will sit within the Office of the DCE due to the Ministerial reporting and servicing requirements, and the cross-team nature of their insights work. We are working through whether the GIS function should remain within the Group, or if this can be delivered elsewhere within the public service.

The Business Support Coordinators will provide administration and coordination support to the other teams.

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COVID-19 GROUP ALIGNMENT PROPOSAL

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### Consultation process

We would love your feedback on the structure or roles. This feedback should be provided to s 9(2)(a)

All feedback will be treated confidentially, and will be reported to the leadership team as attributable themes only.

In addition to written feedback, you are welcome to meet with s 9(2)(a) to give feedback.

Feedback can be provided individually, or collectively if preferred.

s 9(2)(a) will be running three drop in sessions during the consultation period at which you are welcome to ask questions, raise any concerns or give your feedback on the proposals.

These sessions will be:

- Friday 5<sup>th</sup> February 3pm-4pm room 1.09 TSB Building
- Tuesday 9<sup>th</sup> February 3pm-4pm room 1.10 TSB Building
- Thursday 11<sup>th</sup> February 11.30am-12.30pm room 1.05 TSB Building

Draft position descriptions for new or vacant roles are available on request from s 9(2)(a)

### Recruitment process

We are intending to keep the recruitment process light touch, and as simple as possible for everyone.

Where individuals have already been appointed to a specific position description that is not changing, these roles will **not** be part of the recruitment process.

All new or vacant roles will be subject to an open recruitment process, and where possible, we will be filling roles to June 2022 to enable stable resourcing. We are open to appointing people for a fixed term basis, or on the basis of a paid secondment from their home agency.

The recruitment process will include an Expression of Interest form, followed by a competency based interview. If you express interest in more than one role, you will only need to attend one interview.

We will be communicating to the home agencies for those individuals who are on secondment to let them know of the process we are undertaking. As part of this we will be emphasising that as a result of this, we will be in a position to reimburse home agencies for secondments.

#### *Recruitment support available*

We will be offering interview preparation sessions to support you with the recruitment process. These sessions are open to everyone in the Group.

If you are unable to make a session, you can request a one-on-one preparation session with s 9(2)(a)

Draft role descriptions for all open roles are available. If you would like the position description for a specific role, please contact s 9(2)(a). Please note that these are draft and we also welcome your feedback on these. The position descriptions will be finalised at the same time the structure is finalised.

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### COVID-19 GROUP ALIGNMENT PROPOSAL

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### Consultation and implementation timeline

We want to be open and transparent with our people, and give you the opportunity to feed back on the proposed structure. However, we know that we need to move quickly to enable teams to resource up to meet demand.

The Minister for the COVID-19 Response will also be considering the Group's performance in March 2021, so it is also important to ensure that we have a stable workforce in place prior to this, and can demonstrate our delivery against the mandate granted by Cabinet.

The proposal and implementation timeline is outlined below.

Date	Action
4 February	Consultation with staff commences
11 February	Feedback on structure proposal closes
15 February	Leadership Team considers feedback and makes final decision on proposed structure
17 February	Final structure announced and recruitment commences
18 February - ongoing	Recruitment phase
1 April (or prior if possible)	New structure effective

### Support available

Change can be unsettling and can bring about feelings of anxiety for individuals. We are keen that you are fully supported throughout this process. You can discuss the change process with s 9(2)(a), your manager, or HR. You may also access external support.

Support is also available through our employee assistance programme provider Vitae. The programme is confidential, and you can access the service directly or with help from your manager. We encourage you to access these services to discuss any issues that emerge as a result of these decisions for change.

Vitae is contactable by:

24 Hour Free Phone: 0508 664 981

- Email: [assistance@vitae.co.nz](mailto:assistance@vitae.co.nz)
- Internet: [www.vitae.co.nz](http://www.vitae.co.nz)

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COVID-19 GROUP ALIGNMENT PROPOSAL

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### FAQs about the alignment process

#### What if my secondment or fixed term is due to end before 1 April?

You will still be eligible to apply for any of the open roles and we encourage you to do so. You can choose to be appointed on the basis of a paid secondment, or as a fixed term employee.

#### Why are some roles not included in the recruitment process?

Those roles where individuals have been appointed through a competitive process already, or have been appointed to a specific role description that is not changing as part of this proposal are not included as part of the recruitment process.

#### Why is the process taking so long?

We are trying to balance the need to move quickly, with ensuring we have an open and transparent process, with the opportunity for everyone to give their feedback on the future structure of the Group.

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**Appendix one: Roles subject to open recruitment**

The following roles will be subject to open recruitment as part of this change process.

Team	Roles that will be open to recruitment
Policy and Strategy	<ul style="list-style-type: none"> <li>• Manager x 2</li> <li>• Principal Advisor x 2</li> <li>• Senior Advisor x 2</li> <li>• Advisor x 4</li> <li>• Programme Manager</li> </ul> <p>The mix of Advisors and Senior Advisors may change dependent on candidates sourced during recruitment.</p>
System Assurance and Continuous Improvement	<ul style="list-style-type: none"> <li>• Manager Māori Communications</li> <li>• Manager Assurance and Continuous Improvement</li> <li>• Risk and Assurance Senior Advisor x 4</li> <li>• Manager Governance and Engagement</li> <li>• Senior Advisor Governance &amp; Continuous Improvement</li> <li>• Panel Secretariat</li> <li>• Senior Advisor Engagement Panels x 2</li> <li>• Panel Coordinator</li> <li>• Māori Communications Manager</li> </ul> <p>An open recruitment process is underway for the Head of System Assurance and Continuous Improvement.</p>
System Readiness and Planning	<ul style="list-style-type: none"> <li>• Planning Manager</li> <li>• Senior Advisor Planning</li> <li>• Advisor Planning</li> <li>• Readiness Manager</li> <li>• Senior Advisor Readiness</li> <li>• Advisor Readiness</li> </ul>
Communications and Engagement	<p>There is no change to existing roles within this team. Recruitment is underway and will continue for existing vacant roles.</p>
Office of the Deputy Chief Executive	<ul style="list-style-type: none"> <li>• Manager Insights and Reporting</li> <li>• Senior Analyst, Insights and Reporting</li> <li>• Analyst, Insights and Reporting</li> <li>• Contracts and Procurement Coordinator</li> <li>• Business Support Coordinator x 2</li> </ul>

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**COVID-19 GROUP ALIGNMENT PROPOSAL**



**DEPARTMENT OF THE  
PRIME MINISTER AND CABINET**  
TE TARI O TE PIRIMIA ME TE KOMITI MATUA

## COVID-19 Group Alignment Decision Document

16 February 2021

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## STAFF-IN-CONFIDENCE

### Deputy Chief Executive's message

I am pleased to be able to share this document with you all. The mandate Cabinet has confirmed for us in December 2020 demonstrates a vote of confidence in the work we have been doing and our value to New Zealand's COVID-19 response.

Last year, a lot of our role was focused on the immediate response to an unprecedented global pandemic, and we stepped up to every challenge that was thrown at us. The work done in 2020 was remarkable and done in the most difficult of circumstances. I cannot stress enough how much we value everyone's contributions and hard work to date.

This year, I have no doubt, will bring new and different challenges that we need to respond to (and indeed, already is!).

This decision document sets out the final decisions regarding the alignment proposal as sent to all of you on 4 February.

The Leadership Team would like to thank you all for taking the time to share your thoughts, questions and concerns on the proposals. Your contributions are an invaluable part of our evolution and are much appreciated. The team has read and considered all of this feedback.

While we see these changes as positive, we also recognise that change can be unsettling. It is important that we look after each other during this time and respect and explore the different views that our colleagues may raise. If you are finding the process hard and need to talk to someone, there is support available. If you have any concerns I encourage you to speak to your Leadership Team member, s 9(2)(a) as Chief of Staff, or to me. You can also contact Vitae anytime on 0508 664 981 or [assistance@vitae.co.nz](mailto:assistance@vitae.co.nz).

Please take the time to read this document, and do not hesitate to reach out if you have any questions or concerns.

Ngā mihi nui

Cheryl

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COVID-19 GROUP ALIGNMENT PROPOSAL

## STAFF-IN-CONFIDENCE

### Purpose of this document

This document outlines the future confirmed structure for DPMC's COVID-19 Group (the Group) to align with the Group's detailed mandate as confirmed by Cabinet in December 2020, and the Group's operating model.

This document also outlines the next steps for the structure's implementation.

### Background and drivers for change

The COVID-19 Group has to date been a central coordination role as part of the New Zealand Government's response to COVID-19. The Group has expanded and flexed over time in response to the evolving pandemic.

In December 2020 Cabinet considered the three reviews that were completed last year (the two rapid reviews and the findings from the Simpson/Roche review), as well as the ongoing COVID-19 response needs.

Cabinet agreed that the mandate of the COVID-19 Response Unit is to deliver the following functions (summarised for brevity):

- a. *Policy and strategy* – leadership and coordination of the overarching strategy for response, and coordination and integration of advice on readiness and response activities across agencies.
- b. *System readiness and planning* – coordination and convening delivery agencies to ensure alignment of planning activities (including resurgence planning).
- c. *Insights and reporting* – drawing on research and evidence (domestic and international) to ensure continuous improvement of the system.
- d. *Risk and assurance* – assurance that the right work is happening across government, in the right sequence and the appropriate place.
- e. *Communications and engagement* – leadership and coordination of public communications (including the Unite campaign), and coordination of stakeholder engagement (including business and community sectors).

This mandate was accompanied by confirmed funding to June 2022 which will enable the Group to build a sustainable structure and workforce out until June 2022.

The agreed structure in the next section reflects this mandate while balancing available funding and workload requirements.

A key element of the Group is that we are small and agile, and we will work to strengthen our existing cross-team collaboration to increase our effectiveness through integration, and to actively reduce the risk of siloes.

### Feedback themes

We received feedback from a number of you through written submissions, drop in feedback, and verbal feedback to Leadership Team members. This section provides an overview of the key themes from your feedback. This is a high-level summary and may not capture every individual point expressed in the feedback.

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When considering feedback, we have needed to consider the budget and headcount limitations that have been agreed by Cabinet in December 2020, as well as our role of coordination and integration across the COVID-19 system.

### *General feedback*

Overall, feedback was positive and included some interesting points to consider. A summary of the key overarching themes and our response is shown in the table below.

<b>Feedback</b>	<b>Response</b>
Support for the open and transparent process and appreciation of the opportunity to give feedback	One of the key elements of this process has been to encourage feedback and we are pleased that so many of you took the opportunity to give your views on the structure of the Group moving forward.
Concern about the location of the larger team, and how this might be split across two floors	We acknowledge this concern, and we are working through where teams will be located while keeping this in mind. We will have more information on this in the coming weeks.
A desire to build a collaborative and pragmatic group of people who continue to be agile and responsive to the changing environment	We agree with this principle, and recognise the need to remain agile and flexible as the COVID-19 response evolves. We want to maintain the flexibility we have been known for, even as we increase in numbers.
Resourcing levels are generally appropriate, although could be increased in some areas	<p>We acknowledge that there is still a lot of work required of the group, and that there is often a desire for increased resources. Our mandate is to remain small and agile, focusing on coordination and integration across the COVID-19 response system. We must work within the budget allocated to us.</p> <p>We do also acknowledge that the proposed structure is intended to be ongoing, and that in the case of a resurgence, then additional resourcing may be required and that this would be managed separately to this process.</p>
A general concern that a lack of appropriate (or known) processes has in the past made things harder than it has needed to be	We acknowledge that during other phases of the response there has been a need to move quickly and this has resulted in occasions where processes have been truncated. We want to set an expectation moving forward that where possible, taking into account workloads and timeframes, we will make an effort to be as open and transparent as possible.

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*Feedback relating to specific elements*

The following feedback themes are specific to individual teams within the structure. In the table below the themes are summarised along with our response to the feedback.

<b>Team</b>	<b>Feedback themes</b>	<b>Response</b>
Policy and strategy	<p>Spitting the teams:</p> <ul style="list-style-type: none"> <li>• Splitting the teams into Policy and Strategy risks overworking one team to deliver urgent work, while the other is much more steady; alternatively it may be that strategy just becomes another place where short term work is delivered as needs must; suggestions it would be better to have an agreed work programme and highlight areas of risk to this when urgent priorities arise</li> <li>• We need to find a way to preserve the ability for people to act strategically. It is not possible to do this with the continuous distraction of the immediate and reactive</li> <li>• If want two teams, this could be a team 1/team 2 model rather than Strategy and Policy. The work is dynamic and the distinction feels artificial</li> </ul> <p>Regarding the proposals for Managers</p> <ul style="list-style-type: none"> <li>• The structure is top heavy with two managers being too many</li> <li>• The proposed structure may result in a loss of agility of the team with additional layers of management</li> <li>• A Policy Director could be established to alleviate some of the content burden and act as backup for the Head when required, instead of the Manager roles</li> <li>• Suggest one Manager, one Director and the Programme Manager, with the pool of other resources reporting to the Manager, to allow those with Policy expertise to specialise, and prevent small artificial teams</li> <li>• Having additional management may make commissioning harder with intermediaries</li> <li>• The team has historically been staffed with people willing to be</li> </ul>	<p>We acknowledge the concerns raised. We are open to approaching the market (both internal and external) and adjusting the mix of roles slightly depending on the skills and experience of applicants.</p> <p>This means we will retain the number of roles in the proposed structure, but the final composition of the team may adjust slightly as we go through the recruitment process. We will keep you informed as recruitment progresses and any changes we may make.</p> <p>While we understand the reservations regarding having a more formalised structure for the team, we do feel that this will assist with managing workload and ensuring we have consistency across advice. It will also enable the team to be involved in a wider variety of work early, and provide back up for people in the team, facilitating leave etc.</p>

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Team	Feedback themes	Response
	<p>accountable, to act with initiative and to take a punt. A middle management layer could undermine this ethos. If the enterprising nature of the team is to be retained, inadvertently demotivating people will need to be avoided</p> <ul style="list-style-type: none"> <li>• Clearance processes are already onerous. Making them more so could reduce further our agility and undermine relationships with other agencies</li> </ul> <p>Other feedback</p> <ul style="list-style-type: none"> <li>• The Insights and Reporting Team could be integrated into the Policy and Strategy team, including with shared Advisors</li> <li>• Strong support for having more junior roles in the team to give opportunities for people to develop</li> <li>• It's good to have a more traditional mix of roles</li> <li>• Would suggest hiring for 10 roles initially, and waiting on the last two or three roles to ensure the work is sufficient to sustain them</li> </ul>	
System Assurance and Continuous Improvement	<ul style="list-style-type: none"> <li>• Additional Secretariat support may be required for the QA Panel</li> </ul>	This is a consideration, and the Programme Manager role in Policy and Strategy will be extended to provide support in the System Assurance and Continuous Improvement team.
System Readiness and Planning	No substantive feedback received	
Communications and Public Engagement	<ul style="list-style-type: none"> <li>• There is a lack of time and bandwidth for strategy and planning within the team. This is partly due to the environment, but working styles may also contribute</li> <li>• Proactive planning and BAU processes (procurement, invoice tracking, communication etc.) are not receiving the time and attention they require</li> <li>• The Manager Campaign &amp; Channels is a high workload and there is more support needed (one suggestion was to make the Senior</li> </ul>	<p>We acknowledge the workload of the Communications and Public Engagement team. We are hoping that the Special Advisor role which will be Heather's Deputy will assist with this.</p> <p>We are trying to balance the need for resource with the budget and headcount limits approved by Cabinet in December 2020.</p>

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Team	Feedback themes	Response
	<p>Advisor in this area a Principal, and add two more roles, a Senior Designer and Campaign Advisor)</p> <ul style="list-style-type: none"> <li>• There is a need for a 2IC type role for Heather</li> <li>• Another Coordinator may be required</li> </ul>	<p>Unfortunately we cannot add additional roles without removing them from elsewhere within the structure. However we do also note that this structure could be supplemented by additional resource in the case of resurgence.</p> <p>The team will be able to continue to use limited contract resource (e.g. for Design expertise) within set budgets.</p>
Office of the DCE	<ul style="list-style-type: none"> <li>• General support for Insights and Reporting to report to the ODCE</li> <li>• Note that the team gathers research and international evidence, not evaluation</li> <li>• Greater emphasis required on the insight the team can bring</li> <li>• The staffing mix should be more senior, with a Manager, and possibly a Principal, and Senior Analysts</li> <li>• Will require at least four roles to achieve required outputs</li> <li>• The GIS function is valuable, especially for regional boundary work in resurgence and possibly for vaccine logistics advice</li> <li>• The GIS function should be reinstated in the structure, with at least a GIS Manager funded by the COVID-19 Response Group, and three additional roles funded by the GIS community (1x Analyst, 1x Developer, 1x Analyst with Developer skills)</li> <li>• MoH may be building GIS capability that can be accessed for the purposes noted above</li> <li>• Additional procurement specialist support is required (although this could be contracted in as required)</li> </ul>	<p>We have considered very carefully the need for the COVID-19 Response Group to hold a GIS function. While we appreciate the value of this function, we are aware of the need to ensure that we are not setting up an enduring functions that should exist elsewhere in the public sector.</p> <p>Therefore we will be seeking a solution to house and resource the centralised GIS portal that has been developed on an ongoing basis, in advance of the current contract end date of April 2021. We will keep you informed of the progress of these conversations.</p> <p>The Insights and Reporting team will be renamed Reporting and Insights, emphasising the key function of this team to service the Minister with consolidated reporting and providing insights across the COVID-19 response system.</p>

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### Key decisions as a result of feedback

The following key decisions have been taken as a result of feedback:

- Some flexibility will be retained in the structure of the Policy and Strategy team's Manager roles, depending on the candidates identified during the recruitment process
- The Programme Manager role in the Policy and Strategy will be expanded to provide support to the engagement area of the System Assurance and Continuous Improvement team
- The Insights and Reporting team will be renamed Reporting and Insights
- The Communications and Engagement team will be renamed Communications and Public Engagement to clarify their role for the system

Confirmed structures are shown from page 9 of this document.

