

13 September 2024

s9(2)(a)

Mälō e lelei s9(2)(a)

RESPONSE TO AN OFFICIAL INFORMATION ACT REQUEST (REF: DOIA010-2024/25)

On 16 August 2024, you contacted the Ministry for Pacific Peoples (the Ministry) requesting under the Official Information Act 1982 (OIA), information relating to the Ministry's 2024 change process. I have outlined your specific requests and my responses below.

- 1. How many roles have been or will be disestablished overall? How many have been established?*

The Ministry has disestablished 67 roles and established 42 roles.

- 2. Any communication internally regarding concerns on the impact to the frontline from March 1 to August 16 2024?*
- 3. Any communication between management and leadership regarding leaks around the change process, from March 1 to August 16 2024?*

There was no communication within scope of your request at the Ministry. I am therefore refusing this part of your request under 18(e) of the OIA as the information requested does not exist.

- 4. All communication between the CE and the Minister from March 1 to August 16, 2024 regarding the change process?*

The Secretary for Pacific Peoples has provided regular verbal updates to the Minister for Pacific Peoples on the Ministry's organisational change process at their weekly meetings.

- 5. How much has been spent on leadership leaving/arriving events or parties in 2024?*

The Ministry have not spent any money on leadership leaving/arriving event or parties in 2024. All events have been organised at the personal expense of staff.

6. *How much has been saved on the contractors and consultant spend through the change process?*

The Ministry has decreased its contractor and consultant spend by \$61k through the organisational change process.

7. *How many times was the counselling service used between March 1 to August 16 2024, compared to the same time in 2023?*

The Ministry's counselling services was used 30 times between March 1 to August 16 2024 and 11 times compared to the same period in 2023.

8. *The change process decision document?*

I have appended to this letter a copy of the Ministry's change process decision document. Some information has been withheld under section 9(2)(a) of the OIA to protect the privacy of natural persons. I am satisfied that there are no other public interest considerations that render it desirable to make the information withheld under section 9 of the OIA available.

9. *Any reviews conducted after the change process was implemented, regarding the change process?*

The Ministry did not conduct reviews following the commencement of its new organisational change. I am therefore refusing this part of your request under 18(e) of the OIA as the information requested does not exist.

In line with standard OIA practice, the Ministry proactively publishes some of its responses to OIA requests. As such, this letter may be published on the Ministry for Pacific Peoples' website. Your personal details will be removed, and the Ministry will not publish any information that would identify you or your organisation.

Should you wish to discuss this response with us, please feel free to contact the Ministry at: ويا_requests@mpp.govt.nz.

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If you are dissatisfied with this response, you have the right, under section 28(3) of the OIA, to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Mālō 'aupito



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9 May 2024

Change Process Decision Document

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Te tumu rakau 'akau putuputu 'ia e te matangi ketaketa rai toona aka

The tree that is often challenged by the wind develops strong roots

Secretary's Foreword

Early this year, I signalled the challenges ahead with a directive from the Government to identify savings across the public sector. I have now determined the impact of achieving savings and made final decisions on the shape of our organisational structure.

I recognise that the nature of the environment we are operating in has meant that timelines have not allowed talanoa or engagement in the way it would normally be done as Pacific peoples. It has been a difficult task to honour everyone and your innate integrity, while also making the necessary reductions to the size of our organisation.

However, I have been continually humbled by your support throughout this process. Thank you all for the energy and consideration you put into our consultation process. From attending my weekly drop-in sessions, asking thoughtful questions, and submitting detailed feedback submissions. It has not been easy, but I know your contributions have made the final structure stronger and better able to deliver on our mission.

While feedback was generally supportive of the high-level structure, there were many alternative suggestions for specific teams and capabilities to be placed in different areas across the organisation.

I identified three key themes – Communication & Engagement, Process, and Structure/Design. These themes are discussed in detail throughout this document, including an overview of each theme and what I heard.

You'll see that your feedback resulted in several changes to the proposal.

While I could not make every change and still achieve our required savings, I believe we have reached the best decisions together under the circumstances, for the future of the Ministry and the communities we serve.

Looking ahead, my priority is to carry out a fair process as we confirm people into roles through the expression of interest process. From there, we will work together to review our work programme to fit the reduced size, capacity, and priorities of MPP.

Malo 'aupito
Gerardine

Feedback summary and themes

Over the consultation period, we **received a total of 115 feedback and question submissions, including contributions from both individuals and groups.** In general, feedback received was about three key areas (as outlined) which are discussed further on the following page.

Summary of feedback



We received 115 feedback and question submissions, including:

- 46 via anonymous form
- 69 via the change inbox

Of these, 15 were collective submissions (e.g. directorate, team, or group submissions).



45 of the submissions contained questions only

- 12 frequently asked questions were developed to address questions received via the anonymous form.



Among the 70 feedback submissions, there were over 250 suggestions, considerations, thoughts, and opinions shared regarding the proposed structure / design.

From these submissions we have identified key themes, both in general with regards to the process and overall structure, and for each directorate.

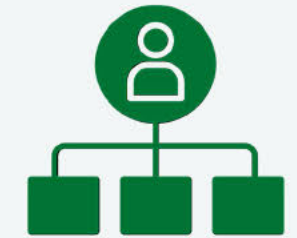
Overall, feedback received pertained to:



Communication & Engagement



Process



Structure / Design

The breakdown below indicates the extent of feedback pertaining to each directorate regarding the structure / design.

- **125 pieces of feedback** relating to **Commissioning & Partnerships**
- **60 pieces of feedback** relating to **Policy & Insights**
- **45 pieces of feedback** relating to **Corporate & Support Services**
- **15 pieces of feedback** relating to the **Executive Office.**

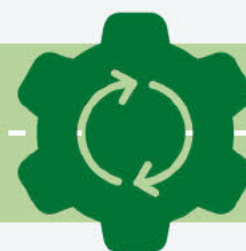
What we heard

Feedback overall was supportive of the proposed changes with some alternative suggestions for specific teams and capability to be placed in alternative areas across the organisation (discussed in the following pages). We identified three key themes - Communication & Engagement, Process, and Structure / Design. Below is an overview of each key theme and what we heard.



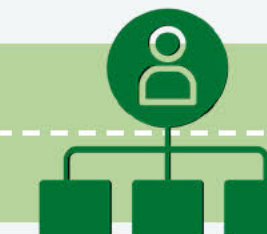
Communication & Engagement

- *The change process has not allowed us to properly engage and reflect our Pacific values or the 'Pacific way' of doing things.*
- *Feelings of uncertainty, stress and well-being have been experienced as part of the change process.*
- *The timing of when letters were sent out and how they were received could have been better.*
- *There is uncertainty around the 7.5% cost savings target - what this means, how it will be calculated, and what other areas will be explored for cost savings (e.g. programmes, assets).*



Process

- *Overall, there is support and understanding of the change process and the need for this to happen.*
- *There is an opportunity for the Change Team to better reflect MPP's workforce, and to have more Pacific representation.*
- *There is a strong desire for recruitment during the EOJ process to be fair and for the process to be clear and transparent.*
- *There is a concern that through this process, key talent and knowledge will be lost.*
- *There is a desire to understand what will happen after the change process and other areas that will be reviewed as part of achieving the cost saving target.*



Structure / Design

- *There is agreement and support for the clustering of directorates.*
- *Preservation of languages capability is a capability that MPP needs to maintain.*
- *There is a concern that the reduced number of roles will result in an increased workload and impact the ability to effectively deliver responsibilities.*
- *There is appetite to explore alternative options for placing teams and capability across MPP, in particular the teams proposed in the Commissioning & Partnerships directorate.*
- *There are suggestions for naming conventions for teams and roles.*
- *It is important to understand how teams will work together in the new structure.*



Feedback & confirmed organisational design

This section responds to feedback themes and confirms MPP's new organisational design as of 1 July 2024.



Corporate & Support Services

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Feedback overview: Corporate & Support Services

Key themes that emerged among feedback regarding the proposed Corporate & Support Services directorate include the following. Options have been outlined in the following pages.

General directorate feedback

-  There was support for joining the Corporate Services and Office of the Secretary directorates.
-  There were some suggestions for how different teams could be merged within the directorate.