### Implementation timeline

The implementation timeline for the confirmed structure is outlined below.

Date	Action
15 February	Leadership Team considers feedback and makes final decision on proposed structure
16 February	Final structure confirmed
17 February	First phase of recruitment begins (15 roles)
3 March	Second phase of recruitment begins (approx. 19 roles)
1 April (or as soon as practicable)	New structure effective

### Support available

Change can be unsettling and can bring about feelings of anxiety for individuals. We are keen that you are fully supported throughout this process. You can discuss the change process with s 9(2)(a), your manager, or HR. You may also access external support.

Support is also available through our employee assistance programme provider Vitae. The programme is confidential, and you can access the service directly or with help from your manager. We encourage you to access these services to discuss any issues that emerge as a result of these decisions for change.

Vitae is contactable by:

24 Hour Free Phone: 0508 664 981

- Email: [assistance@vitae.co.nz](mailto:assistance@vitae.co.nz)
- Internet: [www.vitae.co.nz](http://www.vitae.co.nz)

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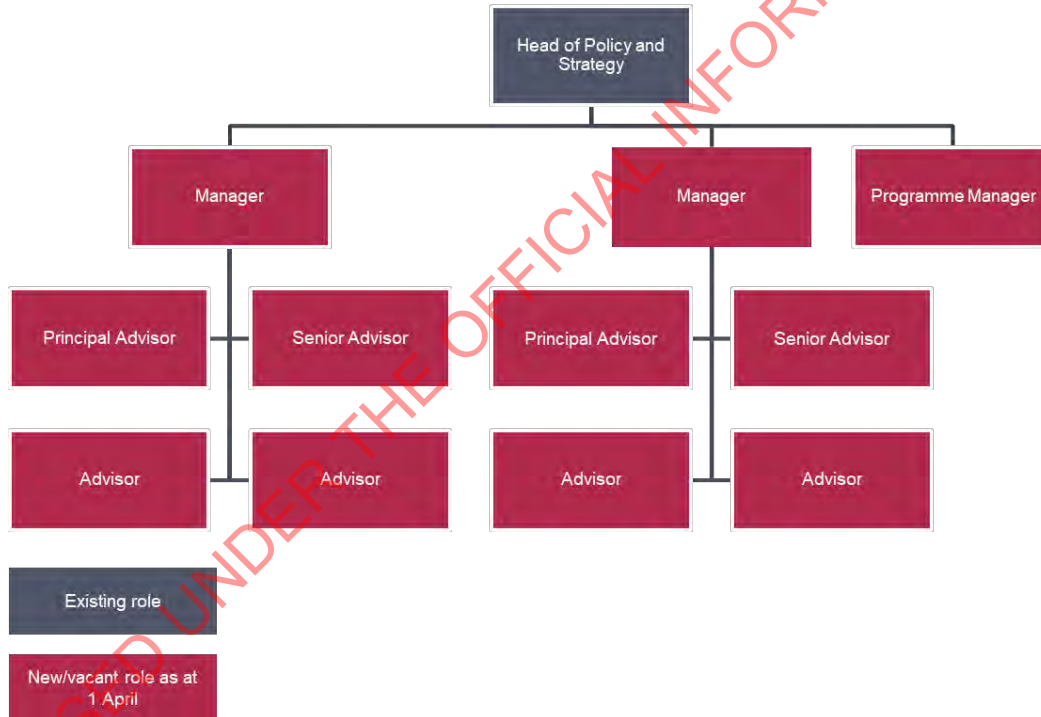
## Confirmed structures

The confirmed roles are shown in the diagrams below.

### Confirmed leadership team structure



### Confirmed Policy and Strategy structure



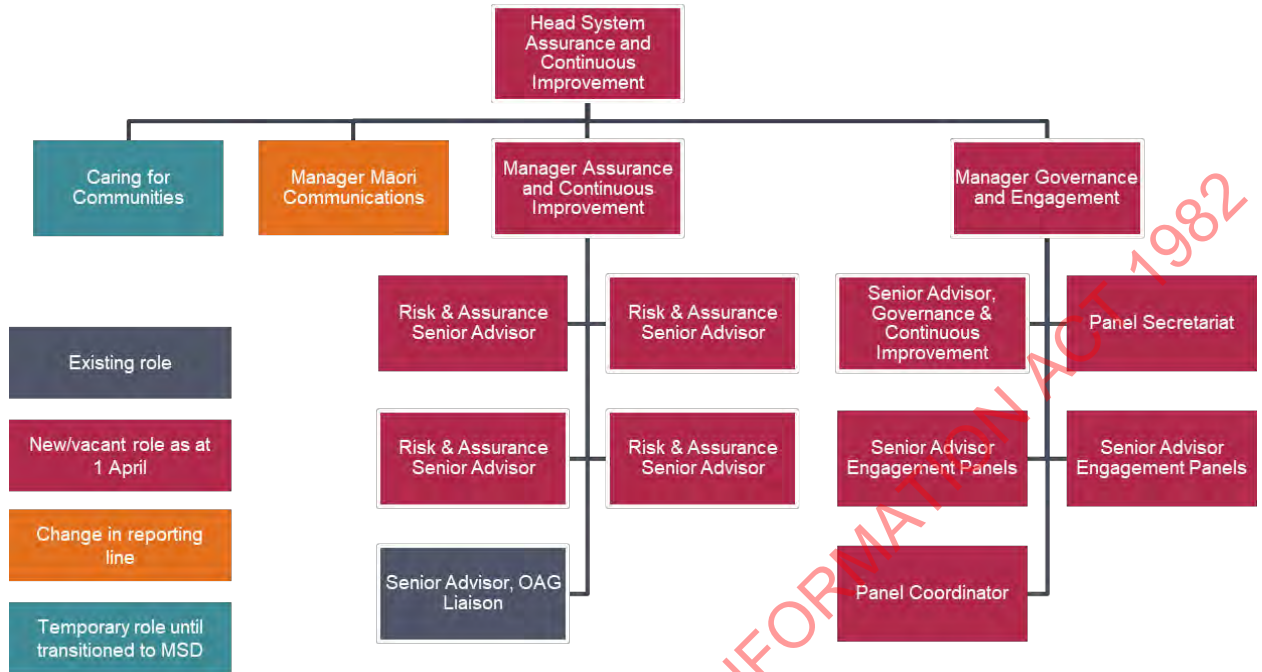
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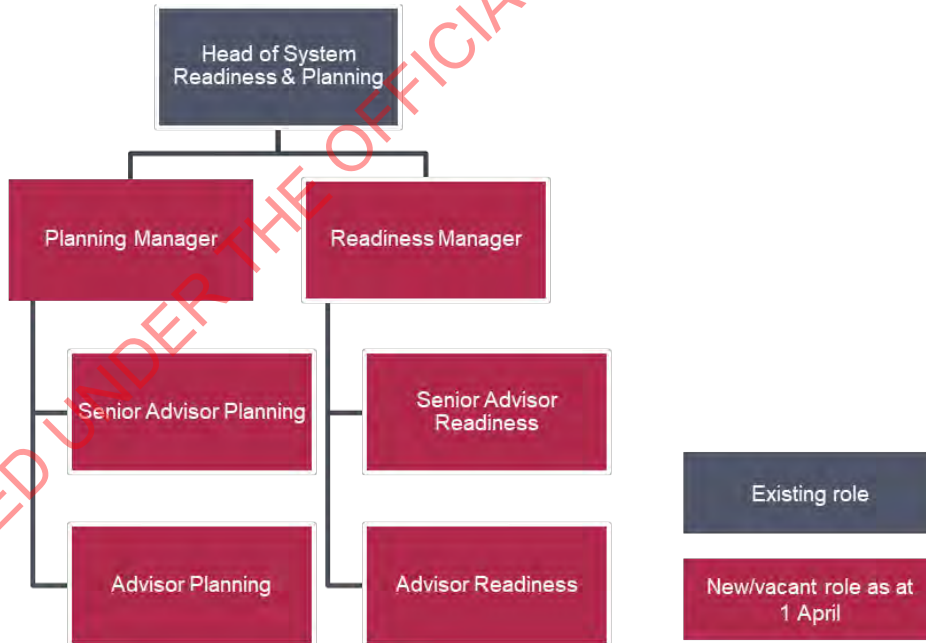


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**Confirmed System Assurance and Continuous Improvement structure**



**Confirmed System Readiness and Planning structure**

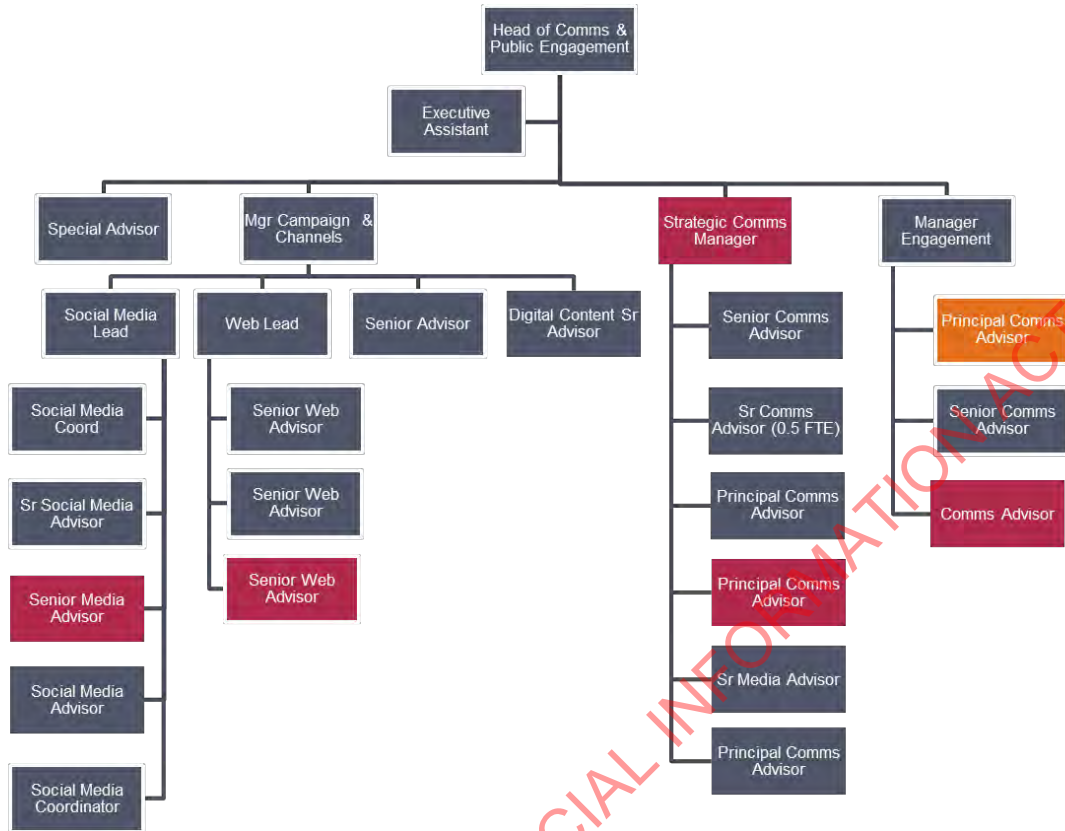


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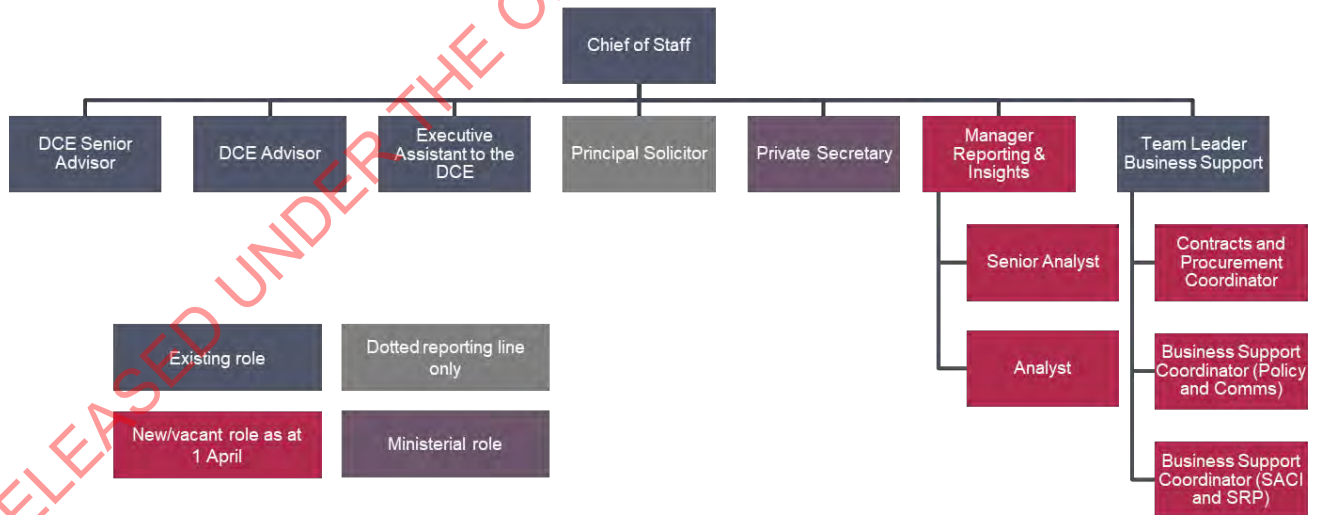
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**Confirmed Communications and Public Engagement structure**



**Confirmed Office of the Deputy Chief Executive structure**



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**Appendix one: Roles subject to open recruitment**

The following roles will be subject to open recruitment as part of this change process. The table below also notes which phase of recruitment each role will be included in. Please note that any subsequent vacant roles will be recruited as soon as is practicable.

Team	Roles that will be open to recruitment
Policy and Strategy	<p>Phase 1 recruitment:</p> <ul style="list-style-type: none"> <li>• Manager x 2</li> <li>• Principal Advisor x 2</li> </ul> <p>Phase 2 recruitment:</p> <ul style="list-style-type: none"> <li>• Senior Advisor x 2</li> <li>• Advisor x 4</li> <li>• Programme Manager</li> </ul> <p>The mix of roles may change dependent on candidates sourced during recruitment.</p>
System Assurance and Continuous Improvement	<p>Phase 1 recruitment:</p> <ul style="list-style-type: none"> <li>• Manager Māori Communications</li> <li>• Manager Assurance and Continuous Improvement</li> <li>• Manager Governance and Engagement</li> </ul> <p>Phase 2 recruitment:</p> <ul style="list-style-type: none"> <li>• Risk and Assurance Senior Advisor x 4</li> <li>• Senior Advisor Governance &amp; Continuous Improvement</li> <li>• Panel Secretariat</li> <li>• Senior Advisor Engagement Panels x 2</li> <li>• Panel Coordinator</li> </ul> <p>An open recruitment process is underway for the Head of System Assurance and Continuous Improvement.</p>
System Readiness and Planning	<p>Phase 1 recruitment:</p> <ul style="list-style-type: none"> <li>• Planning Manager</li> <li>• Senior Advisor Planning</li> <li>• Readiness Manager</li> </ul> <p>Phase 2 recruitment:</p> <ul style="list-style-type: none"> <li>• Advisor Planning</li> <li>• Senior Advisor Readiness</li> <li>• Advisor Readiness</li> </ul>
Communications and Engagement	<p>There is no change to existing roles within this team. Recruitment is underway and will continue for existing vacant roles.</p>
Office of the Deputy Chief Executive	<p>Phase 1 recruitment:</p>

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<b>Team</b>	<b>Roles that will be open to recruitment</b>
	<ul style="list-style-type: none"><li>• Manager Insights and Reporting</li><li>• Senior Analyst, Insights and Reporting</li><li>• Analyst, Insights and Reporting</li><li>• Contracts and Procurement Coordinator</li><li>• Business Support Coordinator x 2</li></ul>

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**National Emergency  
Management Agency**  
Te Rākau Whakamarumarū

## **Regional Partnerships Change Proposal**

**February 2021**

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**Embargoed until 10.00am Monday 1st March**

## Message from Carolyn Schwalger, Chief Executive

Kia ora koutou

Thank you for the patience you have shown in waiting for the completion of this document.

I greatly appreciate the contributions you have made to the Designing for the Future process. Designing for the Future has provided a vehicle to ask ourselves how we become the NEMA we need to be. This has included reflecting on the way we work, how we organise ourselves and which work we prioritise.

You took up the challenge over the last few months by providing your thoughts, ideas and contributions to define problems and constraints, as well as propose solutions on how best to re-position the Regional Partnerships Unit to 'enhance NEMA in the regions'.

There is consensus that our regional partnerships function must position NEMA in a way which enables further growth of the emergency management system throughout the country.

The Regional Partnerships Unit represents a crucial interface between the work we do at the centre in Wellington and communities across the motu. The Unit must be able to connect NEMA at the regional and local level. It must also have the capability to provide assurance to government that our partners are well prepared for emergencies and their communities are resilient and able to recover from emergencies.

This document sets out a proposal that has a direct impact on individuals. I know this will be unsettling for many of you. Be assured that the Senior Leadership Team did not develop this document lightly.

Help and support is available to you through this period. I encourage you to talk to your line manager, or HR to discuss your concerns or discomfort. Please remember to take care of yourself and use the services available to you, including Vitae, to the extent you feel a need.

I look forward to hearing your views on this proposal.

Ngā mihi

Carolyn

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### Introduction

This document proposes some changes to the structure of the Regional Partnerships Unit and seeks feedback on those changes.

The consultation period will close at 5 pm on 22 March 2021, to allow for those staff who are involved with the EMAT course to respond. Once the final decisions have been made they will be communicated with you and implementation will commence. Changes are intended to be in place by 1 July 2021.

Role profiles that summarise proposed new or changed positions have been developed and included in this document. They allow for discussion about the flavour and content of roles before final job descriptions are drafted. The drafting of final job descriptions for any confirmed new positions will be undertaken once the final decision document has been published.

This document sets out:

- The principles that guided development of the proposed structure, the proposed changes to reporting lines or existing roles, and proposed new roles
- The impact of proposed changes on existing functions, roles and individuals
- The change process and timeline, and
- The process for providing feedback on the proposals in this document

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### Purpose of this document

This document is a consultation document and it is important to reinforce that final decisions have not been made. A proposed structure for the Regional Partnerships Unit is outlined in this document and we seek your feedback on;

- The proposed structure;
- The impact of the proposed structure on you personally; and
- The proposed structure's impact on NEMA's ability to achieve its strategic outcomes.

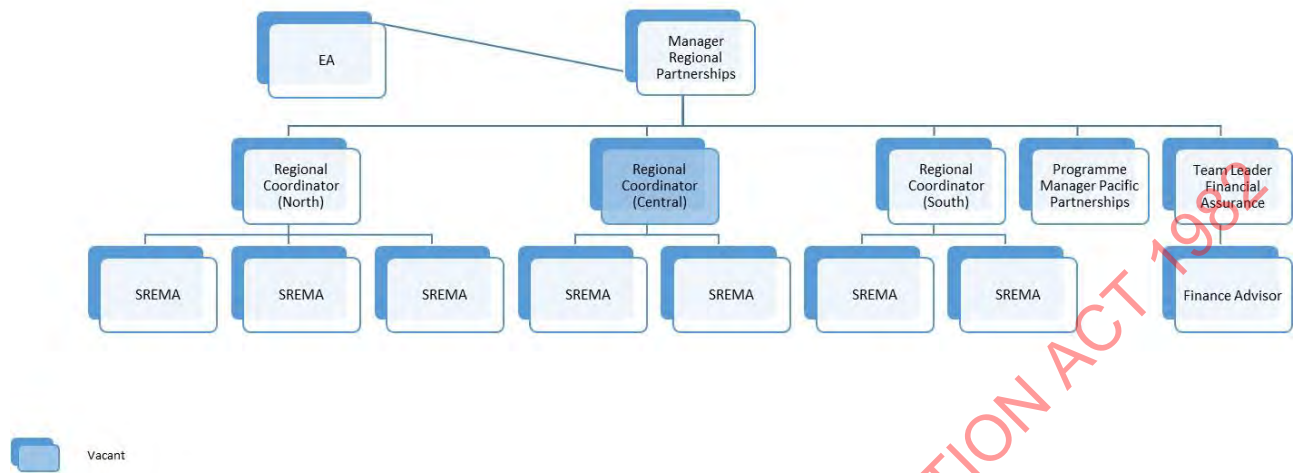
### Current Structure

The Regional Partnerships Unit is currently organised around two satellite offices - Auckland and Christchurch. Staff are also based in the main Wellington office. It is made up of:

- Senior Emergency Management Advisors allocated to CDEM Groups as a primary focal point. They currently provide broad support - everything from coaching executives at a governance level through to tactical and operational advice / guidance. They are accountable for engagement with CDEM Groups and local authorities on their statutory responsibility for delivering CDEM to the communities, as well as with other local stakeholders on their roles. There are seven main roles they undertake:
  1. providing mentoring, coaching and advice
  2. facilitating support towards the building and sustaining of capacity and capability
  3. connecting emergency management in the regions with national strategy, planning, standards, and guidelines
  4. identifying and communicating risk and supporting connected solutions
  5. performing/supporting assurance processes
  6. leading or participating in NEMA work programs
  7. during response and recovery, providing timely guidance, support, and assurance locally and nationally
- The Financial Assurance Team that evolved from the Horizontal Infrastructure Team within the Greater Christchurch Group in DPMC. In July 2020 this team moved from DPMC into NEMA. The Financial Assurance Team is primarily focused on reviewing and processing claims arising from emergencies such as earthquakes and severe weather events, as well as administering the CDEM Resilience Fund.
- The Pacific Programme to strengthen capabilities and provide rapid emergency management support for five Pacific Island countries. To date, NEMA has played an important part in providing practical disaster risk management support to these countries. A review and subsequent business case for the Pacific Programme was developed in 2019. It led to a refresh of the memorandum of understanding with MFAT to support the Cook Islands, Niue, Tokelau, Samoa and Tonga.

The current structure is illustrated in figure one.

Figure One



## Background and drivers for change

Following the establishment of NEMA on 1 December 2019, there was a high level repositioning of the business units that had existed in MCDEM. The Regional Partnerships Unit was formed by grouping together existing functions. It was acknowledged that the structure within the unit would be determined in the future. The timeline was impacted by the COVID-19 response.

The Regional Partnerships Unit was formed in May 2020 as part of the “stabilising NEMA” work programme and was established with the three current portfolio areas. Whilst each portfolio is independent, work programmes overlap and support each other.

Key focus areas for each portfolio include:

- Regional Coordinators and Senior Regional Emergency Management Advisors engage and liaise with CDEM Groups and agencies at a regional level.
- The Pacific Programme provides technical expertise support to Pacific Island countries to strengthen their Disaster Risk Management capabilities, minimise humanitarian impacts and support during response and recovery.
- Financial Assurance provides oversight and financial assurance to claims arising from emergencies and other appropriations as required, as well as administration of the CDEM Resilience Fund.

Through mid to late 2020, the staff of the Regional Partnerships Unit discussed and workshopped the future role of the unit and how it might be structured. This led to a project being established and staffed by Regional Partnerships Unit staff, to propose a revised structure. This paper went to the NEMA Senior Leadership Team (SLT) in November 2020. Although appreciating the work that was done in the extensive diagnosis, the SLT was unconvinced that the proposed solution was consistent with the diagnosis and would position NEMA for future demands.

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A subcommittee of SLT, comprised of s 9(2)(a) [REDACTED], conducted a rapid review of the work completed by the Regional Partnerships Unit and recommended a further proposed structure to SLT. The scope of that subcommittee was to prepare a solution that:

- worked with the functions of the current Regional Partnerships Unit (or allocated the work to other units)
- is consistent with the Designing for the Future process
- would provide a sustainable and scalable solution for the medium to long term
- would be financially sustainable within known budget constraints

After reviewing the Regional Partnerships Unit’s proposal, the SLT subcommittee:

- Looked at organisational design methodology
- Established criteria against which to evaluate options (Table one)
- Considered the roles performed by the team
- Explored a range of different models
- Considered how each model would work in practice; its advantages / disadvantages; and its fit against the evaluation criteria

This change proposal outlines the structural design preferred by the SLT after the subcommittee presented its recommendation.

In assessing all of the structural solutions that were considered the subcommittee considered a number of relatively standard evaluation criteria:

*Table One*

Criteria	Does the proposed solution
<b>Resource utilisation</b>	Efficiently utilise our resources ensuring that roles are “balanced” and either not over utilised or under utilised
<b>Time Utilisation</b>	Use organisational time efficiently and not impose unnecessary transaction costs on people or units to do business
<b>Responsiveness to the environment</b>	Take into account any unique or special context or environmental needs
<b>Adaptable</b>	Allow for future growth and change as needs change
<b>Foster accountability</b>	Make it clear where accountability sits
<b>Cost</b>	Come with cost or is it cost neutral
<b>Ease of implementation</b>	Provide for a practical implementation pathway
<b>Culturally aligned</b>	Reinforce the culture we are trying to create
<b>Skill Alignment</b>	Ensure the roles that are created and the skills that are sought are available in the market

## Summary of Proposed Changes

The proposed structure makes no change to the Financial Assurance team or the Pacific Programme team (other than one minor job title change).

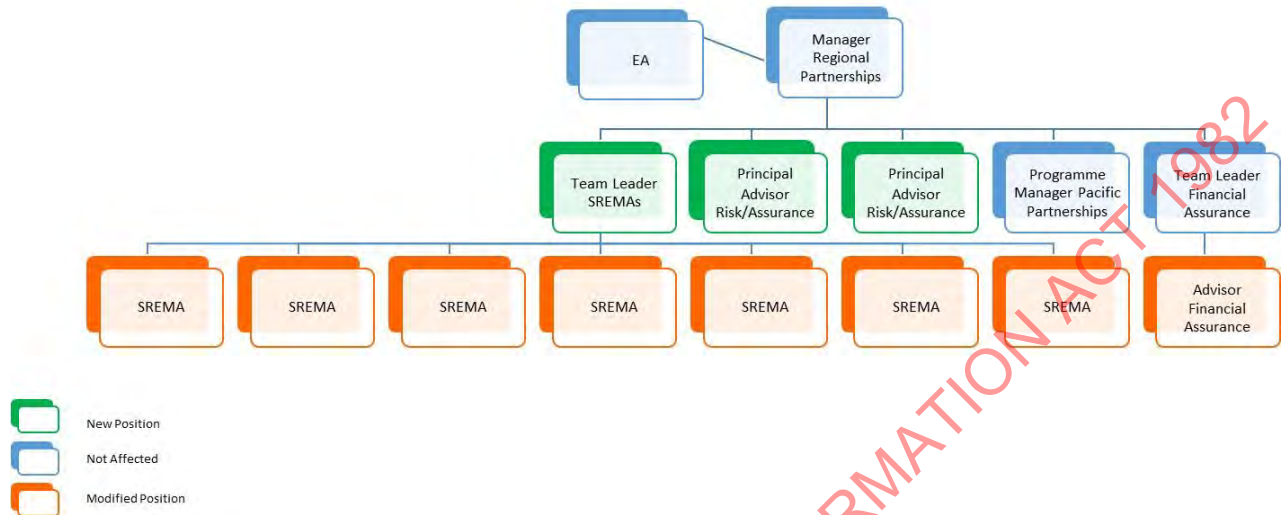
The changes we are proposing can be summarised as:

- The disestablishment of the Regional Coordinator roles and the establishment of a single Team Leader based in Wellington to manage all Senior Regional Emergency Management Advisors. This role would be focused on staff management / development / support. It would provide unified and consistent leadership to Senior Regional Emergency Management Advisors throughout the country. The role would not have a CDEM Group responsibility and would be entirely focused on managing the team, identifying improvements to the system and managing resources and workflow.
- The separation of Risk and Assurance from the role of the Senior Regional Emergency Management Advisor. This important function has not had the attention and focus it requires if NEMA is to be successful, through no fault of individuals in the current system. It is extremely difficult for any one person to provide support to CDEM Groups in times of need and emergency, and at the same time perform an ongoing strategic assurance function. This is the primary reason we propose dedicating two resources to the assurance function via the establishment of two new Principal Advisor Risk and Assurance (PARA) roles focused on:
  - Identifying / communicating risk and supporting connected solutions; and
  - Performing / supporting assurance processes.
- The change to the current role of Senior Regional Emergency Management Advisors (SREMA) to support the tasks activities related to of risk and assurance activity. Although it is expected SREMA would assist the Principal Advisors Risk and Assurance (PARAs) to work with CDEM Groups, the primary accountability for risk and assurance would sit with the new PARAs. In addition, the allocation of national portfolios of responsibility to each individual where they can provide a connection point between regional needs and the national work programme.
- Senior Regional Emergency Management Advisors would continue to provide the essential roles of:
  - Mentoring, coaching and advising regional emergency managers;
  - Facilitating support towards the building and sustaining of regional capacity and capability;
  - Connecting emergency management in the regions with national strategy, planning, standards, and guidelines;
  - During response and recovery, providing timely guidance, support, and assurance locally and nationally.
- A change to the job title of Finance Advisor to Advisor Financial Assurance.

The proposed structure is illustrated below in figure two.

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Figure Two



Role profiles for new or changed positions are contained in Appendix two.

### Proposed impacts

In line with the DPMC Change Management Policy, the proposed impacts on roles is summarised below.

- The following roles are deemed to be **not affected**:
  - Team Leader Financial Assurance
  - Project Manager, Pacific Programmes
  - Manager Regional Partnerships
  - Executive Assistant
- Despite some changes the following roles are **affected** but deemed to be **substantially similar** to existing roles and it is proposed to **reconfirm** current staff in these roles:
  - Senior Regional Emergency Management Advisor
  - Finance Advisor
- The following roles are deemed to be **new roles** and **substantially different** to existing roles:
  - Principal Advisor Risk and Assurance
  - Team Leader SREMA
- The following roles are deemed to be **substantially different** to the proposed new roles and are proposed to be **disestablished**
  - Regional Coordinator

The potential impact of this proposal on each position in the current structure is outlined in Appendix three.

### Consultation Process

We seek your feedback on the proposed structure or roles, and the proposed impact on you.

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This feedback should be provided to s 9(2)(k) This email address will be managed by Human Resources.

All feedback will be treated confidentially, and will be reported to the SLT as attributable themes only. If you wish your feedback to remain confidential, you may ask that it is not shared.

In addition to written feedback, you are welcome to meet with the Manager Regional Partnerships, Human Resources or Deputy Chief Executive Strategic Enablement to discuss or give feedback.

Feedback may be provided individually, or collectively if preferred.

Job descriptions for new roles would be drafted once a decision has been made, at the conclusion of this consultation process and the Decision Document published. The job description for the Senior Regional Emergency Management Advisors would also be revised in accordance with the change. The draft role profiles are attached in Appendix two.

If you have any questions about this proposal, please discuss these with your manager in the first instance.

You may also like to review the set of frequently asked questions and answers in Appendix one. If you have any further questions you may email these to s 9(2)(k)

Throughout the consultation period answers to questions that are frequently asked or that we think would be of interest to everyone will be shared with staff in the Regional Partnerships Unit.

The PSA have been notified of the structural change proposal and are available to provide advice and assistance to the members.

Your PSA Organiser is s 9(2)(a) and he can be contacted at;

s 9(2)(a)

-  
-  
-

### Our Change Protocol Standard

We will ensure a clear and fair protocol for managing the implementation of this change once decisions have been made. It will be consistent with the DPMC Change Management Policy, appropriate employment agreements and will in addition be based on the following principles;

- Ensure a fair and transparent process
- Ensure minimum disruption to business as usual
- Observe the restructuring provisions contained in the relevant employment agreements and policy
- Minimise uncertainty for staff
- We see this applying to all permanent and fixed term employees of NEMA.

### Next steps

We want to be open and transparent with our people, and give you the opportunity to feed

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back on the proposed structure.

The proposal and implementation timeline is outlined below.

Table Two

STEP	DATE
Announce proposed structure and seek feedback	By 3 March
Consultation period	3 March to 22 March
SLT consider feedback and prepare final structure for approval	22 March to 26 March
Chief Executive reviews final structure and makes a decision	29 March
Announce final structure and implementation process	31 March

### Support available

We understand that the change process can be challenging and daunting for staff. We are committed to providing help to you as your well-being is of primary importance. All staff will have support through the entire change process. A number of options are available to ensure individuals get the appropriate support.

Your manager will be able to talk to you about what is available. We also encourage you to share any concerns with your union representatives and to take advantage of our EAP services, the contact details of which are listed below.

Our employee assistance programme provider is Vitae. The programme is confidential, and you can access the service directly or with help from your manager. We encourage you to access these services to discuss any issues that emerge as a result of these decisions for change.

Vitae is contactable by:

24 Hour Free Phone: 0508 664 981

- Email: [assistance@vitae.co.nz](mailto:assistance@vitae.co.nz)
- Internet: [www.vitae.co.nz](http://www.vitae.co.nz)

In addition to our EAP provider, support is also provided by;

#### Employee Liaison Service (ELS)

Is a new service for staff to talk about work-related issues in a confidential, off-the-record way. If you are having an issue and you are looking for some guidance. It supplements and supports our regular channels for raising workplace issues.