Feedback regarding proposed teams within Corporate & Support Services:

-  The main feedback for the Communications team was a need to increase capacity, with specific reference to strategic communications and design capability.
-  There were numerous suggestions for how to restructure the People & Capability team, with specific focus on providing career pathways.
-  Some concerns were raised around outsourcing recruitment.
-  The majority agreed with merging Finance and Procurement.
-  There were mixed views on the proposal to reduce Finance roles, and general agreement to increase Procurement capability.
-  There were a lot of suggestions about how the Finance team could be structured.
-  There were mixed views on merging Operations and IT.
-  There was substantive feedback around the need to increase the IT roles - especially to support Kātoatoa
-  There were several suggestions for additional capability areas required in this team, e.g., Business Analyst and Information Management roles



- Key:**
-  Suggestion
 -  Agreement
 -  Mixed views

Feedback: Corporate & Support Services

The table below outlines our response to your feedback for the proposed Corporate & Support Services directorate

Suggestion	Response
Directorate specific	
Reduce the number of Director roles/combine teams to manage spans of control.	Feedback not incorporated. The functions within the Corporate & Support Services directorate are highly technical and require specialised skills and capability to effectively operate. While there was strong rationale for the number of Director roles to be reassessed, this has been balanced against the need for technical capability to service and support MPP internally. It is believed that the number of Director roles within this directorate are right sized for the size and functions required for the organisation.
Operations team	
Keep IT and Operations capability in separate teams given the low IT maturity the Ministry currently has and the ongoing programme of IT work.	Feedback incorporated. To strengthen IT capability the decision has been made to keep the IT and Operations functions separate. There is an opportunity to future proof and enhance our IT function to ensure MPP can respond to the advancing digital environment and changing infrastructure.
Establish a Kātoatoa Support role to ensure continuity and support for Kātoatoa.	Feedback incorporated. A Senior Advisor, Kātoatoa Support role will be established under the Director, IT. This role will provide dedicated support and capability to ensure effective management of Kātoatoa.
Establish a Technical / Solutions Lead role responsible for delivery and release of digital solutions and to manage the relationship with a third party development team.	Feedback incorporated. A permanent Technical / Solutions Lead will be established under the Director, IT. This will provide technical capability to lead the review and delivery of digital solutions. The addition of this capability aligns with the decision to have a standalone IT team to deliver efficiencies for MPP.
Establish a Business Analyst role to assist with achieving results in the current government's results-focused environment.	Feedback not incorporated. With the decision to have a standalone IT team with specialised capability, it is believed that Business Analyst capability will be covered by the two newly established Senior Advisor, Kātoatoa and Technical / Solutions Lead roles.
Establish an Information Manager role to provide operational integration and ongoing support for staff.	Feedback not incorporated. There is a Data and Information Management role within the current structure. We believe this role is sufficient to deliver Information Management capability at this time.

Feedback: Corporate & Support Services

The table below outlines our response to your feedback for the proposed Corporate & Support Services directorate

Suggestion	Response
Communications team	
Establish additional design capability to support the creation of visually compelling and culturally authentic communication materials that effectively engage diverse audiences and support the Ministry's strategic goals.	Feedback incorporated. A Principal Advisor, Design role will be established in the Communications team. There is acknowledgment of the need for additional design capability to support the organisation.
Establish a Principal Advisor, Communications in place of the Senior Advisor, Strategic Communications role to address the capability deficit for delivering strategic communications.	Feedback incorporated. A Principal Advisor, Communications will be established in place of the Senior Advisor, Strategic Communications role. This Principal Advisor role will provide leadership and expertise in strategic communications and provide support to the Director, Communications to allow for more strategic thinking and thought-leadership at the senior level.
Establish an additional strategic communications role to help alleviate the workload and bring expertise in strategic communications.	Feedback partially incorporated. The newly established Principal Advisor, Communications role will deliver strategic communications capability. There is no need to establish an additional role for strategic communications at this time.
Establish an Advisor, Communications role to provide an entry point into the Communications team.	Feedback not incorporated. The capability within the Communications team is specialised and requires experienced technical capability to strategically execute on their responsibilities. With reduced capacity within the team, there is a need to balance technical capability and experience with career pathways. At this time, a more experienced technical team is being prioritised given the expected communications needs for MPP over the coming months.
Merge the roles of Senior Advisor, Content, and Senior Advisor, Digital Channels into one role to streamline responsibilities.	Feedback not incorporated. Given the specialised nature of these roles and the functions they deliver, the decision has been made to keep these roles separate.

Feedback: Corporate & Support Services

The table below outlines our response to your feedback for the proposed Corporate & Support Services directorate

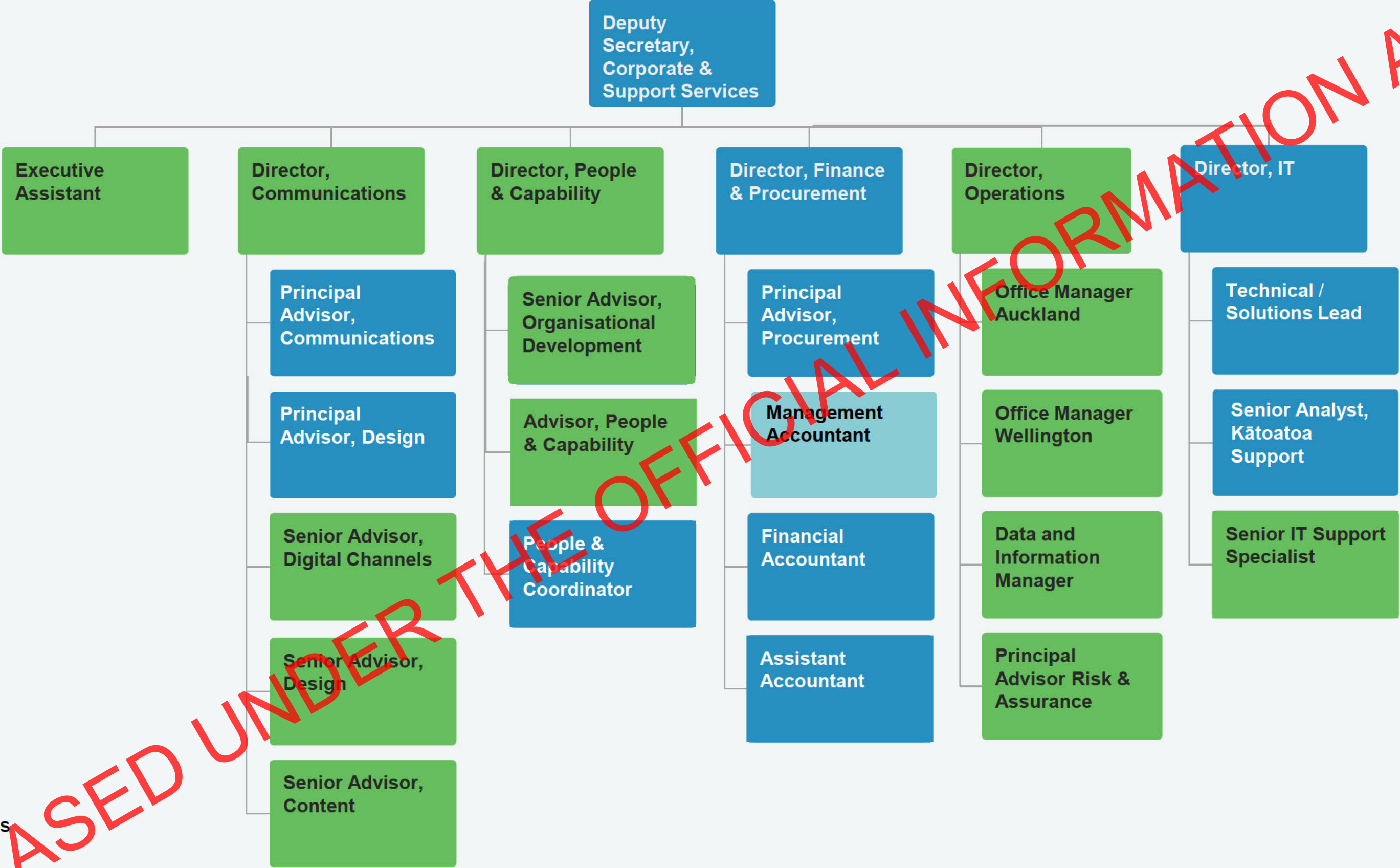
Suggestion	Response
Finance & Procurement team	
Change the Senior Advisor, Procurement to a Principal Advisor to provide greater technical expertise and/or add additional Procurement role	Feedback incorporated. It is recognised that there is one role dedicated to managing procurement. To accurately reflect the responsibilities and accountabilities of this role, the decision has been made to change the proposed role to a Principal Advisor, Procurement.
Establish a Financial Accountant role to manage tasks such as FMIS maintenance, General Ledger management, and Balance Sheet management. It would provide support to the Management Accountant and procurement role and offer mentorship to the Assistant Accountant in Financial Accounting	Feedback incorporated. A Financial Accountant role will be established under the Finance & Procurement team. It is recognised that the Management Accountant role fulfils different responsibilities to a Financial Accountant, creating a gap in the proposed Finance & Procurement structure. Including this capability in the team ensures the right mix of technical skills within the team to effectively deliver on their responsibilities.
Establish an Assistant Accountant role to focus on Accounts Payable and Finance Officer tasks exclusively, with Payroll preparation tasks potentially moved to the People & Capability department. It would also offer support to Financial and Management Accountants and serves as a pathway for career development.	Feedback incorporated. An Assistant Accountant role will be established under the Finance & Procurement team. With the addition of the Financial Accountant role, it does not require the need for a Junior Management Accountant. The establishment of an Assistant Accountant will allow for support across both the financial and management accountant responsibilities, while still providing a career pathway within the team.
Move Payroll tasks to People & Capability.	Feedback incorporated. The Payroll function is currently outsourced and requires review and checking of information. Given the nature of the information and data being reviewed, the decision has been made to move the Payroll function under the People & Capability team to better align with the current process.
Retain both Finance Officer roles so there is not a singular point of failure when it comes to critical tasks like accounts payable and payroll.	Feedback not incorporated. The Management Accountant, Financial Accountant, and Assistant Accountant roles will manage the accounts payable tasks. With the payroll function moving to People & Capability, this responsibility is likely to be shared and will address the concern for having a singular point of failure.

Feedback: Corporate & Support Services

The table below outlines our response to your feedback for the proposed Corporate & Support Services directorate

Suggestion	Response
People & Capability team	
Retain recruitment in-house rather than outsourcing it.	Feedback incorporated. A decision has been made for the recruitment function to remain in-house and it will continue to be delivered by the People & Capability team. Feedback raised concerns about cost and capability which were considered. Keeping recruitment in-house allows for better control and oversight across the recruitment and employee experience.
Retain the Advisor role.	Feedback incorporated. The Advisor, People & Capability role will remain in the final People & Capability structure. This role will provide support to the senior members of the team, while providing a career pathway within the team.
Establish an Analyst role to support the team with HRMIS implementation and documenting business processes, addressing challenges related to system administration and implementation delays.	Feedback partially incorporated. The newly established IT team can provide implementation support for the HRMIS. Alternatively, exploring fixed term options for support rather than creating a permanent Analyst role may make more sense given the fixed period of implementation. It is expected that administration of the system will be managed by the People & Capability Coordinator role.
Retain the Assistant Advisor role.	Feedback not incorporated. With the confirmation of the Advisor and Coordinator roles within the People & Capability team, there is no longer a need for the Assistant Advisor role. The current responsibilities of the Assistant Advisor role will be fulfilled by the Advisor and Coordinator roles.
Establish a Principal Advisor role.	Feedback not incorporated. With a reduction in the size of the organisation, a Principal Advisor role within the People & Capability team is not required at this time. The confirmed capability within this team is sufficient to provide thought-leadership and strategic thinking between the Director, People & Capability and Senior Advisor, Organisational Development roles.
Disestablish the Senior Advisor role.	Feedback incorporated. The duties fulfilled by this role will be distributed amongst the team.

Confirmed structure - Corporate & Support Services



Key

- Minor change to role*
- New role
- Reduction in number of roles
- Unchanged Role

* See 'minor change' criteria on page 35




Policy & Insights

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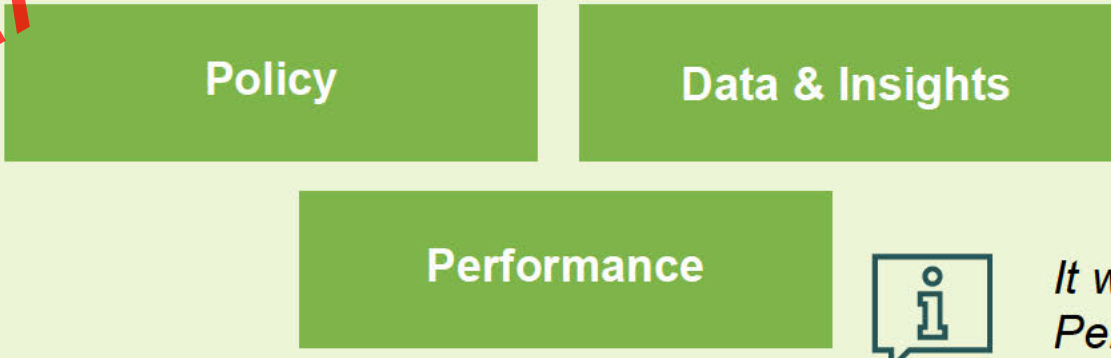
Feedback overview: Policy & Insights




Key themes that emerged among feedback regarding the proposed Policy & Insights directorate include:

General directorate feedback

-  *There were mixed views around combining Policy, Data & Insights, and Performance capability within one directorate.*
-  *There were mixed views around the Chief Advisor, Languages role.*
-  *Feedback concerning the Chief Advisor, Policy role was favourable*

Feedback regarding proposed teams within Policy & Insights:

-  *There was strong support for Languages Development capability being delivered within this team, and especially for the Languages specific policy roles.*
 -  *There were mixed views around the structure of the Policy team and specifically regarding the number of Principal Analyst roles.*
 -  *While the majority of feedback supported the singular Policy team, there were some suggestions around splitting Policy into two teams given the inclusion of the language policy work.*
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-  *The majority of feedback for the Data & Insights team were suggestions and questions about how to ensure the quality of Pacific data.*
 -  *It was suggested that the Performance team could be placed in the Executive Office or Corporate & Support Services*
 -  *Feedback generally suggested increasing the capacity/technical level of the roles proposed in the Performance team*

Key:

-  Suggestion
-  Agreement
-  Mixed views

Feedback: Policy & Insights

The table below outlines our response to your feedback for the proposed Policy & Insights directorate

Suggestion	Response
Directorate specific	
Retain a standalone Policy directorate and a standalone Data & Insights directorate.	Feedback not incorporated. The proposed clustering of directorates reflect the need for MPP to achieve the required cost savings target. The decision has been made to establish the Policy & Insights directorate.
Combine Performance and Data & Insights teams.	Feedback not incorporated. These teams perform different functions that deliver to different outcomes and stakeholders. The Performance team is internally focused, whereas the Data & Insights team has a broader focus with both internal and external stakeholders. Given the variation in scope for these teams, the decision has been made to keep these teams separate.
Do not establish a Chief Advisor, Languages role given the Chief Advisor, Policy and Language specific policy roles can cover its responsibilities.	Feedback not incorporated. The Chief Advisor, Languages provides thought-leadership and expertise on Languages across MPP. Pacific Languages capability is a key differentiator for MPP and is important for the work we deliver under our policies and programmes. To reduce confusion or duplication of responsibilities, the Chief Advisor, Policy role has been removed as the Director, Policy can provide strategic thinking and thought-leadership in this area.
Do not establish an Operations & Administration Manager and instead have a Director, Operations role and/or an Executive Assistant role within this directorate.	Feedback not incorporated. The Policy & Insights directorate has limited operations responsibilities compared to the operationally heavy directorates. A hybrid role that combines the operations and executive assistant functions allow for these responsibilities to be delivered in a cost effective way that still addresses the needs of the directorate. The Operations & Administration Manager will be established under the Policy & Insights directorate.

Feedback: Policy & Insights

The table below outlines our response to your feedback for the proposed Policy & Insights directorate

Suggestion	Response
Policy team	
<p>Establish two policy teams to support the complex, technical, and high-profile work of the policy teams.</p> <p>There were two different suggestions for the scope of two teams. The first was to retain the current Strategy and Policy teams scope and the second was to establish an Economic team focusing on housing, employment, enterprise, vocational education, and a Social team focusing on culture, language, wellbeing, health, education and driving the next part of the all of-government Pacific wellbeing strategy.</p>	<p>Feedback not incorporated. The Policy team will be established as one team, working across policy, strategy, and languages development functions.</p> <p>The Policy and Strategy teams share the same role profiles across their Tier 4 roles. The intention is that the Policy team will absorb the Strategy team's work programme. With a reduced number of roles across these teams, both teams will still need to be disestablished as part of this Change Process.</p>
<p>Rather than disestablishing both teams, the current Policy team absorbs the Strategy team work programme.</p>	<p>The suggestion to establish an Economic team works for the current government and their priorities, however this may shift with time and the design of our organisation should be sustainable and flexible to holistically deliver on the needs of the organisation at any time.</p>
<p>Increase the number of Principal Analyst, Policy roles</p>	<p>Feedback not incorporated. The Policy team has been carefully considered to ensure the right mix of capability and capacity to effectively deliver on their responsibilities. The decision has been made to not make any changes to the number of Principal Analyst roles within the Policy team.</p>
<p>Decrease the number of Principal Analyst, Policy roles.</p>	
<p>Change one of the Analyst, Policy roles to be language specific.</p>	

Feedback: Policy & Insights

The table below outlines our response to your feedback for the proposed Policy & Insights directorate

Suggestion	Response
Performance team	
<p>Position the Performance team in another directorate. The Executive Office is preferred because it allows close collaboration with the Executive Leadership Team and the Minister's office, facilitating evidence-informed planning and management.</p> <p>Another suggestion is Corporate & Support Services given proximity to the teams in this directorate could facilitate some of the Performance team's work.</p>	<p>Feedback incorporated. The Performance team will move to the Executive Office under the Chief of Staff. This aligns with the feedback received, providing greater collaboration between the Performance team and the Executive Leadership Team. The Performance team will also support the Chief of Staff with reporting and operational excellence across the organisation. .</p>
<p>Change the Advisor role to a Principal Advisor or Senior Advisor role to maintain technical capability, and so less time is spent mentoring/upskilling an Advisor role and/or add an additional Senior Advisor to support with high workload and allow a better pathway from Advisor to Principal Advisor.</p>	<p>Feedback incorporated. A Senior Advisor, Performance will be established, replacing the Advisor role. This ensures the Performance team has the right mix of capability to effectively deliver on their responsibilities.</p>
Data & Insights team	
<p>Position the Chief Data Scientist at tier 3 so it has the appropriate level of responsibility to influence decision makers in other agencies who are at tier 3 and above.</p>	<p>Feedback incorporated. The responsibilities and stakeholders of the Chief Data Scientist are better reflected at Tier 3 to effectively operate. The decision to move the Chief Data Scientist to Tier 3 also aligns with the placement of other Chief roles across the organisation.</p>
<p>Establish a Knowledge Manager role to provide oversight and overall coordination of internal data quality throughout the Ministry.</p>	<p>Feedback not incorporated. The capability within the Data & Insights team is sufficient to service the needs of the organisation at this time. Further, internal data quality is the responsibility of all directorates within the Ministry.</p>
<p>Retain the Business Intelligence role and place it in the Data & Insights team to retain this capability.</p>	<p>Feedback not incorporated. The capability within the Data & Insights team is sufficient to service the needs of the organisation at this time. If business intelligence reporting is required in the future, there may be opportunities to explore fixed term options to support with this capability.</p>