To get in touch with ELS:

You can call on: 0800 35 55 55

Visit the website and use the webform: [www.fairwayresolution.com/els](http://www.fairwayresolution.com/els)

# Appendix One: FAQs about the process

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## **What is the purpose of consultation?**

The purpose of consultation is to give everyone time to reflect on the proposal, consider the implications, and identify areas that could be improved and alternative options.

## **What should I provide feedback on?**

We want to hear your opinions, ideas, views and alternative suggestions on all aspects of the proposal. Feedback can take the form of comments, suggestions, or questions.

The following questions are suggested areas to focus on while considering your feedback:

- Does the proposed structure make sense to you?
- What are the risks of the proposed structure?
- What are the benefits of the proposed structure?
- How would the proposed changes impact your role?
- What other information would need to be taken into account when scoping the roles?
- Are there other options that seem more appropriate to you? What are these?
- What have we missed from the proposals? What could be improved?

Please note that the above are suggestions only and you are welcome to provide feedback on any aspects of the proposed changes.

## **Do I have to provide feedback?**

There is no requirement to provide feedback but we hope that you will take the opportunity to be involved in shaping the future of the Regional Partnerships unit.

## **What will you do with my feedback?**

We will read, review and consider all feedback. The feedback may be used to make alterations to the proposed changes. Please note, however, that not all feedback/suggestions may be able to be accommodated.

## **How do I provide feedback?**

Please provide feedback by email to s 9(2)(k), by 5pm on Monday 22 March 2021.

## **I don't understand some of the information provided. What can I do?**

If you are not sure about something, please ask questions rather than making assumptions (talk to your manager or HR).

We want to ensure that everyone fully understands the proposals. If you are unable to obtain an answer to your question, please submit it as feedback.



## Appendix Two: Role profiles

### Team Leader - SREMA

<b>Title</b>	Team Leader – SREMA
<b>Team</b>	Regional Partnerships
<b>Delegations</b>	HR and Financial
<b>Duration</b>	Permanent
<b>Position Purpose</b>	
<p>The Team Leader - REMAs is to provide leadership to and management of, the team of distributed Senior Regional Emergency Management Advisors who are located in different parts of the country. They are responsible for ensuring staff are empowered to facilitate, connect, and influence regional emergency management system partners and stakeholders to enable positive outcomes for communities before, during and after emergencies. This role is a leadership and management role rather than an emergency management functional expert.</p>	
<b>Key Accountabilities</b>	
<ul style="list-style-type: none"> <li>• Develop people and identify talent</li> <li>• Provide feedback and coaching on an ongoing basis</li> <li>• Build a high performing team</li> <li>• Manage performance of SREMA</li> <li>• Provide leadership, support and guidance</li> <li>• Help staff and the organisation navigate the future</li> <li>• Monitor, practice and reinforce role responsibilities</li> <li>• Ensure accurate documentation and administration</li> <li>• Allocate staff and resources to best meet the needs</li> <li>• Perform designated quality assurance processes for standard operating procedures</li> <li>• Ensure a robust communication process between the organisation and SREMA locally</li> <li>• Implement systems to leverage from local innovation and improvement</li> <li>• Manage work flow across the network</li> <li>• Manage facilities and assets related to SREMA</li> <li>• Allocation of portfolio management</li> <li>• Manage SREMA resourcing and wellbeing during emergencies</li> <li>• Search for continuous improvement of opportunities</li> <li>• Deputise for the Manager Regional Partnerships when required</li> </ul>	
<b>Key Competencies</b>	
<ul style="list-style-type: none"> <li>• Coaching skills</li> <li>• Operational leadership in a distributed network</li> <li>• Able to build and maintain relationships with a range of stakeholders at the most senior level</li> <li>• Influencing and collaboration skills to achieve operational delivery results</li> <li>• Understanding and ability to work in a complex and politically sensitive environment</li> <li>• Able to build consensus around decisions through the exercise of indirect power</li> <li>• Action orientation and able to respond decisively in a crisis situation</li> <li>• Build and enhance team performance</li> </ul>	

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<b>Previous Experience</b>
<ul style="list-style-type: none"><li>• Leadership and management of remote teams</li><li>• Staff development and coaching</li><li>• Established relationships with major delivery agencies</li></ul>
<b>Key Working Relationships</b>
<ul style="list-style-type: none"><li>• Manager Regional Partnerships</li><li>• Team Leader Financial Assurance</li><li>• Principal Advisors Risk and Assurance</li><li>• Various staff in other NEMA units and teams</li><li>• Delivery partner agencies</li><li>• Management teams in CDEM Groups</li></ul>

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**STAFF-IN-CONFIDENCE**

**Principal Advisor Risk and Assurance**

<b>Title</b>	Principal Advisor Risk and Assurance
<b>Team</b>	Regional Partnerships
<b>Delegations</b>	None
<b>Duration</b>	Permanent
<b>Position Purpose</b>	
<p>A national resource to undertake CDEM Group monitoring and evaluation processes, including process &amp; tools development, evidence collection, analysis and assessment reporting. They work with SREMA's and CDEM Groups to monitor the implementation of the recommendations of capability assessments. This role would conduct risk evaluation and assurance reviews throughout the country.</p>	
<b>Key Accountabilities</b>	
<ul style="list-style-type: none"> <li>• Plan and conduct evaluation reviews</li> <li>• Write and provide assessment reports to CDEM Groups</li> <li>• Provide specialist assurance support and advice</li> <li>• Develop deliver and embed the NEMA risk and assurance frameworks, policies and tools</li> <li>• Work collaboratively to support key governance and assurance projects</li> <li>• Develop, deliver and maintain tools and resources to assess capability in a way that aligns with risk and assurance frameworks</li> <li>• Work with other national teams to provide assurance to the centre and to key stakeholders that local CDEM Groups have the plans and resources to respond effectively to emergencies</li> <li>• Develop internal and external networks to ensure that there is buy-in to recommended solutions</li> <li>• Support a culture within the network that will allow NEMA to become a trusted assurance advisor that supports the organisation and local CDEM Groups in achieving and delivering on its strategic priorities</li> <li>• Identify improvements to assurance processes and systems</li> <li>• Support and contribute to evaluations of the assurance policies, frameworks, processes and tools to ensure effectiveness and efficiency</li> </ul>	
<b>Key Competencies</b>	
<ul style="list-style-type: none"> <li>• Highly developed organisational skills</li> <li>• Excellent attention to detail and commitment to quality</li> <li>• Excellent relationship management skills able to establish, build and maintain effective working relationships at all levels with a range of different stakeholders</li> <li>• Strong commitment to attaining goals- target driven, generates new ideas, seek solutions to problems before being asked, take action that goes beyond solving the immediate problem</li> <li>• Strong problem resolution and decision-making skills</li> <li>• Strong numerical, research and strategic thinking skills and the ability to successfully analyse information and draw conclusions including problem structuring and resolution skills</li> <li>• Proven analytical skills including the ability to assess risks associated with assurance/audit related assignments and to successfully analyse information and draw conclusions</li> <li>• Excellent interpersonal skills able to adapt these to suit the needs of the audience, able to influence others to accept ideas/strategies</li> <li>• Understanding and appreciation of cross-cultural issues and concerns, in particular, knowledge of tikanga Māori, and Pacific peoples' culture.</li> </ul>	

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<b>Previous Experience</b>
<ul style="list-style-type: none"><li>• Previous experience in assurance, audit or risk management</li><li>• Strong ability to grasp complex business issues to contribute to effective solutions to drive business success</li><li>• Experience of being adept at completing multiple projects and prioritising the demands of a diverse range of stakeholders</li><li>• Strong ability to critically analyse and interpret complex information and made make effective, well reasoned decisions</li><li>• Experience in the use of project management practices</li></ul>
<b>Key Working Relationships</b>
<ul style="list-style-type: none"><li>• Manager Regional Partnerships</li><li>• SREMA's</li><li>• Local CDEM Groups</li><li>• Other NEMA units and teams</li></ul>

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**Senior Regional Emergency Management Advisor (SREMA)**

<b>Title</b>	Senior Regional Emergency Management Advisor (SREMA)
<b>Team</b>	Regional Partnerships
<b>Delegations</b>	None
<b>Duration</b>	Permanent
<b>Position Purpose</b>	
<p>The Senior Regional Emergency Management Advisor (SREMA) is accountable for engagement with CDEM Groups on their statutory responsibility for delivering all aspects of CDEM to their communities, as well as local authorities and other stakeholders.</p> <p>During response and recovery, the SREMA provides timely information, guidance, support, and assurance locally and nationally.</p>	
<b>Key Accountabilities</b>	
<ul style="list-style-type: none"> <li>• Support emergency management delivery of outcomes by CDEM Groups that align with the intent and provisions of the CDEM Act, the National CDEM Plan and national standards and guidelines</li> <li>• Influence and champion emergency management arrangements across key regional stakeholders (including local authorities, iwi Māori, emergency services, utilities, government agencies, and volunteer groups) across the 4Rs</li> <li>• Contribute to, and stay abreast of the national policy and work programmes to ensure regional advice given is current, relevant, and accurate</li> <li>• Support the Principal Advisor Risk and Assurance to conduct monitoring and evaluation reviews</li> <li>• Support CDEM Groups to implement the recommendations of monitoring and evaluation processes</li> <li>• Build strategic relationships with key emergency management stakeholders at local and regional level</li> <li>• Work with decision-makers at a local and regional level towards giving effect to the CDEM Act, National Disaster Resilience Strategy, National CDEM Plan and supporting plans, standards and guidelines</li> <li>• Engage effectively to influence and motivate senior level stakeholders, including Mayors, Chairs and other elected officials and Chief Executives in order that they are aware of their roles and responsibilities within the CDEM framework</li> <li>• Build effective relationships and networks at all levels as an enabler for delivery of effective emergency management</li> <li>• Champion integrated and coordinated emergency management planning activities</li> <li>• Provide advice and support to the Team Leader - through regular, relevant reports on progress, initiatives, and issues</li> <li>• Provide briefing reports for Ministerial visits and interactions with local CDEM groups</li> <li>• Provide sound, practical advice and input into CDEM Group and NEMA policy and planning</li> <li>• Participate as required in the NEMA duty roster</li> <li>• In the event of emergency assist in the response to and recovery from a national, regional or local emergency, as directed</li> <li>• Participate fully in national portfolios as allocated</li> </ul>	
<b>Key Competencies</b>	
<ul style="list-style-type: none"> <li>• Communication skills, able to communicate with authority and effectively at a high level, including advanced writing and presentation skills</li> <li>• Able to work effectively in a team environment and collaborate with others</li> <li>• Staying calm under pressure and high level of personal resilience</li> <li>• Self-management</li> <li>• Exceptional relationship management and influencing skills</li> <li>• Political savvy and able to adjust to the stakeholder</li> </ul>	

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Previous Experience
<ul style="list-style-type: none"><li>• A tertiary qualification or equivalent in emergency management or related discipline or an equivalent body of knowledge and experience</li><li>• Established relationships with major delivery agencies</li><li>• Knowledge of the machinery of local and central government</li><li>• Knowledge of the development and implementation of emergency management systems, processes, and planning</li></ul>
Key Working Relationships
<ul style="list-style-type: none"><li>• Team Leader SREMA</li><li>• Other team members across the Regional Partnerships Unit</li><li>• NEMA Senior Leadership Team and other team leaders</li><li>• Senior Executives in local government and CDEM Groups</li><li>• Elected officials at local and central government</li><li>• Iwi/Māori leaders at local/regional level</li><li>• National, regional and local agencies, as relevant/required</li></ul>

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## Appendix Three: Potential Impacts on Positions

LOCATION	POSITION	CURRENT ESTABLISHED POSITIONS	PROPOSED POSITIONS	PROPOSED IMPACT ON POSITION
National Office	Manager Regional Partnerships	1	1	No change
	EA to Manager Regional Partnerships	1	1	No change
	Team Leader SREMA	0	1	New position reporting to the Manager Regional Partnerships
Field Locations	Regional Coordinator (Wellington)	1	0	Currently vacant. Position disestablished
	Senior REMA Wellington	2	2	Minor change to role and change of reporting line to Team Leader - SREMA
	Regional Coordinator (Christchurch)	1	0	Position disestablished
	Senior REMA Christchurch	2	2	Minor change to role and change of reporting line to Team Leader - SREMA
	Regional Coordinator – (Auckland)	1	0	Position disestablished
	Senior REMA Auckland	3	3	Minor change to role and change of reporting line to Team Leader - SREMA
	Programme Manager Pacific Partnerships	1	1	No change
	Team Leader Financial Assurance	1	1	No change
	Finance Advisor	1	1	Minor change to Job Title – change to Advisor Financial Assurance
	Principal Advisor Risk and Assurance	0	2	New position reporting to the Manager Regional Partnerships. These positions could be located in any main centre.

# Appendix Four: Other considered options



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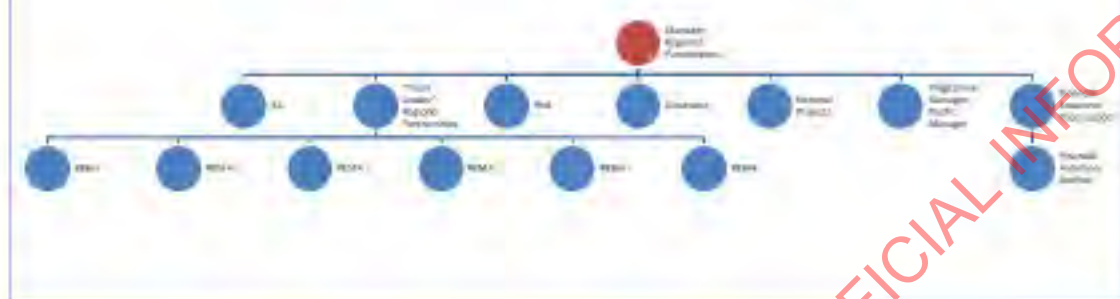
## Design Option: Centralised Leadership Model...

<p><b>Structure</b></p>	<p><b>How it would work</b></p> <ul style="list-style-type: none"> <li>All REMA's report to a single Team Leader who is Wellington based whose role is Leadership and doesn't include accountability for any CDEM groups. The Leader would provide a coaching/development support role and won't necessarily come from an EM background</li> <li>All REMA's undertake Roles 1-7</li> <li>All have a portfolio of responsibility that is renewable every 18 months that with a speciality or area of focus that is deployable nationally</li> <li>Provides a development pathways for NEMA to move in and out of "Head Office"</li> </ul>
<p><b>Advantages</b></p> <ul style="list-style-type: none"> <li>An appropriate span of control for the Manager although the Team Leader reaching maximum</li> <li>Team Leader may not need a CDEM background – allows a broader talent pool</li> <li>Supports the flexible by design principle re specialisation</li> <li>Separates assurance and national programme contribution from core REMA work (undertaken by experts)</li> <li>We can structure to the expertise of the individual and utilise their knowledge across a national portfolio</li> </ul>	<p><b>Disadvantages</b></p> <ul style="list-style-type: none"> <li>Team Leader may have a large span of control (depending on the number of REMAs)</li> <li>How does the Team Leader ensure credibility if they are not accountable for groups?</li> <li>Where does assurance and national programme work go? Do they report separately to the Manager? Assume CDEM groups assigned to REMAs?</li> <li>How does it position for future structure?</li> <li>Doesn't formally separate risk and assurance from REMA roles</li> <li>Not particularly future proofed as adding more REMA's</li> </ul>

Eficiency of resource utilisation	Eficiency of time utilisation	Speed progress to the wirepoint	Adaptability over time	Ability to hold people accountable	Cost	Cultural Alignment	Skill Availability	Ease of implementation
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="radio"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>




## Design Option: The Specialist Model....

<p><b>Structure</b></p> 	<p><b>How it would work</b></p> <ul style="list-style-type: none"> <li>All REMA's report to a single Team Leader whose role is leadership focused</li> <li>All REMA's undertake Roles 1-3, 6 &amp; 7</li> <li>Dedicated full time specialist roles are created that have a National portfolio that cover all groups             <ul style="list-style-type: none"> <li>Risk Management</li> <li>Assurance</li> <li>National Projects/Programmes</li> </ul> </li> <li>All roles are deployable in response</li> <li>The Team Leader Role also has a small number of Groups they are accountable for as well.</li> </ul>
<p><b>Advantages</b></p> <ul style="list-style-type: none"> <li>A larger but manageable span of control for the Manager</li> <li>Team Leader may have an appropriate span of control (depending on the number of REMAs)</li> <li>Supports the flexible by design principle and signals change</li> <li>Separates risk, assurance and national programme contribution from core REMA work (undertaken by experts) and positions well for future design options</li> <li>REMA's responsibilities more focused than currently (narrowed)</li> <li>Provides backup for Manager</li> </ul>	<p><b>Disadvantages</b></p> <ul style="list-style-type: none"> <li>Is there enough volume of work in the individual specialist positions</li> <li>CDEM groups would need to be reassigned</li> <li>Reduces the capacity of Regional Advisors</li> </ul>

Eficiency of Resource utilisation	Eficiency of time utilisation	Responsiveness to the environment?	Adaptability over time	Ability to hold people accountable	Cost	Cultural Alignment	Skill Availability	Ease of implementation
☑	☑	☑	☑	☑	○	☑	☑	☒


## Design Option: The Regional Model....

<p><b>Structure</b></p> 	<p><b>How it would work</b></p> <ul style="list-style-type: none"> <li>The Regional Manager is a leadership role focused on "national level relationships" regionally who doesn't have Group Responsibility</li> <li>The role facilitates support for others and could for example provide QA advice and assistance in the Assurance and Risk roles</li> <li>South includes the old Central grouping</li> </ul>
<p><b>Advantages</b></p> <ul style="list-style-type: none"> <li>Allows us to attract talent in the Regional Manager that may otherwise be unavailable to us</li> <li>Similar to the staff driven proposal / current state so apparently acceptable to the Regional Partnerships team (noting at that time it implies minimal change)</li> <li>The HRRegionalub Manager focused on national level relationships fits with our aspirations but does imply specific skills</li> <li>This is the least disruptive</li> </ul>	<p><b>Disadvantages</b></p> <ul style="list-style-type: none"> <li>Does this actually produce the change to the status quo required?</li> <li>Most national relationships are centred in Wellington</li> <li>Two leadership focused roles may be too many</li> </ul>

Efficiency of Resource utilisation	Efficiency of time utilisation	Responsiveness to change/transition	Adaptability over time	Ability to hold people accountable	Cost	Cultural Alignment	Skill Availability	Ease of Implementation
<input type="radio"/>	<input type="radio"/>	<input checked="" type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

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## Design Option: Independent Worker ....