Feedback: Policy & Insights

The table below outlines our response to your feedback for the proposed Policy & Insights directorate

Suggestion	Response
Pacific Identities & Advisory team	
<p>Position the Pacific Identities & Advisory team within the Policy & Insights directorate to support strategic alignment with systematic change efforts and close access to technical policy expertise, data insights, and analytics. Would be able to collaborate meaningfully with partner agencies and leverage off existing opportunities to progress on priorities for Pacific within these key areas.</p> <p>Another suggestion is to move roles to the People & Capability team to enhance internal development and cultural responsiveness across the Ministry.</p>	<p>Feedback incorporated. The Pacific Identities & Advisory team will be established under the Policy & Insights directorate. This will ensure strategic alignment, and that the perspectives of priority Pacific populations and underserved groups are incorporated into our work.</p> <p>This team will still work closely with the Commissioning & Partnerships directorate, particularly to support engagement with priority Pacific populations.</p>
<p>Rename the team and roles within it to better reflect both the nature of the work, subject matter expertise that is held, and communities served.</p>	<p>Feedback partially incorporated. The Pacific Identities & Advisory team will be established, with the proposed team name being confirmed. The naming convention is aligned with the design principles for our structure where naming of teams and roles is clear and easy to understand.</p> <p>The roles sitting within this team will update their naming convention to include 'Pacific' in their role titles, except for the Yavu/Kapasa Trainers. The Yavu/Kapasa Trainer role will change role titles to 'Yavu/Kapasa Lead' to align with the Lead roles across the team, reflecting the nature of the work these roles deliver and lead.</p>
<p>Retain distinct Yavu and Kapasa trainer roles as combining them presents the risk of diluting specialised knowledge, increasing workload, and compromising the responsiveness of training workshops.</p>	<p>Feedback not incorporated. The Yavu/Kapasa Lead role will be established as a combined role. This will allow for a more cohesive approach to these programmes, and a single point of contact across both tools. Workload and delivery of services will be reviewed to understand how teams within this directorate will work together.</p>

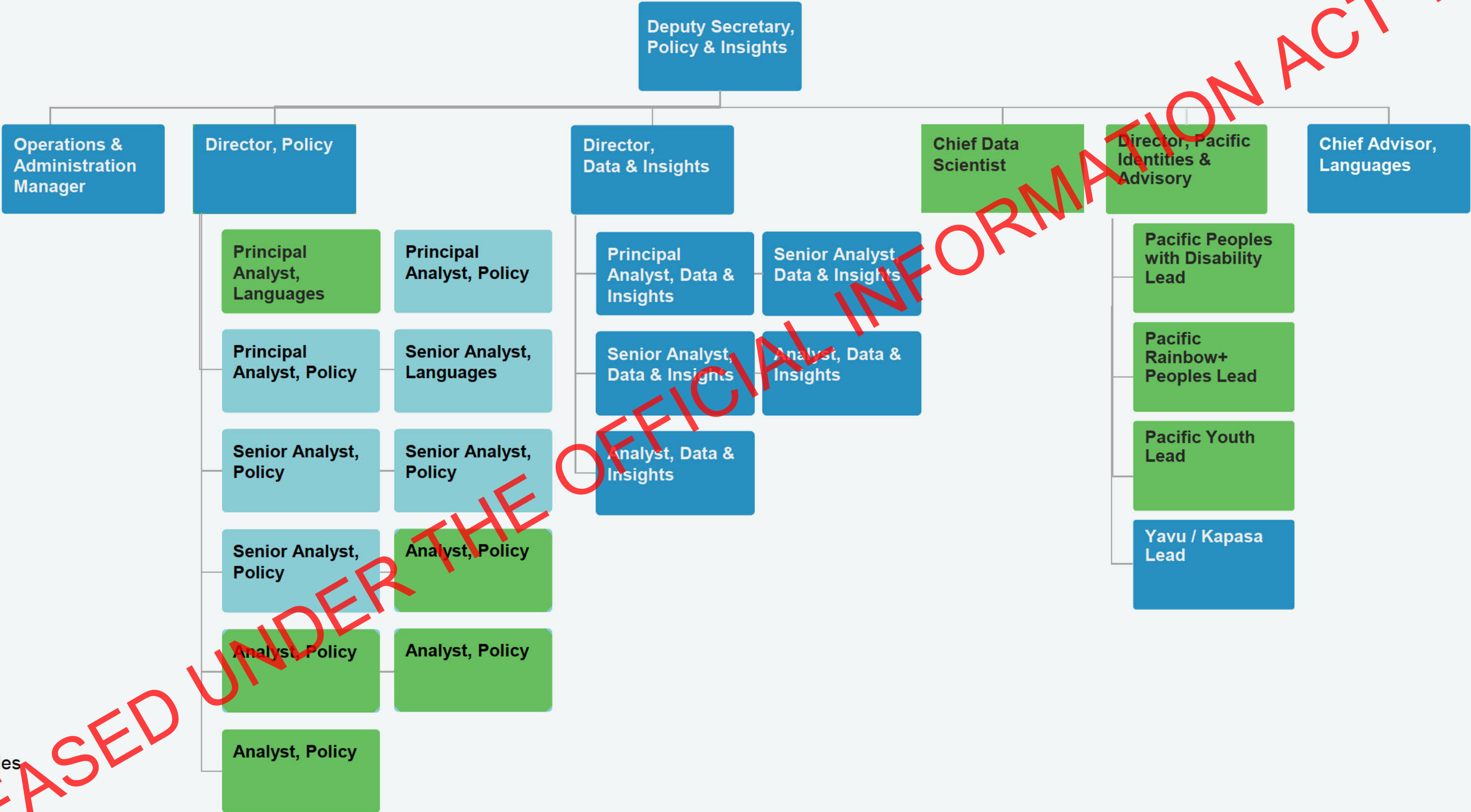
Feedback: Policy & Insights

The table below outlines our response to your feedback for the proposed Policy & Insights directorate

Suggestion	Response
Pacific Identities & Advisory team	
Combine Yavu and Kapasa roles with Advisor, Performance roles to ensure that the systemic influence of the work carried out by the Yavu and Kapasa roles are seamlessly tied into policy and insights.	Feedback not incorporated. The Yavu/ Kapasa role and the Performance roles require different skills and expertise. The Yavu/ kapasa role will remain separate from the Performance role. Once the new structure is in place, there is an opportunity to review the way these roles work together to provide insights and feedback in a meaningful way.
Move the Yavu and Kapasa roles to Policy & Insights	Feedback incorporated. The Yavu and Kapasa roles will remain under the Pacific Identities & Advisory team, and the whole team will move to Policy & Insights. This will ensure strategic alignment, and that the perspectives of priority Pacific populations and underserved groups are incorporated into our work.

Please note, additional feedback specific to the Pacific Identities & Advisory team has been captured on pages 23 and 24 under the Commissioning & Partnerships section.

Confirmed structure - Policy & Insights



Key

- Minor change to role*
- New role
- Reduction in number of roles
- Unchanged Role

* See 'minor change' criteria on page 35

Commissioning & Partnerships

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Feedback overview: Commissioning & Partnerships

Key themes that emerged among feedback regarding the **proposed Commissioning & Partnerships** directorate include:



General directorate feedback





-  *There were mixed views around combining the current Commissioning and Partnerships directorates.*
-  *There were suggestions around establishing a Chief Advisor, Commissioning role*

Feedback regarding proposed teams within Commissioning & Partnerships:

-  *There were mixed views around combining Commissioning & Partnerships teams*
-  *There was overwhelming feedback that the Central & Southern teams should remain separate.*
-  *Feedback was in support of placing Languages Implementation capability in this directorate*
-  *There were alternative suggestions around how Languages Implementation capability could be delivered, including suggestions to increase capacity.*



-  *There was substantive feedback in support of combining the Operations teams from current Commissioning and Partnerships directorates.*
-  *There were some suggestions around how the Operations team could have increased capacity.*

-  *There were suggestions around the naming of the Pacific Identities & Advisory team and roles*
-  *There was a lot of feedback around keeping the Yavu and Kapasa roles separate*
-  *There were suggestions for how the capability within this team is delivered, and where it would sit within the structure.*
-  *There were mixed opinions about having a standalone Pacific Identities & Advisory team*

Key:

-  Suggestion
-  Agreement
-  Mixed views

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Feedback: Commissioning & Partnerships

The table below outlines our response to your feedback for the proposed Commissioning & Partnerships directorate

Suggestion	Response
Directorate specific	
Retain a standalone Commissioning and a standalone Partnerships directorate to support role clarity as each serves different parts of the community requiring distinct focuses.	Feedback not incorporated. The clustering of directorates is needed to achieve the required cost savings. It has been decided to establish the Commissioning & Partnerships directorate.
Establish a Chief Advisor, Commissioning, or change the Chief Advisor, Partnerships role to be Commissioning & Partnerships.	Feedback not incorporated. The Chief Advisor, Partnerships role will be established to provide strategic support and expertise across the Partnerships function, with a focus on effective engagement with our Pacific communities. Support can be provided for Commissioning and fixed term options can be explored if this capability is required.
Pacific Identities & Advisory team	
<p>Position the Pacific Identities & Advisory team in another directorate. Within the Policy & Insights directorate would support strategic alignment with systematic change efforts and close access to technical policy expertise, data insights, and analytics. Would be able to collaborate meaningfully with partner agencies and leverage off existing opportunities to progress on priorities for Pacific within these key areas.</p> <p>Another suggestion is to move roles to the People & Capability team to enhance internal development and cultural responsiveness across the Ministry.</p>	Feedback incorporated. The Pacific identities & Advisory team will be established under the Policy & Insights directorate. Please refer to page 19 and 20 for further details.
Disestablish the Pacific Identities & Advisory team and disperse the team's capability across the Commissioning & Partnerships regional teams.	Feedback not incorporated. The Pacific Identities & Advisory team is a key point of difference for MPP and provides leadership and strategic thinking for marginalised groups within our Pacific communities. It is important to keep this team and their leadership capability across these areas.
Disestablish the Pacific Identities & Advisory team given other roles can absorb its responsibilities and given other Government agencies deliver some of the functions of this team.	