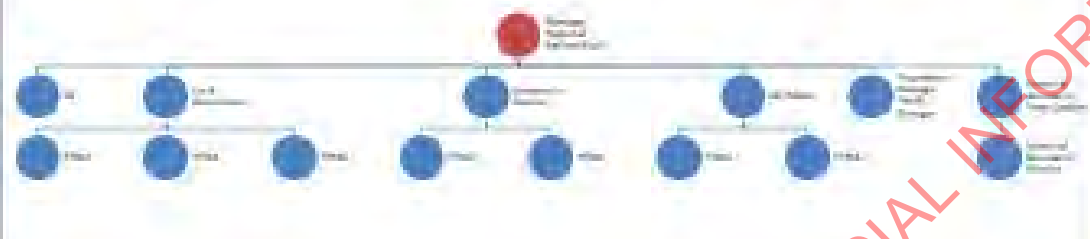
<p><b>Structure</b></p> 	<p><b>How it would work</b></p> <ul style="list-style-type: none"> <li>All REMA's report to the Manager Regional Partnerships</li> <li>Assumes they operate as independent workers</li> <li>Could be based anywhere</li> <li>Assumes a collective and collaborative culture among all the REMA's</li> <li>Some roles such as Assurance would be pushed to another unit</li> </ul>
<p><b>Advantages</b></p> <ul style="list-style-type: none"> <li>+ The concept of "could be based anywhere" supports the flexible by design principle</li> <li>+ Streamlines the hierarchy by removing a co-ordination role</li> <li>+ Provides REMAs the ability to be entirely self directing which some may find rewarding</li> </ul>	<p><b>Disadvantages</b></p> <ul style="list-style-type: none"> <li>• A backwards step in terms of managerial span of control (too many direct reports) overwhelming the manager role</li> <li>• Would be personality dependent in its success – would only be successful with consistent performance in every position and an effective team culture.</li> <li>• New or developing staff may feel unsupported or "left to their own devices"</li> </ul>

Efficiency of Resource utilisation	Efficiency of time utilisation	Responsiveness to the environment	Adaptability over time	Ability to hold people accountable	Cost	Cultural Alignment	Skill Availability	Ease of Implementation
☒	☒	☒	☒	☒	○	☒	☑	☑

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## Design Option: Partnership Model....

<p><b>Structure</b></p> 	<p><b>How it would work</b></p> <ul style="list-style-type: none"> <li>• REMA's are organised around a portfolio of key Relationships which includes National relationships</li> <li>• All REMA's undertake Roles 1-3</li> <li>• There are different ways of clustering client groupings and could include NGOs/ Iwi / Central Government/ First Responder Organisations, etc</li> <li>• Would operate as a matrix with REMA's taking both a Relationship and a geography</li> <li>• This could operate under almost any of the Design Options</li> </ul>
<p><b>Advantages</b></p> <ul style="list-style-type: none"> <li>• We can structure to the expertise of the individual and utilise their knowledge across a national portfolio – creates sector / client grouping efficiency</li> <li>• Beneficiary focused design – single point of contact for agencies</li> <li>• Can structure reporting a number of different ways</li> <li>• Supports the flexible by design principle</li> <li>• Separates risk, assurance and national programme contributions away from core work – roles are deep rather than wide</li> </ul>	<p><b>Disadvantages</b></p> <ul style="list-style-type: none"> <li>• Becomes a very complicated structure</li> <li>• REMAs become highly specialised and could be difficult to replace / cover</li> <li>• Would specialisation and reduced breadth be disincentivising?</li> <li>• May be not be operationally effective to have a REMA who covers the whole country</li> <li>• Loses local connectivity across stakeholders</li> <li>• No dedicated provision for risk and assurance</li> </ul>

Efficiency of Resource utilisation	Efficiency of time utilisation	Flexibility access to the employment	Adaptability over time	Ability to hold people accountable	Cost	Control Alignment	Skill transferability	Control Uncertainty
<input type="radio"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="radio"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

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**National Emergency  
Management Agency**  
Te Rākau Whakamarumarū

## **Regional Partnerships Final Decision**

**April 2021**

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Embargoed until Thursday 8 April 2021 1700hrs

## Message from Carolyn Schwalger, Chief Executive

Kia ora koutou

Thank you for the patience you have shown in waiting for the completion of this process. I appreciate the time and energy that people placed into their submissions. There were a number of valid questions raised and some helpful suggestions. Be assured that we considered your feedback at length as we considered the final decision. The feedback has resulted in some changes to the original proposal. We have had to balance the feedback we received around some key concerns with the proposed structure, with the financial impact and our aspirations. We have had to make some trade-offs which has resulted in changes to our original proposal.

In the consultation document we outlined the background and drivers for change. These remain true. The Regional Partnerships Unit represents a crucial interface between the work we do at the centre in Wellington and communities across the motu. The Unit must be able to connect NEMA at the regional and local level. It must also have the capability to provide assurance to government that our partners are well prepared to respond to emergencies and that communities are resilient and able to quickly recover from emergencies.

We will continue to review and grow our regional footprint over time and this decision document sets out the foundation of future change.

Decisions have been made that have affected individuals, and these have not been made lightly. However, I am confident that the structural decisions in this document will position us to achieve our long term strategy for engaging with our key stakeholders. It is our intention to implement our new structure as quickly as possible.

This document sets out decisions that have a direct impact on individuals. I know this will be unsettling for many of you.

Help and support is available to you through the change process. I encourage you to talk to the Manager, Regional Partnerships or HR to discuss your concerns or discomfort. Please remember to take care of yourself and use the services available to you, including Vitae, to the extent you feel a need.

Ngā mihi

Carolyn

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### Background

This document provides the decisions made on the structure of the Regional Partnerships Unit after proposing a structure and receiving feedback from the unit members.

The consultation period ran from 26 February until 22 March 2021, to allow for those staff involved with the EMAT course to respond. Feedback was sought on:

- The proposed structure;
- The impact of the proposed structure on you personally; and
- The proposed structure's impact on NEMA's ability to achieve its strategic outcomes.

Eleven submissions were received (including two group submissions) and have been considered in coming to a final decision on the Regional Partnerships Unit structure.

### Purpose of this document

This document is the Decision Document following consultation with the Regional Partnerships Unit on the unit structure.

While the impacts on positions are included in Appendix Two, the impacts on you personally are referenced in the attached cover letter.

### Summary of feedback received

The feedback received fell into several themes, and these are summarised together with our responses in Table One. The decisions are further detailed in the Decisions section later in this document.

Table One – Feedback Themes and Responses

Theme	What you said	Our response	Decision
<b>Workload</b> Seven SREMA's is insufficient and puts staff health and safety at risk	This was clearly of concern to all – that even with the additional Risk and Assurance roles, it was seen that the proposed structure had fewer SREMA's working directly with CDEM Groups. Concern about your wellbeing and that of your colleagues going forward under that structure was widely expressed.	A number of articulate and thoughtful observations were made to support the view that seven SREMA's were insufficient to provide adequate capacity to meet the business need. On balance we accept this and have made changes to the structure. We have increased the number of staff to work with CDEM Groups by adding an additional three resources.	Feedback accepted
<b>"Junior" REMAs / Strategic vs Operational REMAs</b> That SREMA's take time to grow and succession	A suggestion in the consultation document around "early in career" REMA's was picked up by a number of submissions as a concept that had considerable merit. It was	We support this suggestion and will create three secondment REMA (as opposed to SREMA) roles. We see this as addressing two major concerns; firstly ensuring that no REMA or SREMA will have more than two Groups to look after, and	Feedback accepted

## STAFF-IN-CONFIDENCE

Theme	What you said	Our response	Decision
planning should be considered	suggested that this would create a career structure for emergency management professionals and provide a pipeline of talent and exposure to this critical part of our business.	secondly, the desirability of providing a robust career path for staff inside and outside the organisation. These roles will report to the Team Leader and have nominated SREMA's as mentors.	
<b>SREMA's deployable capability and duty</b>	Concern was expressed on the ability of a reduced number of SREMA's to sustain deployments and to operate the duty roster. It was felt this would unreasonably add to the workload of the remaining seven SREMA's.	Duty is subject to another SLT process, the Duty Project, which includes considering how many SREMA's are required on the duty roster at a time. The Duty Project will ensure as a minimum no additional burden is placed on existing staff. It is considering the feasibility of possible solutions where the tasks conducted by duty SREMA's are done by other NEMA staff, removing that burden and significantly reducing the workload. The addition of three REMA's will increase the number of duty and deployable resources.	Feedback accepted and addressed through the addition of early career REMA's and/or the Duty Project.
<b>Single Team Leader</b>	The idea of a single team leader focused on leadership tasks and roles was overwhelmingly supported in the submissions. A concern was raised on the potential span of control of this new role.	We have considered a span of control of up to 12 independent remote workers as a reasonable span of control. Should this increase above 12 we would consider adding further leadership capacity.	Feedback noted and original proposal confirmed.
<b>Risk and Assurance roles including the banding at Principal Advisor level</b>	The creation of two Risk and Assurance roles was widely supported. The banding at band 19 was queried as they were felt to be no more senior than a SREMA role.	The feedback supported the concept of specialist Risk and Assurance roles. However, given the need to maintain NEMA's fiscal position and the feedback around workload we have decided to use our available funding to create additional REMA roles in the first instance rather than the Risk and Assurance roles. In particular we noted the Health and Safety concerns raised by staff in making the decision to prioritise additional REMA operational resources over the new Risk and Assurance	Feedback noted. This element is parked due to budget constraints. Affordability to be reassessed in the future.

## STAFF-IN-CONFIDENCE

Theme	What you said	Our response	Decision
		positions. This element is parked until a later date. At the earliest, SLT will reconsider the proposal post the October Base Line Update to determine affordability.	
<b>Titles</b> SREMA team and an existing Financial Assurance role	Recommendations were made to name the SREMA team the "Regional Engagement Team", while the proposed title "Advisor, Financial Assurance" was queried.	We agree with the suggested change to the tile of the Team and hence also the Team Leader. The role will be titled "Team Leader Regional Engagement". We see the title of Advisor Financial Assurance as appropriate.	Feedback on the title of the Team to be the "Regional Engagement Team" accepted. The proposed title Advisor Financial Assurance confirmed.
<b>Future Path</b> What is the vision for Regional Partnerships?	There was some feedback that the future vision for the Regional Partnerships Unit was not clearly articulated. Some submissions questioned if there was growth factored into the structure.	We believe the future path of the Regional Partnerships Unit was covered to some extent in the proposal. There are a number of options that could be explored further to enhance our regional footprint including co-location with sector partners. However these are dependent on a number of factors including the budget bid outcome, our size as an organisation, and the will of our partners which will impact what can be achieved. Overall our view remains that we are not yet ready to take the step to a Hub Structure. We note the formation of a Hub is not the same thing as being flexible by default. Our ongoing ability to be flexible at times regarding work location, may however be one of the factors that makes a Hub structure viable.	Feedback noted
<b>Future review of the structure</b>	Questions were raised whether we would consider reviewing the structure to ensure it was fit for purpose.	We agree the structure should be reviewed. We anticipate this will occur late in 2022, around 18 months after implementation.	Feedback noted and accepted.
<b>The Pacific Programme</b>	Some feedback was provided on the role of the Pacific Programme and how the changes would	There is already a separate piece of work underway regarding the future structure of the Pacific Programme. The timing of that	Feedback noted and will be reviewed in a separate process

## STAFF-IN-CONFIDENCE

Theme	What you said	Our response	Decision
	impact that work programme.	work doesn't perfectly align to this process and is dependent on negotiations with MFAT. That process will determine the final look of the Pacific Programme. We agree the importance of a close connection with the NZ EM context.	
<b>Māori / iwi specialist SREMA</b>	A suggestion was made on the establishment of a SREMA role as a Māori / iwi specialist.	We do not discard the merit of this suggestion. At the same time, NEMA is currently looking across the totality of our partnership with Māori / iwi and how we grow Te Ao Māori capability. This will be revisited in the review scope at the end of 2022, or potentially earlier as part of NEMA's Māori work programme.	Feedback noted

### Decisions

The final decisions on the structure of the Regional Partnerships Unit are to:

**Make no change to the Financial Assurance team or the Pacific Programme team via this process**

- However change the "Finance Advisor" title to "Advisor Financial Assurance"
- Note there is a process in place with MFAT to review the Pacific Programme structure

**Disestablish the Regional Co-ordinator roles**

The role of Regional Coordinator is confirmed as being disestablished and the incumbents are therefore deemed significantly impacted staff.

**Establish a Team Leader Regional Engagement (provisional job description attached)**

- The establishment of a single Team Leader Regional Engagement based in Wellington to manage all Senior Regional Emergency Management Advisors and Regional Emergency Management Advisors is confirmed.
- This role will be focused on staff management / development / support.
- It will provide unified and consistent leadership throughout the country and will not have CDEM Group responsibility.
- It will be entirely focused on managing the team, identifying improvements to the system and managing resources and workflow.
- The span of control of this role will be included in the review scope at the end of 2022.

**Establish three Regional Emergency Management Advisor roles (provisional job description attached)**

- The establishment of three Regional Emergency Management Advisor (REMA) roles (to be sized). Other than job size, these roles will have the same terms and conditions

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- (including vehicle) as existing SREMA's.
- They will be subject to a formal job evaluation process.
  - As these roles have a developmental and career path focus to them, (not unlike a cadetship programme), the intent is that they are:
    - early career roles for people who see themselves as emergency management professionals
    - developmental roles for talent in the sector to provide meaningful operational experience
    - seen as career transition roles as people spend time in the role and then either become a SREMA where there is a vacancy or move into another role in NEMA or the sector, having gained experience as the conduit between central and local government.
    - rotational roles as part of a documented career path
    - opportunities for sector secondments
  - The location of these positions is currently flexible and would be matched to current and future demand.
  - The roles would each be paired with an existing SREMA who would provide coaching and mentoring where appropriate.
  - The roles will support the work load of existing SREMA's and would probably directly support no more than one CDEM Group
  - Formal line management would be provided by the Team Leader Regional Engagement

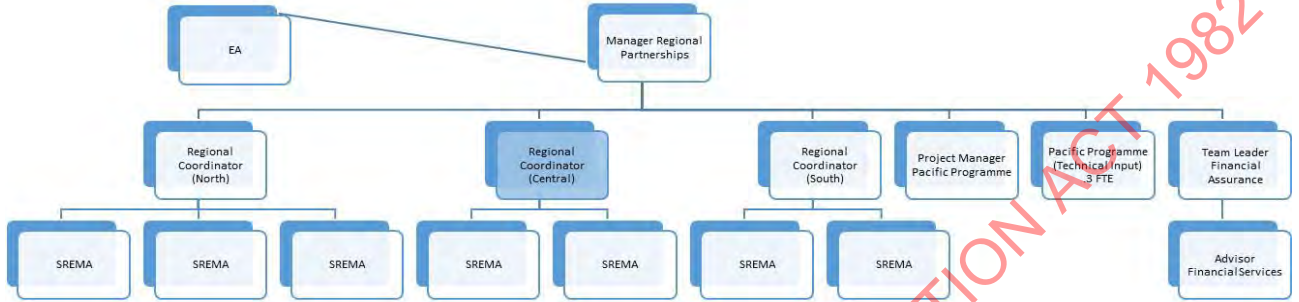
### Revise the SREMA job description (attached)

- The revised job description for the role of Senior Regional Emergency Management Advisors (SREMA's) is now on the current template and includes:
  - "facilitate and support NEMA's risk and assurance initiatives with CDEM Groups"
  - an "allocated national portfolio of responsibility" where they can provide a connection point between regional needs and the national work programme, and interpret national work to the regions.
  - "mentoring a Regional Emergency Management Advisor where agreed"
- Senior Regional Emergency Management Advisors will continue to provide the essential roles of:
  - Mentoring, coaching and advising regional emergency managers;
  - Facilitating support towards the building and sustaining of regional capacity and capability;
  - Connecting emergency management in the regions with national strategy, planning, standards, and guidelines;
  - During response and recovery, providing timely guidance, support, and assurance locally and nationally.
- If required SREMA's will report to the Manager Regional Partnerships until the Team Leader Regional Engagement is appointed

**Structure**

The current structure is illustrated in figure one.

Figure One Current Structure

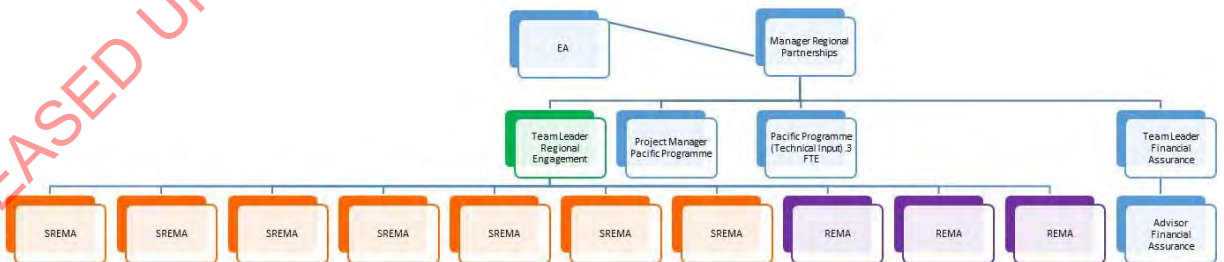


The new structure will come into effect at 5.00pm on 7 May 2021. Interim reporting arrangements (with SREMA and REMAs reporting to the Manager, Regional Partnerships) will apply until the new Team Leader is in place.

The new structure is illustrated in figure two.

Figure Two Final Structure

**Confirmed Structure**



- New Position
- Non Impacted position
- Modified Position
- Developmental/Secondment/Rotational Position

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### Implementation Process

The DPMC Change Management Policy applies to this process.

#### Significantly Impacted staff

We will work with the significantly impacted staff on an individual basis to investigate potential redeployment options within NEMA, DPMC and the public sector.

Significantly impacted staff will be provided with redeployment information. If required a Redeployment Panel will consider any expressions of interest for redeployment. The panel will consist of;

- Deputy Chief Executive Emergency Management
- Deputy Chief Executive Strategic Enablement
- Manager Regional Partnerships
- Human Resources representative

#### Timeline

The implementation of the timeline is outlined in table two.

*Table Two Implementation Process*

Activity	Date
Briefing and distribution of letters on the final decisions	8 April 2021
Redeployment information and material to be provided to significantly impacted staff	8 April 2021
Roles independently sized: <ul style="list-style-type: none"><li>• Team Leader Regional Engagement</li><li>• REMA</li><li>• Principal Advisor Risk and Assurance (indicative sizing to determine future affordability)</li></ul>	By 14 April 2021
Recruitment process for open contestable positions commences with internal advertising of positions via pānui and external advertising <ul style="list-style-type: none"><li>• Team Leader Regional Engagement</li></ul>	By 14 April 2021
Commence recruitment process for REMAs internally and with partner agencies, going to market later where unfilled	By 14 April 2021
Redeployment panel decisions advised/offers are made	By 5pm 7 May 2021
Final day of current structure including Regional Coordinator roles New structure in place from 5pm	7th May 2021
Review the concept of the Principal Advisors Risk and Assurance	To be reviewed post October Base Line Update 2021
Review the final structure	Late 2022

## Final impacts

In line with the DPMC Change Management Policy, the impacts on roles is summarised below.

- The following roles are deemed to be **not affected**:
  - Team Leader Financial Assurance
  - Project Manager Pacific Programme
  - 0.3 FTE for Pacific Programme (Technical input)
  - Manager Regional Partnerships
  - Executive Assistant to the Manager Regional Partnerships
- Despite some changes the following roles are **affected** but deemed to be **substantially similar** to existing roles and current staff are **confirmed** in these roles:
  - Senior Regional Emergency Management Advisor
  - Finance Advisor (title changed to Advisor Financial Assurance)
- The following roles are deemed to be **new roles** and **substantially different** to existing roles:
  - Team Leader Regional Engagement
  - Regional Emergency Management Advisor
  - Principal Advisor Risk and Assurance
- The following roles are deemed to be **substantially different** to the proposed new roles and will be **disestablished** with the incumbents deemed significant impacted
  - Regional Coordinator

The final impact of this decision on each position in the current structure is outlined in Appendix Two.

## Support available

We understand that the change process can be challenging and daunting for staff. We are committed to providing help to you as your well-being is of primary importance. All staff will have support through the entire change process. A number of options are available to ensure individuals get the appropriate support.

The Manager Regional Partnerships and HR will be able to talk to you about what is available. We also encourage you to share any concerns with your union representatives and to take advantage of our EAP services, the contact details of which are listed below.

Our employee assistance programme provider is Vitae. The programme is confidential, and you can access the service directly or with help from a manager. We encourage you to access these services to discuss any issues that emerge as a result of these decisions for change.

Vitae is contactable by:  
24 Hour Free Phone: 0508 664 981

- Email: [assistance@vitae.co.nz](mailto:assistance@vitae.co.nz)
- Internet: [www.vitae.co.nz](http://www.vitae.co.nz)

In addition to our EAP provider, support is also provided by;

Employee Liaison Service (ELS)

Is a new service for staff to talk about work-related issues in a confidential, off-the-record way.



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If you are having an issue and you are looking for some guidance. It supplements and supports our regular channels for raising workplace issues.

To get in touch with ELS:

You can call on: 0800 35 55 55

Visit the website and use the webform: [www.fairwayresolution.com/els](http://www.fairwayresolution.com/els)

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# Appendix One: Provisional Job Descriptions

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## Job Description / Whakaahuatanga Mahi

<b>Job Title</b>	Team Leader Regional Engagement
<b>Business unit</b>	Regional Partnerships
<b>Reports to</b>	Manager Regional Partnerships
<b>Direct Reports</b>	7 - 10
<b>Financial Delegations</b>	Level D
<b>Location</b>	Wellington
<b>Date</b>	March 2021

### Public Service Introduction / Kōrero Whakataki mō ngā Ratonga Tūmatanui

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngata o Aotearoa i āiane, ā, hei ngā rā ki tua hoki. He kawenga tino whaitake tā mātou hei tautoko i te Karauna i runga i āna hononga ki a ngāi Māori i raro i te Tiriti o Waitangi. Ka tautoko mātou i te kāwanatanga manapori. Ka whakakotahingia mātou e te wairua whakarato ki ō mātou hapori, ā, e arahina ana mātou e ngā mātāpono me ngā tikanga matua o te ratonga tūmatanui i roto i ā mātou mahi.

In the public service we work collectively to make a meaningful difference for New Zealanders now and in the future. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi. We support democratic government. We are unified by a spirit of service to our communities and guided by the core principles and values of the public service in our work.

### The National Emergency Management Agency / Te Rākau Whakamarumarū

The National Emergency Management Agency (NEMA) provides national leadership to Aotearoa New Zealand's distributed emergency management system. NEMA's primary focus is on the performance and capability of the emergency management system as a whole, across all hazards and all risks and the 4 Rs of risk reduction, readiness, response and recovery.

## What we do / Ā mātau mahi

The primary function of NEMA is to support and enable communities to manage emergencies and keep Aotearoa New Zealand resilient, safe and secure.

NEMA works with the diverse range of organisations that comprise the emergency management system. Each has different responsibilities and focus areas, and varying levels of resources and capability. These organisations include communities and their local authorities, Civil Defence Emergency Management (CDEM) Groups, central government departments and agencies, emergency services, welfare agencies, lifeline utilities and education providers, researchers, international agencies, and non-government organisations.

NEMA:

- Provides advice to government on emergency management matters.
- Identifies hazards and risks
- Develops, maintains and evaluates the effectiveness of the emergency management strategic framework
- Ensures coordination at local, regional, and national levels
- Promotes emergency management and improves public awareness about how to prepare for, and what to do in, an emergency
- Supports emergency management sector capability development, planning and operations, including developing guidelines and standards
- Monitors and evaluates the performance of the 16 regional CDEM Groups (Groups)
- Maintains and operates the National Crisis Management Centre (NCCM), including the maintenance of a duty team to staff the Centre, and issue warnings and public information.
- Manages the central government response to, and recovery from emergencies as described in the CDEM Act and National CDEM Plan Order.

## Our Values / Ō Mātau Uara



## STAFF-IN-CONFIDENCE

NEMA values diversity and inclusion. We want our workforce to reflect Aotearoa's people and communities. We value and respect the contributions of our people with a broad range of backgrounds, experiences, skills and perspectives. We support flexible ways of working that bring out the best in our people.

NEMA recognises Te Tiriti o Waitangi, the continuing partnership between Māori and the Crown. We are committed to growing the role iwi Māori play in the emergency management system and integrating te ao Māori into emergency management.

### Regional Partnerships Unit / Tari o Ngā Hononga ā-Rohe

The purpose of the Regional Partnerships Unit / Tari o Ngā Hononga ā-Rohe is to build and strengthen New Zealand's regional partnerships across the emergency management system in New Zealand and the Pacific, and to enhance alternative and supplementary response capacity. The Regional Partnerships Unit uses its influential leadership/working relationships across CDEM Groups and Councils to drive and lift the nationwide application of consistent emergency management performance and standards. The Unit also supports regional emergency response and recovery through advice, collaboration and the application of government financial assistance.

### Role Purpose / Kaupapa Tūranga

The purpose of the Team Leader Regional Engagement is to:

- provide leadership to and management of, the team of distributed Regional Emergency Management Advisors (REMA) and Senior Regional Emergency Management Advisors (SREMA) located in different parts of the country.
- ensure staff are empowered to facilitate, connect, and influence regional emergency management system partners and stakeholders to enable positive outcomes for communities before, during and after emergencies.

NB: This role is a leadership and management role rather than an emergency management functional expert.

## Key Accountabilities / Ngā Kawenga Matua

Key accountability areas	Performance indicators
1. Team leadership	<ul style="list-style-type: none"> <li>• Leadership, support and guidance provided to Regional Engagement staff</li> <li>• Regional Engagement staff and the organisation effectively identify and navigate the changing environment</li> <li>• Team responsibilities monitored, practiced and reinforced</li> <li>• Regional Engagement Team sustained and built through successful recruitments and appointments A high performing Regional Engagement team</li> <li>• Portfolios allocated and managed effectively</li> </ul>
2. Staff management	<ul style="list-style-type: none"> <li>• Staff managed successfully, including their performance</li> <li>• Positive employee relations</li> <li>• A high performing team provided with coaching, mentoring and development opportunities and where the NEMA performance management system is applied effectively</li> <li>• Strategically aligned development plans are in place for all staff to maintain and build capability</li> <li>• Staff wellbeing and welfare is enabled, particularly regarding resourcing during emergencies</li> </ul>
3. Thought leadership	<ul style="list-style-type: none"> <li>• Appropriate strategic and operational advice provided to Manager, Regional Partnerships and other internal stakeholders</li> <li>• Risks, issues and opportunities are identified and managed appropriately</li> <li>• Concepts and arrangements at the national level are continually developed and enhanced</li> <li>• Systems implemented that leverage from local innovation and improvement</li> <li>• Continuous improvement opportunities identified</li> <li>• Manager Regional Partnerships has an effective deputy when required</li> </ul>
4. Resources	<ul style="list-style-type: none"> <li>• Accurate documentation and administration systems / databases</li> <li>• Staff and resources allocated to best meet operational needs</li> <li>• Designated quality assurance processes performed for standard operating procedures</li> <li>• A robust communication process between the organisation and Regional Engagement staff locally</li> <li>• Work flow managed across the network</li> <li>• Regional Engagement facilities and assets managed effectively</li> </ul>

## Key Relationships / Ngā Hononga Matua

<b>Internal</b>	<ul style="list-style-type: none"> <li>• Manager Regional Partnerships (Line Manager)</li> <li>• Senior Regional Emergency Management Advisors</li> <li>• Regional Emergency Management Advisors</li> <li>• Manager National Operations</li> <li>• Team Leader Financial Assurance</li> <li>• Risk and Assurance staff</li> <li>• Various staff in other NEMA units and teams</li> </ul>
<b>External</b>	<ul style="list-style-type: none"> <li>• Management teams in CDEM Groups</li> <li>• Local and Central Government agencies, Emergency Services and other organisations</li> <li>• Iwi, Pacific peoples</li> </ul>

## Qualifications/Experience / Ngā Tohu/Wheako

### Essential

- Operational leadership and management of remote teams in a distributed network
- Coaching skills – experience developing staff and implementing / managing development plans
- Influencing and collaboration skills to achieve operational delivery results

### Desirable

- Knowledge of the emergency management system
- Established relationships with major delivery agencies
- An understanding of the CDEM Act 2002, the National CDEM Plan, Guide, and supporting plans
- Knowledge of the Machinery of Government

### Personal Attributes

- Able to build and maintain relationships with a range of stakeholders at the most senior level
- Understanding and ability to work in a complex and politically sensitive environment
- Able to build consensus around decisions through the exercise of indirect power
- Action orientation and able to respond decisively in a crisis situation
- Able to build and enhance team performance
- Comfortable facilitating a collaborative work environment, with a constant eye on completing the objective and goals of the business unit
- Anticipates complex problems and watches for tell-tale indicators that warrant intervention

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- Willingness to grow Māori capability and cultural confidence

## Emergency Response / Urupare Ohotata

### Emergency

Assistance may be required in the response to and recovery from a national, regional or local emergency, as directed. This may involve work in the National Coordination Centre (NCC) / National Crisis Management Centre (NCCMC) or another location, and may include potentially long hours and challenging working conditions, e.g. an emergency could occur at any time of the day or night and may require working shifts and /or working weekends. NEMA will do all in its power to support staff in meeting their work and family responsibilities during an emergency.

## Health and Safety / Hauora me te Haumaruru

NEMA is committed to providing a healthy and safe work environment. Everyone at NEMA (including managers, employees, secondees, contractors and consultants) have health and safety responsibilities. They are expected to meet these and contribute to ensuring NEMA is a healthy and safe place to work by:

- a) Taking personal responsibility for keeping free from harm
- b) Notifying management of any hazards or potential hazards, and making suggestions for mitigating actions
- c) Undertaking work and using equipment as specified in relevant documentation
- d) Reporting incidents, injuries and near misses promptly
- e) Acting in a safety conscious manner at all times and following safe work procedures, including monitoring and managing the hours they work
- f) Knowing what to do in the event of an emergency
- g) Supporting NEMA's health and safety initiatives, including cooperating with rehabilitation plans.

**In addition to the above, managers and team leaders are responsible for:**

- a) Ensuring that staff are supported in addressing health and safety concerns
- b) Ensuring incidents, injuries and near misses are recorded, reported and investigated in a timely manner
- c) Undertaking remedial actions as soon as reasonably practicable.

## Security Requirements / Ngā Whakaritenga Haumarutanga

This position requires New Zealand citizenship or Permanent Residence, and the ability to obtain and maintain an internal /national security clearance at Confidential, Secret or higher. You must satisfactorily complete pre-employment checks which will include, but are not limited to, criminal and credit checks.



## Rotation / Hurihanga

NEMA requires a workforce that is flexible and able to adapt to meet the rapidly changing scope of government needs and priorities. NEMA also seeks to be an employer that provides development and career opportunities and will work with employees in supporting them to grow and extend their skills, knowledge and abilities.

To achieve this, every employee will have a professional development plan in place. In addition, from time to time NEMA or an employee may propose a transfer to another position within the department where the employee has the relevant skills and experience. Any such transfer would require the agreement of both NEMA and the employee, and would take place on the same terms and conditions of employment, unless both parties otherwise agree.

## Changes to Job Description / Ngā huringa ki te Whakaahuatanga Mahi

Positions in NEMA may change over time as the organisation evolves and changing priorities occur. Therefore, we are committed to maintaining a flexible organisation structure which best enables us to meet changing market and customer needs. Responsibilities for this position may change over time as the job evolves and such change may be initiated as necessary by the manager of this position.

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## Job Description / Whakaahuatanga Mahi

<b>Job Title</b>	Senior Regional Emergency Management Advisor
<b>Business unit</b>	Regional Partnerships
<b>Reports to</b>	Team Leader Regional Engagement
<b>Direct Reports</b>	NA
<b>Financial Delegations</b>	NA
<b>Location</b>	Auckland / Wellington / Christchurch
<b>Date</b>	March 2021

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## What we do / Ā mātau mahi

The primary function of NEMA is to support and enable communities to manage emergencies and keep Aotearoa New Zealand resilient, safe and secure.