Feedback: Commissioning & Partnerships

The table below outlines our response to your feedback for the proposed Commissioning & Partnerships directorate

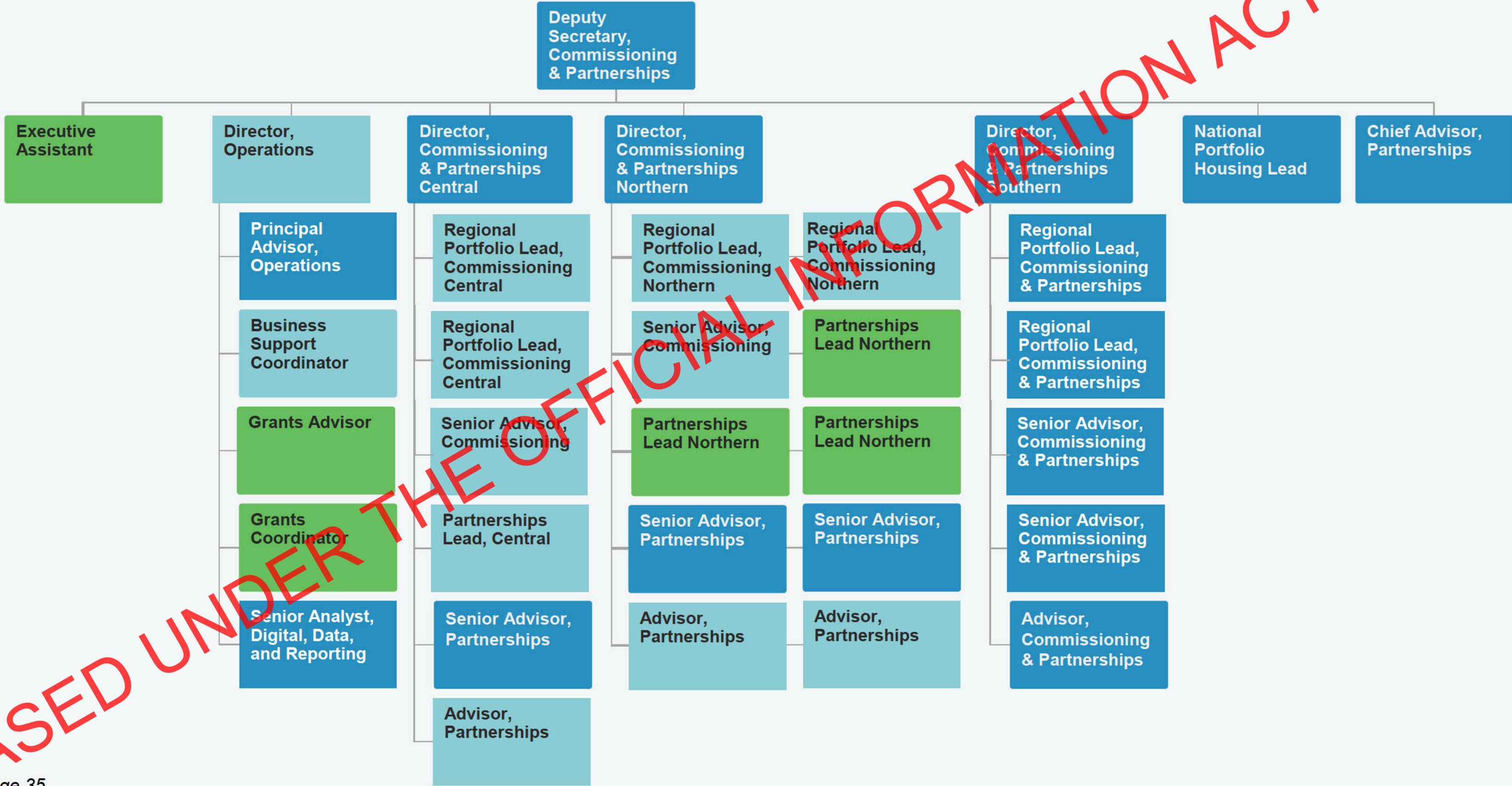
Suggestion	Response
Pacific Identities & Advisory team	
Position Regional Portfolio Lead, Languages roles in this team and establish two Senior Advisor, Languages roles to broadly focus on languages but with scope to support the wider team in other areas.	Feedback not incorporated. Languages capability within the Commissioning & Partnerships directorate will be delivered by the Partnerships roles within the regional teams. This future proofs this capability within MPP, strengthening the service our Partnerships roles deliver when engaging with Pacific communities.
Commissioning & Partnerships teams	
Keep the Central and Southern regional teams separate to allow for better delivery of services across these regions based on locality and tailored approaches to support regional differences. Additionally this would negate the risk of the Central region being prioritised over the Southern region, and having a negative impact on MPP's ability to effectively deliver services to all regions.	Feedback incorporated. The Central and Southern regional teams will remain as separate teams. The makeup of each team will slightly differ, with the Southern team having generalist roles that deliver both commissioning and partnerships capability. This reflects the requirement for a broader skill-set to be able to service a widespread geographical area with fewer roles.
Rather than having Regional Portfolio Lead, Languages roles within the regional teams, include languages capability across all Partnerships roles to strengthen languages capability and allow a more integrated approach to engagement and delivery of services.	Feedback incorporated. The proposed Regional Portfolio Lead Languages roles have been removed, and languages capability will be included in all Partnerships roles across the regions. This future proofs this capability within MPP, strengthening the service our Partnerships roles deliver when engaging with Pacific communities.
Establish a National Portfolio team to create a centralised approach to coordination of programmes, with a view of working closely with the regional teams to deliver programmes regionally.	Feedback partially incorporated. Keeping the roles generic across the regional teams ensures flexibility within the team and an agile approach to be able to appropriately respond to the Government's changing priorities. The recognition that a national level role has a larger scope and operates differently to a regional level role has been considered. The decision has been made to move the National Portfolio Lead Housing role out of the regional teams, sitting at Tier 3 and reporting directly to the Deputy Secretary, Commissioning & Partnerships. This change will allow this role to work more effectively across the directorate at a national level.

Feedback: Commissioning & Partnerships

The table below outlines our response to your feedback for the proposed Commissioning & Partnerships directorate

Suggestion	Response
Operations	
Establish a Principal Advisor, Operations role to provide specialised support and strategic thinking to the Director, operations.	Feedback incorporated. A Principal Advisor, Operations role will be established under the Operations team, in place of the proposed Senior Advisor, Operations role. This will provide more robust support for the Director, Operations given the size and scale of the Commissioning & Partnerships directorate.
Establish a Senior Advisor, Digital, Data and Reporting role to enhance the data management and reporting capabilities within the Operations team.	Feedback incorporated. A Senior Advisor, Digital, Data and Reporting role will be established under the Operations team. This role will manage data and insights gathered across the Commissioning & Partnerships teams, using reporting and storytelling to bring MPP's stories to life digitally. It is intended that this role works closely with the Data & Insights team, being the key connection point for feedback and insights between the Commissioning & Partnerships and Policy & Insights directorates.
Establish an Advisor, Digital Data role to provide specialised support in digital data management and optimisation.	Feedback not incorporated. The establishment of a new Senior Advisor, Digital, Data and Reporting role is sufficient to provide data and digital capability for the Operations team.
Remove the Grants Advisor and Grants Coordinator roles and replace these with Senior Advisor roles to help enhance the effectiveness across the directorate.	Feedback not incorporated. The Grants Advisor and Grants Coordinator roles will remain in the Operations team. These roles provide critical support to the Commissioning roles that allow them to effectively meet their responsibilities rather than being consumed by administrative tasks.
Establish two coordinator roles to alleviate pain points including persistence of manual processes and reporting, and issues faced by our providers when using Kātoatoa.	Feedback not incorporated. The establishment of the Senior Advisor, Kātoatoa Support role will provide support for the system. Establishing additional coordinator roles would create a duplication of responsibilities.