NEMA works with the diverse range of organisations that comprise the emergency management system. Each has different responsibilities and focus areas, and varying levels of resources and capability. These organisations include communities and their local authorities, Civil Defence Emergency Management (CDEM) Groups, central government departments and agencies, emergency services, welfare agencies, lifeline utilities and education providers, researchers, international agencies, and non-government organisations.

### NEMA:

- Provides advice to government on emergency management matters.
- Identifies hazards and risks
- Develops, maintains and evaluates the effectiveness of the emergency management strategic framework
- Ensures coordination at local, regional, and national levels
- Promotes emergency management and improves public awareness about how to prepare for, and what to do in, an emergency
- Supports emergency management sector capability development, planning and operations, including developing guidelines and standards
- Monitors and evaluates the performance of the 16 regional CDEM Groups (Groups)
- Maintains and operates the National Crisis Management Centre (NCCMC), including the maintenance of a duty team to staff the Centre, and issue warnings and public information.
- Manages the central government response to, and recovery from emergencies as described in the CDEM Act and National CDEM Plan Order.

## Our Values / Ō Mātau Uara



## STAFF-IN-CONFIDENCE

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NEMA recognises Te Tiriti o Waitangi, the continuing partnership between Māori and the Crown. We are committed to growing the role iwi Māori play in the emergency management system and integrating te ao Māori into emergency management.

### Regional Partnerships Unit / Tari o Ngā Hononga ā-Rohe

The purpose of the Regional Partnerships Unit / Tari o Ngā Hononga ā-Rohe is to build and strengthen New Zealand's regional partnerships across the emergency management system in New Zealand and the Pacific, and to enhance alternative and supplementary response capacity. The Regional Partnerships Unit uses its influential leadership/working relationships across CDEM Groups and Councils to drive and lift the nationwide application of consistent emergency management performance and standards. The Unit also supports regional emergency response and recovery through advice, collaboration and the application of government financial assistance.

### Role Purpose / Kaupapa Tūranga

The purpose of the Senior Regional Emergency Management Advisor (SREMA) is to:

- engage with CDEM Groups, local authorities and other local and regional stakeholders on their statutory responsibility for delivering all aspects of CDEM to their communities.
- provide on-going and timely information, guidance, support, and assurance locally and nationally during response and recovery.

## Key Accountabilities / Ngā Kawenga Matua

Key accountability areas	Performance indicators
1. Stakeholder relationships	<ul style="list-style-type: none"> <li>• Strategic relationships built with key emergency management stakeholders at local and regional level</li> <li>• Effective relationships and networks built at all levels as an enabler for delivery of effective emergency management</li> <li>• Senior level stakeholders, including Mayors, Chairs and other elected officials and Chief Executives effectively engaged, influenced and motivated to ensure that they are aware of their roles and responsibilities within the CDEM framework</li> <li>• Appropriate strategic and operational advice provided to stakeholders</li> <li>• Stakeholder consultation organised, lead or facilitated where required</li> <li>• Lead or represent NEMA in relevant internal and inter-agency committees and working groups</li> </ul>
2. CDEM Group partnerships	<ul style="list-style-type: none"> <li>• Emergency management delivery by CDEM Groups supported, to enable alignment with the intent and provisions of the CDEM Act, the National CDEM Plan and national standards and guidelines</li> <li>• Emergency management arrangements influenced and championed across key regional stakeholders (including local authorities, iwi Māori, emergency services, utilities, government agencies, and volunteer groups) across the 4Rs</li> <li>• CDEM Groups supported to implement the recommendations of monitoring and evaluation processes</li> <li>• Decision-makers at a local and regional level supported towards giving effect to the CDEM Act, National Disaster Resilience Strategy, National CDEM Plan and supporting plans, standards and guidelines</li> </ul>
3. National interface	<ul style="list-style-type: none"> <li>• Integrated and coordinated emergency management planning activities championed</li> <li>• Briefing or Aide Memoire reports for Ministerial visits and interactions with local CDEM Groups provided</li> <li>• Regional visits by the Minister, CE and DCEs facilitated and supported</li> <li>• Sound, practical advice and input into CDEM Group and NEMA policy and planning, notably with regards to an allocated national portfolio of responsibility</li> <li>• Regional advice given is current, relevant, and accurate regarding national policy and work programmes</li> <li>• A collaborative approach to the development of competence within the sector</li> <li>• Contribution made to strategy development both within NEMA and the sector</li> </ul>
4. Team contribution	<ul style="list-style-type: none"> <li>• Facilitate and support NEMA's risk and assurance initiatives with CDEM Groups</li> <li>• Allocated national portfolio of responsibility undertaken and delivered</li> <li>• NEMA staff, including any Regional Emergency Management Advisor allocated, are coached, or advised as appropriate</li> <li>• Mentoring a Regional Emergency Management Advisor where agreed</li> <li>• Team Leader advised and supported, through regular, relevant reports on progress, initiatives, and issues</li> </ul>

## Key Relationships / Ngā Hononga Matua

<p><b>Internal</b></p>	<ul style="list-style-type: none"> <li>• Team Leader, Regional Engagement (Line Manager)</li> <li>• Manager, Regional Partnerships</li> <li>• Other Senior Regional Emergency Management Advisors and Regional Emergency Management Advisors</li> <li>• Deputy Chief Executive (Emergency Management)</li> <li>• Director CDEM</li> <li>• National Controller and Duty Manager</li> <li>• Private Secretary Emergency Management</li> <li>• Senior Leadership Team members</li> <li>• Other Regional Partnerships team members including those in Financial Assurance and Pacific Programmes</li> <li>• Almost all NEMA staff across all Business Units, notably National Operations and System Capability</li> </ul>
<p><b>External</b></p>	<ul style="list-style-type: none"> <li>• Senior Executives in local government and CDEM Groups</li> <li>• Elected officials at local and central government</li> <li>• Iwi/Māori leaders at local/regional level</li> <li>• CDEM Group Managers and staff</li> <li>• Local and Central Government agencies, Emergency Services and other organisations represented at the local and regional level</li> <li>• Minister for Emergency Management</li> </ul>

## Qualifications/Experience / Ngā Tohu/Wheako

### Essential

- A tertiary qualification or equivalent in emergency management or related discipline or an equivalent body of knowledge and experience
- Established relationships with major delivery agencies
- Knowledge of the machinery of local and central government
- Knowledge of the development and implementation of emergency management systems, processes, and planning
- Experience in persuading, influencing, building and maintaining effective collaborative relationships with key stakeholders and partners including iwi
- An understanding of the CDEM Act 2002, the National CDEM Plan, Guide, and supporting plans
- Understanding of the Coordinated Incident Management System (CIMS)

### Desirable

- Experience in emergency operations centres
- An understanding of hazard risk management

## STAFF-IN-CONFIDENCE

- Experience in managing projects to deliver expected outcomes
- Experience in working in an operational environment and operational decision making

### Personal Attributes

- Communication skills, able to communicate with authority and effectively at a high level, including advanced writing and presentation skills
- Able to work effectively in a team environment and collaborate with others
- Self-management and able to stay calm under pressure, with a high level of personal resilience
- Exceptional relationship management and influencing skills, including with partners and senior stakeholders such as elected officials
- Political savvy and able to adjust to the stakeholder
- Flexibility of approach/thinking, able to adapt in constantly changing circumstances
- Anticipates complex problems and watches for tell-tale indicators that warrant intervention
- Willingness to grow Māori capability and cultural confidence

## Emergency Response / Urupare Ohotata

### Duty Team

Participation at regular intervals on the NEMA duty team roster is required.

### Emergency

Assistance will be required in the response to and recovery from a national, regional or local emergency, as directed. This may involve work in the National Coordination Centre (NCC) / National Crisis Management Centre (NCMC) or another location, and may include potentially long hours and challenging working conditions, e.g. an emergency could occur at any time of the day or night and may require working shifts and /or working weekends. NEMA will do all in its power to support staff in meeting their work and family responsibilities during an emergency.

## Health and Safety / Hauora me te Haumaru

NEMA is committed to providing a healthy and safe work environment. Everyone at NEMA (including managers, employees, secondees, contractors and consultants) have health and safety responsibilities. They are expected to meet these and contribute to ensuring NEMA is a healthy and safe place to work by:

- a) Taking personal responsibility for keeping free from harm
- b) Notifying management of any hazards or potential hazards, and making suggestions for mitigating actions

## STAFF-IN-CONFIDENCE

- c) Undertaking work and using equipment as specified in relevant documentation
- d) Reporting incidents, injuries and near misses promptly
- e) Acting in a safety conscious manner at all times and following safe work procedures, including monitoring and managing the hours they work
- f) Knowing what to do in the event of an emergency
- g) Supporting NEMA's health and safety initiatives, including cooperating with rehabilitation plans.

### **In addition to the above, managers and team leaders are responsible for:**

- a) Ensuring that staff are supported in addressing health and safety concerns
- b) Ensuring incidents, injuries and near misses are recorded, reported and investigated in a timely manner
- c) Undertaking remedial actions as soon as reasonably practicable.

## Security Requirements / Ngā Whakaritenga Haumarutanga

This position requires New Zealand citizenship or Permanent Residence, and the ability to obtain and maintain an internal /national security clearance at Confidential, Secret or higher. You must satisfactorily complete pre-employment checks which will include, but are not limited to, criminal and credit checks.

## Rotation / Hurihanga

NEMA requires a workforce that is flexible and able to adapt to meet the rapidly changing scope of government needs and priorities. NEMA also seeks to be an employer that provides development and career opportunities and will work with employees in supporting them to grow and extend their skills, knowledge and abilities.

To achieve this, every employee will have a professional development plan in place. In addition, from time to time NEMA or an employee may propose a transfer to another position within the department where the employee has the relevant skills and experience. Any such transfer would require the agreement of both NEMA and the employee, and would take place on the same terms and conditions of employment, unless both parties otherwise agree.

## Changes to Job Description / Ngā huringa ki te Whakaahuatanga Mahi

Positions in NEMA may change over time as the organisation evolves and changing priorities occur. Therefore, we are committed to maintaining a flexible organisation structure which best enables us to meet changing market and customer needs. Responsibilities for this position may change over time as the job evolves and such change may be initiated as necessary by the manager of this position.



## Job Description / Whakaahuatanga Mahi

<b>Job Title</b>	Regional Emergency Management Advisor
<b>Business unit</b>	Regional Partnerships
<b>Reports to</b>	Team Leader Regional Engagement
<b>Direct Reports</b>	NA
<b>Financial Delegations</b>	NA
<b>Location</b>	Auckland / Wellington / Christchurch
<b>Date</b>	March 2021

### Public Service Introduction / Kōrero Whakataki mō ngā Ratonga Tūmatanui

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngata o Aotearoa i āiane, ā, hei ngā rā ki tua hoki. He kawenga tino whaitake tā mātou hei tautoko i te Karauna i runga i āna hononga ki a ngāi Māori i raro i te Tiriti o Waitangi. Ka tautoko mātou i te kāwanatanga manapori. Ka whakakotahingia mātou e te wairua whakarato ki ō mātou hapori, ā, e arahina ana mātou e ngā mātāpono me ngā tikanga matua o te ratonga tūmatanui i roto i ā mātou mahi.

In the public service we work collectively to make a meaningful difference for New Zealanders now and in the future. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi. We support democratic government. We are unified by a spirit of service to our communities and guided by the core principles and values of the public service in our work.

### The National Emergency Management Agency / Te Rākau Whakamarumarū

The National Emergency Management Agency (NEMA) provides national leadership to Aotearoa New Zealand's distributed emergency management system. NEMA's primary focus is on the performance and capability of the emergency management system as a whole, across all hazards and all risks and the 4 Rs of risk reduction, readiness, response and recovery.

## What we do / Ā mātau mahi

The primary function of NEMA is to support and enable communities to manage emergencies and keep Aotearoa New Zealand resilient, safe and secure.

NEMA works with the diverse range of organisations that comprise the emergency management system. Each has different responsibilities and focus areas, and varying levels of resources and capability. These organisations include communities and their local authorities, Civil Defence Emergency Management (CDEM) Groups, central government departments and agencies, emergency services, welfare agencies, lifeline utilities and education providers, researchers, international agencies, and non-government organisations.

### NEMA:

- Provides advice to government on emergency management matters.
- Identifies hazards and risks
- Develops, maintains and evaluates the effectiveness of the emergency management strategic framework
- Ensures coordination at local, regional, and national levels
- Promotes emergency management and improves public awareness about how to prepare for, and what to do in, an emergency
- Supports emergency management sector capability development, planning and operations, including developing guidelines and standards
- Monitors and evaluates the performance of the 16 regional CDEM Groups (Groups)
- Maintains and operates the National Crisis Management Centre (NCCMC), including the maintenance of a duty team to staff the Centre, and issue warnings and public information.
- Manages the central government response to, and recovery from emergencies as described in the CDEM Act and National CDEM Plan Order.

## Our Values / Ō Mātau Uara



## STAFF-IN-CONFIDENCE

NEMA values diversity and inclusion. We want our workforce to reflect Aotearoa's people and communities. We value and respect the contributions of our people with a broad range of backgrounds, experiences, skills and perspectives. We support flexible ways of working that bring out the best in our people.

NEMA recognises Te Tiriti o Waitangi, the continuing partnership between Māori and the Crown. We are committed to growing the role iwi Māori play in the emergency management system and integrating te ao Māori into emergency management.

### Regional Partnerships Unit / Tari o Ngā Hononga ā-Rohe

The purpose of the Regional Partnerships Unit / Tari o Ngā Hononga ā-Rohe is to build and strengthen New Zealand's regional partnerships across the emergency management system in New Zealand and the Pacific, and to enhance alternative and supplementary response capacity. The Regional Partnerships Unit uses its influential leadership/working relationships across CDEM Groups and Councils to drive and lift the nationwide application of consistent emergency management performance and standards. The Unit also supports regional emergency response and recovery through advice, collaboration and the application of government financial assistance.

### Role Purpose / Kaupapa Tūranga

The Regional Emergency Management Advisor (REMA) is a developmental role for emergency management professionals who seek practical operational emergency management experience and the development / enhancement of community relationships. This role creates a pathway to the Senior Emergency Management Advisor (SREMA) or other roles in the sector and role holders are expected to and will be supported in the creation of an individual personal development plan. REMA's will be assigned a SREMA as a mentor. It is expected that REMA's would move from supporting SREMA's in working with CDEM Groups, to managing their own Groups.

The purpose of the role is to:

- engage with CDEM Groups, local authorities and other local and regional stakeholders on their statutory responsibility for delivering all aspects of CDEM to their communities.
- provide on-going and timely information, guidance, support, and assurance locally and nationally during response and recovery.

## Key Accountabilities / Ngā Kawenga Matua

Key accountability areas	Performance indicators
1. Stakeholder relationships	<ul style="list-style-type: none"> <li>• Effective operational relationships with key emergency management stakeholders at local and regional level</li> <li>• Effective operational relationships and networks as an enabler for delivery of effective emergency management</li> <li>• Senior level stakeholders relationships embedded, so that they are effectively engaged, influenced and motivated to ensure that they are aware of their roles and responsibilities within the CDEM framework</li> <li>• Appropriate advice provided to stakeholders</li> <li>• Stakeholder consultation organised, lead or facilitated where required</li> <li>• Represent NEMA in relevant internal and inter-agency committees and working groups</li> </ul>
2. CDEM Group partnerships	<ul style="list-style-type: none"> <li>• Emergency management delivery by CDEM Groups supported, to enable alignment with the intent and provisions of the CDEM Act, the National CDEM Plan and national standards and guidelines</li> <li>• Emergency management arrangements influenced and championed across key regional stakeholders (including local authorities, iwi Māori, emergency services, utilities, government agencies, and volunteer groups) across the 4Rs</li> <li>• CDEM Groups supported to implement the recommendations of monitoring and evaluation processes</li> <li>• Decision-makers at a local and regional level supported towards giving effect to the CDEM Act, National Disaster Resilience Strategy, National CDEM Plan and supporting plans, standards and guidelines</li> </ul>
3. National interface	<ul style="list-style-type: none"> <li>• Integrated and coordinated emergency management planning activities championed</li> <li>• Briefing or Aide Memoire reports for Ministerial visits and interactions with local CDEM Groups provided</li> <li>• Regional visits by the Minister, CE and DCEs facilitated and supported</li> <li>• Sound, practical advice and input into CDEM Group and NEMA policy and planning</li> <li>• Regional advice given is current, relevant, and accurate regarding national policy and work programmes</li> <li>• A collaborative approach to the development of competence within the sector</li> </ul>
4. Team contribution	<ul style="list-style-type: none"> <li>• Facilitate and support NEMA's risk and assurance initiatives with CDEM Groups</li> <li>• NEMA staff advised as appropriate</li> <li>• Team Leader and Senior Regional Emergency Management Advisors advised and supported, through regular, relevant reports on progress, initiatives, and issues where appropriate</li> <li>• The application of personal skills to the interface between local and central government builds over time</li> </ul>

## Key Relationships / Ngā Hononga Matua

<p><b>Internal</b></p>	<ul style="list-style-type: none"> <li>• Team Leader, Regional Engagement (Line Manager)</li> <li>• Manager, Regional Partnerships</li> <li>• Senior Regional Emergency Management Advisor allocated as mentor</li> <li>• Other Senior Regional Emergency Management Advisors and Regional Emergency Management Advisors</li> <li>• Deputy Chief Executive (Emergency Management)</li> <li>• Director CDEM</li> <li>• National Controller and Duty Manager</li> <li>• Private Secretary Emergency Management</li> <li>• Senior Leadership Team members</li> <li>• Other Regional Partnerships team members including those in Financial Assurance and Pacific Programmes</li> <li>• Almost all NEMA staff across all Business Units, notably National Operations and System Capability</li> </ul>
<p><b>External</b></p>	<ul style="list-style-type: none"> <li>• Senior Executives in local government and CDEM Groups</li> <li>• Elected officials at local and central government</li> <li>• Iwi/Māori leaders at local/regional level</li> <li>• CDEM Group Managers and staff</li> <li>• Local and Central Government agencies, Emergency Services and other organisations represented at the local and regional level</li> </ul>

## Qualifications/Experience / Ngā Tohu/Wheako

### Essential

- Relevant knowledge and experience in emergency management
- Knowledge of the machinery of local and central government
- A preliminary understanding of the implementation of emergency management systems, processes, and planning
- Effective collaborative relationships with stakeholders and partners including iwi
- An understanding of the CDEM Act 2002, the National CDEM Plan, Guide, and supporting plans
- Understanding of the Coordinated Incident Management System (CIMS)

### Desirable

- A tertiary qualification or equivalent in emergency management or related discipline or an equivalent body of knowledge and experience
- Established relationships with major delivery agencies and / or experience persuading, influencing and building relationships with stakeholders
- Experience in emergency operations centres

## STAFF-IN-CONFIDENCE

- An understanding of hazard risk management
- Experience in managing projects to deliver expected outcomes
- Experience in working in an operational environment and operational decision making

### Personal Attributes

- Communication skills, able to communicate with authority and effectively, including writing and presentation skills
- Able to work effectively in a team environment and collaborate with others
- Self-management and able to stay calm under pressure, with a high level of personal resilience
- Relationship management and influencing skills, including with partners and stakeholders
- Political savvy and able to adjust to the stakeholder
- Flexibility of approach/thinking, able to adapt in constantly changing circumstances
- Anticipates complex problems and watches for indicators that warrant intervention
- A learning orientation, including a willingness to grow Māori cultural confidence

## Emergency Response / Urupare Ohotata

### Duty Team

Participation at regular intervals on the NEMA duty team roster is required.

### Emergency

Assistance will be required in the response to and recovery from a national, regional or local emergency, as directed. This may involve work in the National Coordination Centre (NCC) / National Crisis Management Centre (NCMC) or another location, and may include potentially long hours and challenging working conditions, e.g. an emergency could occur at any time of the day or night and may require working shifts and /or working weekends. NEMA will do all in its power to support staff in meeting their work and family responsibilities during an emergency.

## Health and Safety / Hauora me te Haumaru

NEMA is committed to providing a healthy and safe work environment. Everyone at NEMA (including managers, employees, secondees, contractors and consultants) have health and safety responsibilities. They are expected to meet these and contribute to ensuring NEMA is a healthy and safe place to work by:

- a) Taking personal responsibility for keeping free from harm
- b) Notifying management of any hazards or potential hazards, and making suggestions for mitigating actions

## STAFF-IN-CONFIDENCE

- c) Undertaking work and using equipment as specified in relevant documentation
- d) Reporting incidents, injuries and near misses promptly
- e) Acting in a safety conscious manner at all times and following safe work procedures, including monitoring and managing the hours they work
- f) Knowing what to do in the event of an emergency
- g) Supporting NEMA's health and safety initiatives, including cooperating with rehabilitation plans.

### **In addition to the above, managers and team leaders are responsible for:**

- a) Ensuring that staff are supported in addressing health and safety concerns
- b) Ensuring incidents, injuries and near misses are recorded, reported and investigated in a timely manner
- c) Undertaking remedial actions as soon as reasonably practicable.

## Security Requirements / Ngā Whakaritenga Haumarutanga

This position requires New Zealand citizenship or Permanent Residence, and the ability to obtain and maintain an internal /national security clearance at Confidential, Secret or higher. You must satisfactorily complete pre-employment checks which will include, but are not limited to, criminal and credit checks.

## Rotation / Hurihanga

NEMA requires a workforce that is flexible and able to adapt to meet the rapidly changing scope of government needs and priorities. NEMA also seeks to be an employer that provides development and career opportunities and will work with employees in supporting them to grow and extend their skills, knowledge and abilities.

To achieve this, every employee will have a professional development plan in place. In addition, from time to time NEMA or an employee may propose a transfer to another position within the department where the employee has the relevant skills and experience. Any such transfer would require the agreement of both NEMA and the employee, and would take place on the same terms and conditions of employment, unless both parties otherwise agree.

## Changes to Job Description / Ngā huringa ki te Whakaahuatanga Mahi

Positions in NEMA may change over time as the organisation evolves and changing priorities occur. Therefore, we are committed to maintaining a flexible organisation structure which best enables us to meet changing market and customer needs. Responsibilities for this position may change over time as the job evolves and such change may be initiated as necessary by the manager of this position.

## Job Description / Whakaahuatanga Mahi

<b>Job Title</b>	Principal Advisor Risk and Assurance
<b>Business unit</b>	Regional Partnerships
<b>Reports to</b>	Manager Regional Partnerships
<b>Direct Reports</b>	NA
<b>Financial Delegations</b>	NA
<b>Location</b>	Auckland / Wellington / Christchurch
<b>Date</b>	March 2021

### Public Service Introduction / Kōrero Whakataki mō ngā Ratonga Tūmatanui

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## What we do / Ā mātau mahi

The primary function of NEMA is to support and enable communities to manage emergencies and keep Aotearoa New Zealand resilient, safe and secure.

NEMA works with the diverse range of organisations that comprise the emergency management system. Each has different responsibilities and focus areas, and varying levels of resources and capability. These organisations include communities and their local authorities, Civil Defence Emergency Management (CDEM) Groups, central government departments and agencies, emergency services, welfare agencies, lifeline utilities and education providers, researchers, international agencies, and non-government organisations.

### NEMA:

- Provides advice to government on emergency management matters.
- Identifies hazards and risks
- Develops, maintains and evaluates the effectiveness of the emergency management strategic framework
- Ensures coordination at local, regional, and national levels
- Promotes emergency management and improves public awareness about how to prepare for, and what to do in, an emergency
- Supports emergency management sector capability development, planning and operations, including developing guidelines and standards
- Monitors and evaluates the performance of the 16 regional CDEM Groups (Groups)
- Maintains and operates the National Crisis Management Centre (NCCMC), including the maintenance of a duty team to staff the Centre, and issue warnings and public information.
- Manages the central government response to, and recovery from emergencies as described in the CDEM Act and National CDEM Plan Order.

## Our Values / Ō Mātau Uara



## STAFF-IN-CONFIDENCE

NEMA values diversity and inclusion. We want our workforce to reflect Aotearoa's people and communities. We value and respect the contributions of our people with a broad range of backgrounds, experiences, skills and perspectives. We support flexible ways of working that bring out the best in our people.

NEMA recognises Te Tiriti o Waitangi, the continuing partnership between Māori and the Crown. We are committed to growing the role iwi Māori play in the emergency management system and integrating te ao Māori into emergency management.

### Regional Partnerships Unit / Tari o Ngā Hononga ā-Rohe

The purpose of the Regional Partnerships Unit / Tari o Ngā Hononga ā-Rohe is to build and strengthen New Zealand's regional partnerships across the emergency management system in New Zealand and the Pacific, and to enhance alternative and supplementary response capacity. The Regional Partnerships Unit uses its influential leadership/working relationships across CDEM Groups and Councils to drive and lift the nationwide application of consistent emergency management performance and standards. The Unit also supports regional emergency response and recovery through advice, collaboration and the application of government financial assistance.

### Role Purpose / Kaupapa Tūranga

The purpose of the Principal Advisor Risk and Assurance is to:

- provide a national resource to undertake CDEM Group monitoring and evaluation processes, including process and tools development, evidence collection, analysis and assessment reporting.
- work with the Regional Engagement team and CDEM Groups to monitor the implementation of the recommendations of capability assessments.
- conduct risk evaluation and assurance reviews throughout the country.

## Key Accountabilities / Ngā Kawenga Matua

Key accountability areas	Performance indicators
1. Evaluations	<ul style="list-style-type: none"> <li>CDEM Group evaluation reviews planned and conducted</li> <li>Assessment reports written and provided to NEMA and CDEM Groups</li> </ul>
2. Tools	<ul style="list-style-type: none"> <li>NEMA risk and assurance frameworks, policies and tools developed and delivered</li> <li>Tools and resources align with risk and assurance frameworks</li> <li>Improvements to assurance processes and systems identified</li> <li>Evaluations of the assurance policies, frameworks, processes and tools supported</li> </ul>
3. Stakeholder Relationships	<ul style="list-style-type: none"> <li>Key governance and assurance projects supported collaboratively</li> <li>Assurance conducted in a way that builds stakeholder relations by ensuring they engage with the process and own its results.</li> <li>Internal and external networks that ensure there is buy-in to recommendations</li> <li>Specialist assurance and risk management support and advice provided effectively to CDEM Groups</li> <li>Risk and assurance network supported to allow NEMA to become a trusted risk and assurance advisor, supporting the organisation and local CDEM Groups in achieving and delivering on its strategic priorities</li> <li>Key relationships developed and managed, including liaison with stakeholders, agencies, organisations and regional bodies</li> <li>Lead or represent NEMA in relevant internal and inter-agency committees and working groups</li> </ul>
4. Thought leadership	<ul style="list-style-type: none"> <li>Appropriate strategic and operational advice provided to stakeholders.</li> <li>Risks, issues and opportunities are identified and managed appropriately.</li> <li>A collaborative approach to the development of competence within the sector</li> <li>Contribution made to strategy development both within NEMA and the sector</li> </ul>

## Key Relationships / Ngā Hononga Matua

<b>Internal</b>	<ul style="list-style-type: none"> <li>Manager, Regional Partnerships (Line Manager)</li> <li>Team Leader Regional Engagement</li> <li>Senior Regional Emergency Management Advisors</li> <li>Regional Emergency Management Advisors</li> <li>Manager, National Operations</li> <li>Team Leader Financial Assurance</li> <li>Various staff in other NEMA units and teams</li> </ul>
<b>External</b>	<ul style="list-style-type: none"> <li>CDEM Groups</li> <li>Local authorities</li> <li>Local and Central Government agencies, Emergency Services and other organisations</li> <li>Iwi, Pacific peoples</li> </ul>

## Qualifications/Experience / Ngā Tohu/Wheako

### Essential

- Previous experience in assurance, audit or risk management
- Can demonstrate a strong ability to grasp complex business issues and contribute to effective solutions that drive business success
- Adept at completing multiple projects and prioritising the demands of a diverse range of stakeholders
- Strong ability to critically analyse and interpret complex information and make effective, well reasoned decisions
- Experience in the use of project management practices
- Proven analytical skills including the ability to assess risks associated with assurance/audit related assignments and to successfully analyse information and draw conclusions
- Understanding and appreciation of cross-cultural issues and concerns, in particular, knowledge of tikanga Māori, and Pacific peoples' culture.

### Desirable

- Experience in working in an operational environment and operational decision making
- Knowledge of emergency management processes and planning
- An understanding of the CDEM Act 2002, the National CDEM Plan, Guide, and supporting plans
- Knowledge of the Machinery of Government
- Understanding of the Coordinated Incident Management System (CIMS)

### Personal Attributes

- Highly developed organisational skills
- Excellent attention to detail and commitment to quality, with an ability to deliver high quality work output under pressure
- Excellent relationship management skills - able to establish, build and maintain effective working relationships at all levels with a range of different stakeholders
- Strong commitment to attaining goals - target driven, generates new ideas, seeks solutions to problems before being asked, takes action that goes beyond solving the immediate problem
- Strong numerical, research and strategic thinking skills and the ability to successfully analyse information and draw conclusions including problem structuring and resolution skills

## STAFF-IN-CONFIDENCE

- Excellent interpersonal skills able to adapt these to suit the needs of the audience, able to influence others to accept ideas/strategies
- Comfortable facilitating and working in a collaborative work environment, with a constant eye on completing the objective and goals of the business unit
- Willingness to grow Māori capability and cultural confidence

## Emergency Response / Urupare Ohotata

### Duty Team

Participation at regular intervals on the NEMA duty team roster is required.

### Emergency

Assistance will be required in the response to and recovery from a national, regional or local emergency, as directed. This may involve work in the National Coordination Centre (NCC) / National Crisis Management Centre (NCMC) or another location, and may include potentially long hours and challenging working conditions, e.g. an emergency could occur at any time of the day or night and may require working shifts and /or working weekends. NEMA will do all in its power to support staff in meeting their work and family responsibilities during an emergency.

## Health and Safety / Hauora me te Haumaru

NEMA is committed to providing a healthy and safe work environment. Everyone at NEMA (including managers, employees, secondees, contractors and consultants) have health and safety responsibilities. They are expected to meet these and contribute to ensuring NEMA is a healthy and safe place to work by:

- a) Taking personal responsibility for keeping free from harm
- b) Notifying management of any hazards or potential hazards, and making suggestions for mitigating actions
- c) Undertaking work and using equipment as specified in relevant documentation
- d) Reporting incidents, injuries and near misses promptly
- e) Acting in a safety conscious manner at all times and following safe work procedures, including monitoring and managing the hours they work
- f) Knowing what to do in the event of an emergency
- g) Supporting NEMA's health and safety initiatives, including cooperating with rehabilitation plans.

**In addition to the above, managers and team leaders are responsible for:**

- a) Ensuring that staff are supported in addressing health and safety concerns
- b) Ensuring incidents, injuries and near misses are recorded, reported and investigated in a timely manner

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- c) Undertaking remedial actions as soon as reasonably practicable.

### Security Requirements / Ngā Whakaritenga Haumarutanga

This position requires New Zealand citizenship or Permanent Residence, and the ability to obtain and maintain an internal /national security clearance at Confidential, Secret or higher. You must satisfactorily complete pre-employment checks which will include, but are not limited to, criminal and credit checks.

### Rotation / Hurihanga

NEMA requires a workforce that is flexible and able to adapt to meet the rapidly changing scope of government needs and priorities. NEMA also seeks to be an employer that provides development and career opportunities and will work with employees in supporting them to grow and extend their skills, knowledge and abilities.

To achieve this, every employee will have a professional development plan in place. In addition, from time to time NEMA or an employee may propose a transfer to another position within the department where the employee has the relevant skills and experience. Any such transfer would require the agreement of both NEMA and the employee, and would take place on the same terms and conditions of employment, unless both parties otherwise agree.

### Changes to Job Description / Ngā huringa ki te Whakaahuatanga Mahi

Positions in NEMA may change over time as the organisation evolves and changing priorities occur. Therefore, we are committed to maintaining a flexible organisation structure which best enables us to meet changing market and customer needs. Responsibilities for this position may change over time as the job evolves and such change may be initiated as necessary by the manager of this position.

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## Appendix Two: Impacts on Positions

LOCATION	POSITION	CURRENT ESTABLISHED POSITIONS	PROPOSED POSITIONS	PROPOSED IMPACT ON POSITION
National Office	Manager Regional Partnerships	1	1	No change
	EA to Manager Regional Partnerships	1	1	No change
	Team Leader Regional Engagement	0	1	New position reporting to the Manager Regional Partnerships
Regional Locations	Regional Coordinator (Wellington)	1	0	Currently vacant. Position disestablished
	Senior REMA Wellington	2	2	Minor change to role and change of reporting line to Team Leader Regional Engagement
	Regional Coordinator (Christchurch)	1	0	Position disestablished and incumbent deemed significant impacted
	Senior REMA Christchurch	2	2	Minor change to role and change of reporting line to Team Leader Regional Engagement
	Regional Coordinator (Auckland)	1	0	Position disestablished and incumbent deemed significant impacted
	Senior REMA Auckland	3	3	Minor change to role and change of reporting line to Team Leader Regional Engagement
	Programme Manager Pacific Partnerships	1	1	No change (Pacific Programme structure being reviewed separately)
	Technical Analyst Pacific Programme	0.3	0.3	No change (Pacific Programme structure being reviewed separately)
	Team Leader Financial Assurance	1	1	No change
	Finance Advisor	1	1	Minor change to Job Title – change to Advisor Financial Assurance
	Principal Advisor Risk and Assurance	0	2	New position reporting to the Manager Regional Partnerships. These positions could be located in any main centre but are currently parked pending affordability review later in 2021.
	Regional Emergency Management Advisor (location TBC)	0	3	New position reporting to the Manager Regional Partnerships