Confirmed structure - Commissioning & Partnerships



Key

- Minor change to role*
- New role
- Reduction in number of roles
- Unchanged Role

* See 'minor change' criteria on page 35



Executive Office

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Feedback overview: Executive Office

Key themes that emerged among feedback regarding the proposed Executive Office included:

General feedback



-  There were suggestions around establishing a Principal or Senior Advisor to support the Chief of Staff and/or Chief Advisor
-  Other teams were suggested to sit in the Executive Office, including Communications and Performance.

Key:

-  Suggestion
-  Agreement
-  Mixed views

Feedback regarding proposed teams within the Executive Office:

Ministerial Services

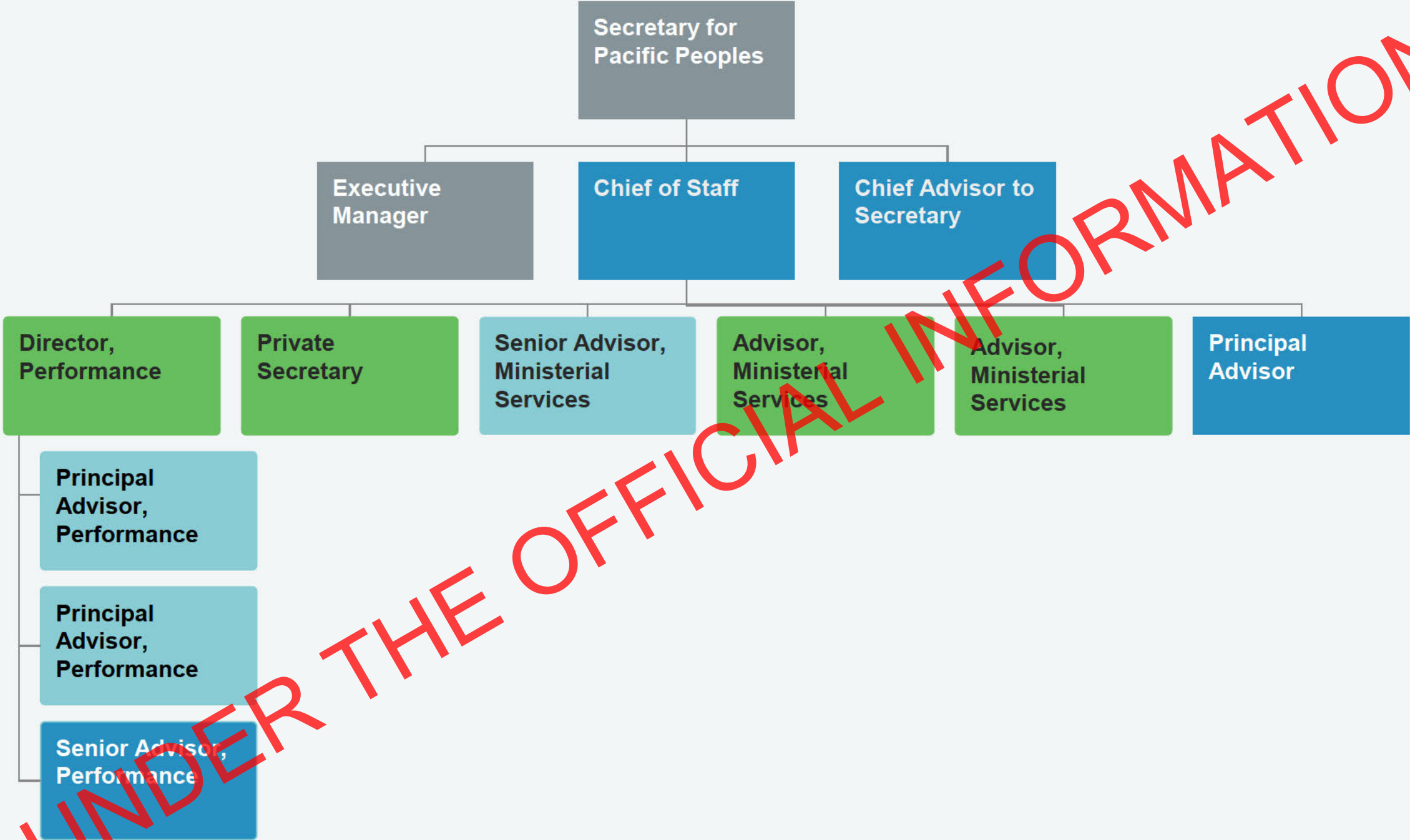
-  The majority of feedback for the Ministerial Services team was around increasing capacity.
-  Feedback supported the placement of Ministerial Services within the Executive Office

Feedback: Executive Office

The table below outlines our response to your feedback for the proposed Executive Office, including rationale for why feedback has been incorporated or not.

Suggestion	Response
Establish a Principal or Senior Advisor role to provide support to the Chief roles across the organisation.	Feedback incorporated. A Principal Advisor role will be established in the Executive Office reporting to the Chief of Staff. This role will work across all directorates, providing strategic and operational support to both the Chief roles and senior leadership. The experience and skills required to carry out these responsibilities are better positioned at a Principal Analyst level rather than a Senior Advisor.
Make the proposed Advisor, Performance a Senior Advisor role to retain the technical capability within this team.	Feedback incorporated. A Senior Advisor, Performance role has been established in place of the proposed Advisor, Performance role. The experience and skills required to carry out the responsibilities across the Performance team are better positioned at a Senior Advisor level and allows for this technical capability to be retained.
Establish an additional Senior Advisor role in the Ministerial Services team to help with OIA requests and stakeholder management across other agencies.	Feedback not incorporated. The Ministerial Services team is right sized for the organisation, with the capacity to fulfil responsibilities around OIA requests and stakeholder management across agencies.
Move the Chief of Staff to the Corporate & Support Service directorate, positioned at Tier 3 rather than Tier 2.	Feedback not incorporated. The Chief of Staff role is intended to provide additional strategic and operational support to the Secretary. This role will remain in the Executive Office to ensure these responsibilities are effectively met.

Confirmed structure - Executive Office



Key
 ■ Minor change* to role
 ■ New role
 ■ Reduction in number of roles
 ■ Unchanged Role
 * See 'minor change' criteria on page 35

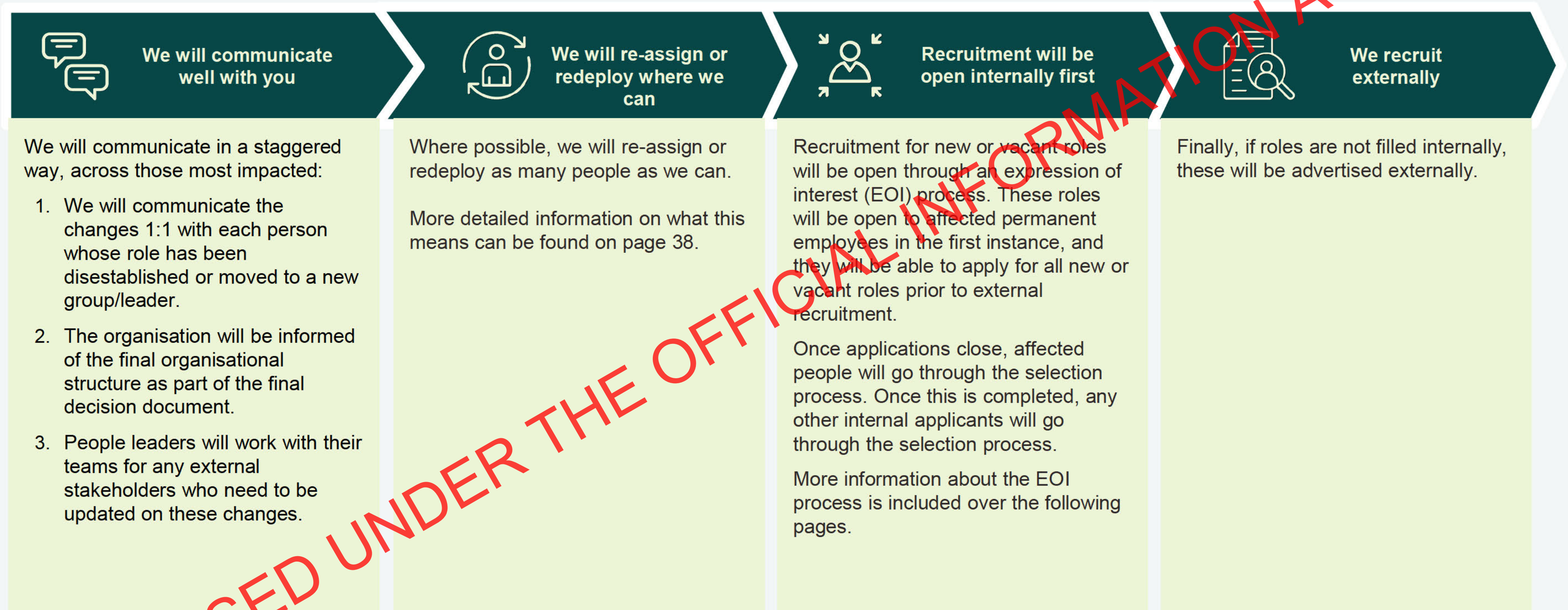


Expression of interest (EOI) Process

This section of the document provides an overview of how you can express interest in a newly confirmed position in the confirmed structure

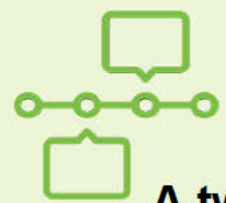
Our transition approach

The following approach will be taken to transition to the confirmed structure.



Our Expression of Interest (EOI) approach

Our approach to the EOI process is built on the principles below. New and vacant roles are made available for staff to apply for through an EOI process. The following page provides clarity around the definition and criteria for those being confirmed or reassigned into a role.



A two-phased approach will be used to fill new or vacant roles - Phase One: Tier 2 roles; Phase two: Tier 3 and 4 roles.

This approach means leadership roles are involved in the recruitment for roles within their teams.



Affected staff in permanent roles will have first preference for any new or vacant roles.

Where possible, we will reassign as many people as we can.



Advertising for phase one will run for five days, whereas advertising for phase two will run for 10 days.



Selection, interviews, and decision making will take up to seven weeks.

If timelines need to be changed this will be communicated more broadly.



For any positions left unfilled at the end of the EOI process, an open (internal & external) recruitment process will follow.



Interim Appointments: *If no appointments are made for a people leader position as a result of the EOI, an interim appointment may be made. It is recommended that interim appointments should have a short advertising window via email to allow people to express interest.*

Our Expression of Interest (EOI) approach

Our aim through the EOI process is to minimise the impact on people as much as possible. The definitions below provide an overview of what it means to be confirmed or reassigned into a role, and how we can support you with redeployment.



Being confirmed into a role

Permanent employees will be confirmed into a role without an assessment and selection process if:

- the role is comparable to your current role and
- the number of people currently in the role is the same or less than the number of new comparable roles available.

A comparable role is generally similar to the old role. There may be minor changes to the role such as some change to the job functions, a title change, or a change in reporting line. Those who are included in the 'Minor Changes Impact Tables' (refer to Appendix B) will be confirmed into their roles.

NB: A role is considered to have a minor change if they have a change in role title, reporting line, directorate, and/or team.



Being reassigned into a role

Permanent employees will be reassigned into a role without having to go through an assessment and selection process if:

- the role is a suitable alternative, and
- the number of people eligible for confirmation is the same or less than the jobs available.

A suitable alternative role is one that is reasonably within the skills and experience of the employee, is in the same location or reasonable commuting distance, and maintains the same salary. Those who are eligible to be reassigned into a new or vacant role will receive a letter confirming this.



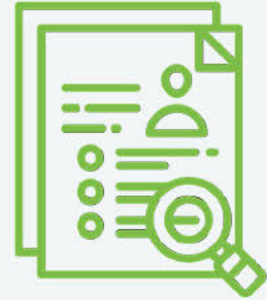
We will redeploy where we can

If your role has been disestablished, we will work with you to identify suitable positions for you to be redeployed into.

For a position to be an option for redeployment it must be either new or vacant and be suitable for the affected individual.

Our Expression of Interest (EOI) Application Process

We want to create an environment where you can be yourself and put your best foot forward. We encourage you to apply for all the roles you are interested in, and have provided some information below to help support you. The application process will consist of the following components:



Selection Criteria

The selection criteria are experience and/or relevant qualifications, match to capabilities required for the role, skill level and knowledge level.

The selection criteria will help provide guidance on the experience and capability expected for each role.



CVs will be required

CVs will be used to assess experience.

Shortlisting

You will be asked to complete an application form and for new roles provide brief answers that outline how you meet the selection criteria for shortlisting.



Interview

Questions will be shared with those being interviewed prior to meeting.

Candidates would be asked questions and assessed on capabilities, skill/knowledge, and experience, as per the JD. We would score each based on the following :

- 1 = No indicators met
- 2 = Little indicators met
- 3 = Some indicators met
- 4 = Most indicators met
- 5= All indicators met



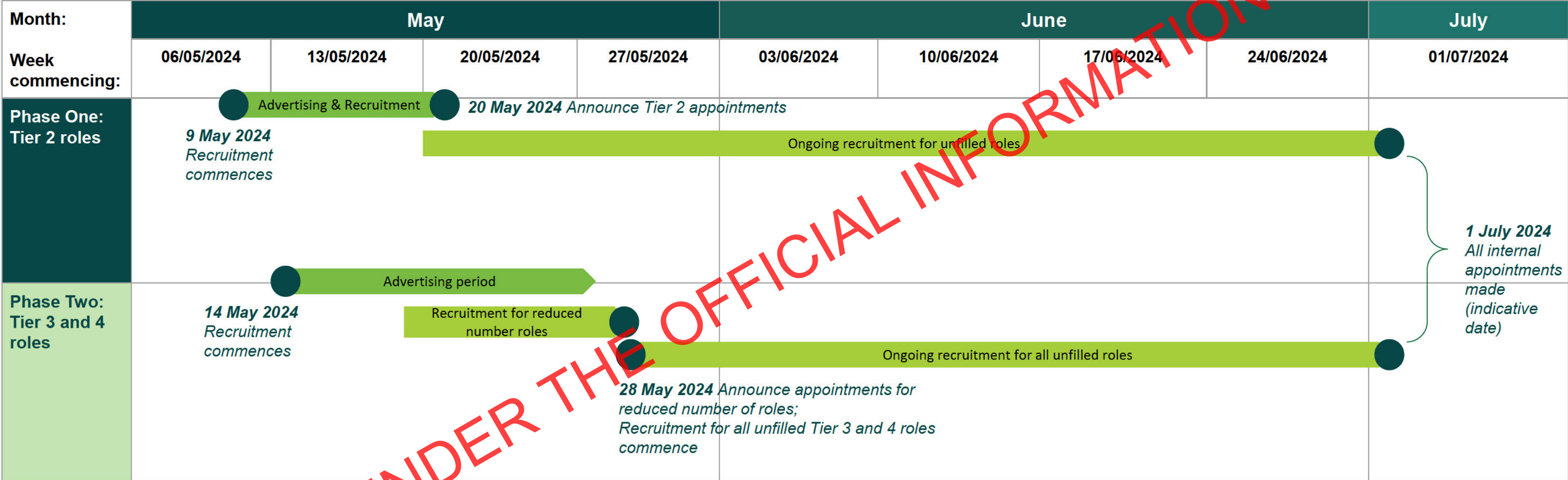
Roles with a reduced number

When there are a reduced number of the same roles, selection of existing staff will be required. Proposed selection criteria are experience, and match to capabilities required for the role. Those are substantially the same as were used in the previous change.

If you have any comment or suggestion about those proposed criteria, please let us have any input by **16 May 2024**

Our Expression of Interest (EOI) Timeline

Below is a high-level timeline for the EOI process. Recruitment will begin today, with all decisions and appointments made by 1 July 2024.





Appendices

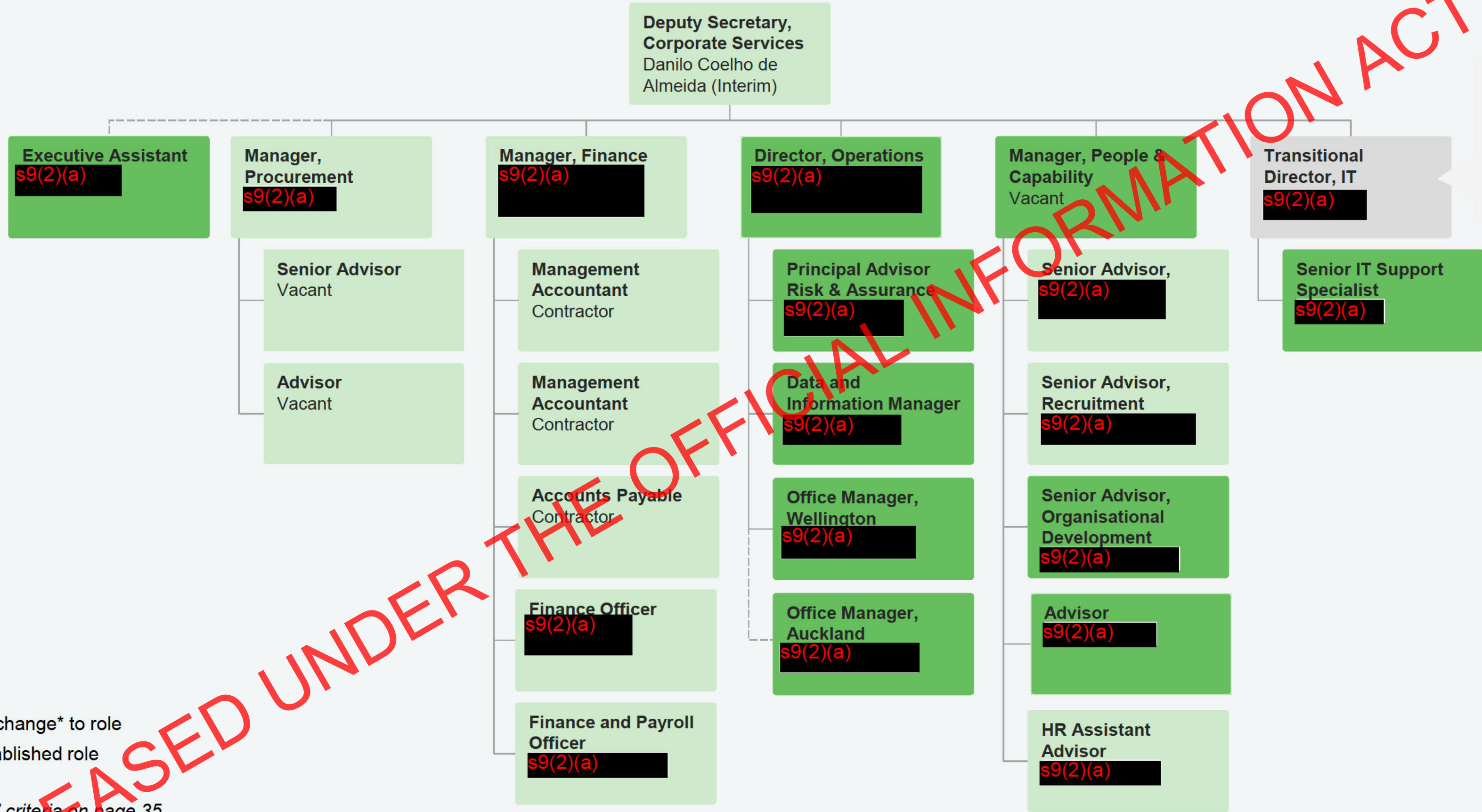
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Appendix A: Current state organisational structure

This section of the document provides the current state organisation charts for MPP

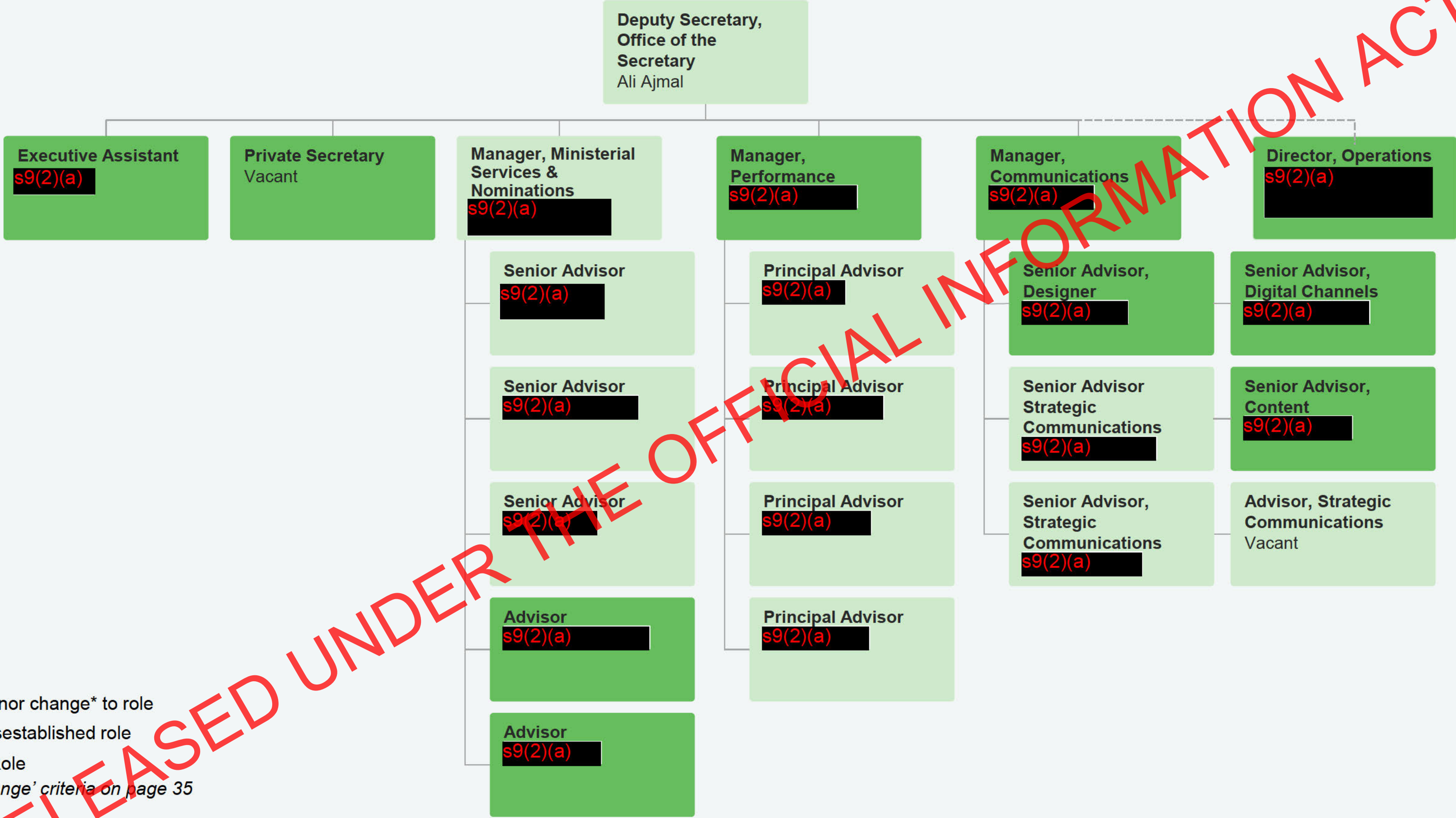
Corporate Services Organisational Chart



Please note this is a fixed term role which is only included for the purpose of showing the Senior IT Support Specialist reporting line. All other fixed term roles are not included.

Key
 ■ Confirmed minor change* to role
 ■ Confirmed disestablished role
 ■ Unchanged Role
 * See 'minor change' criteria on page 35

Office of the Secretary Organisational Chart

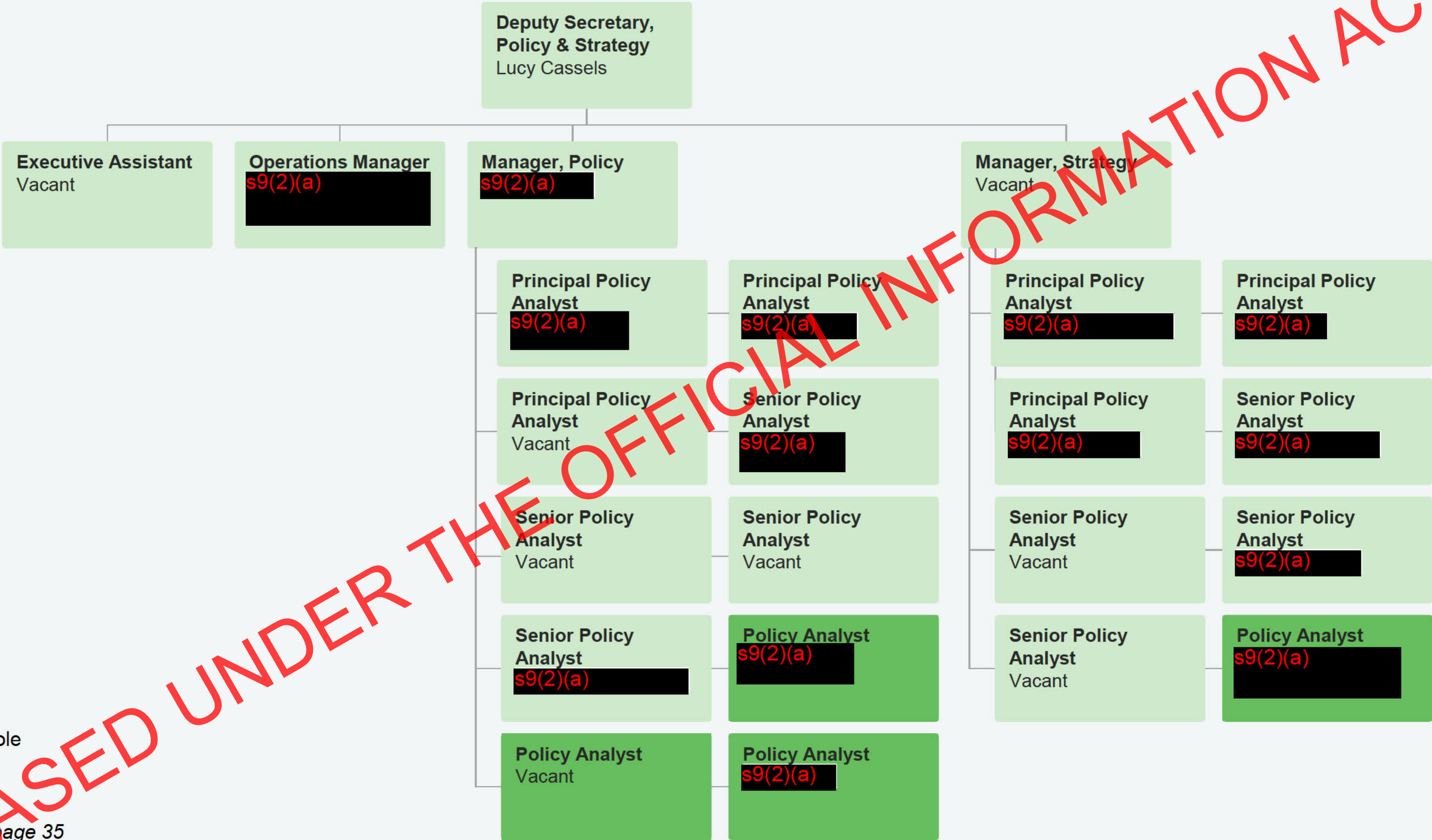


Key

- Confirmed minor change* to role
- Confirmed disestablished role
- Unchanged Role

* See 'minor change' criteria on page 35

Policy & Strategy Organisational Chart

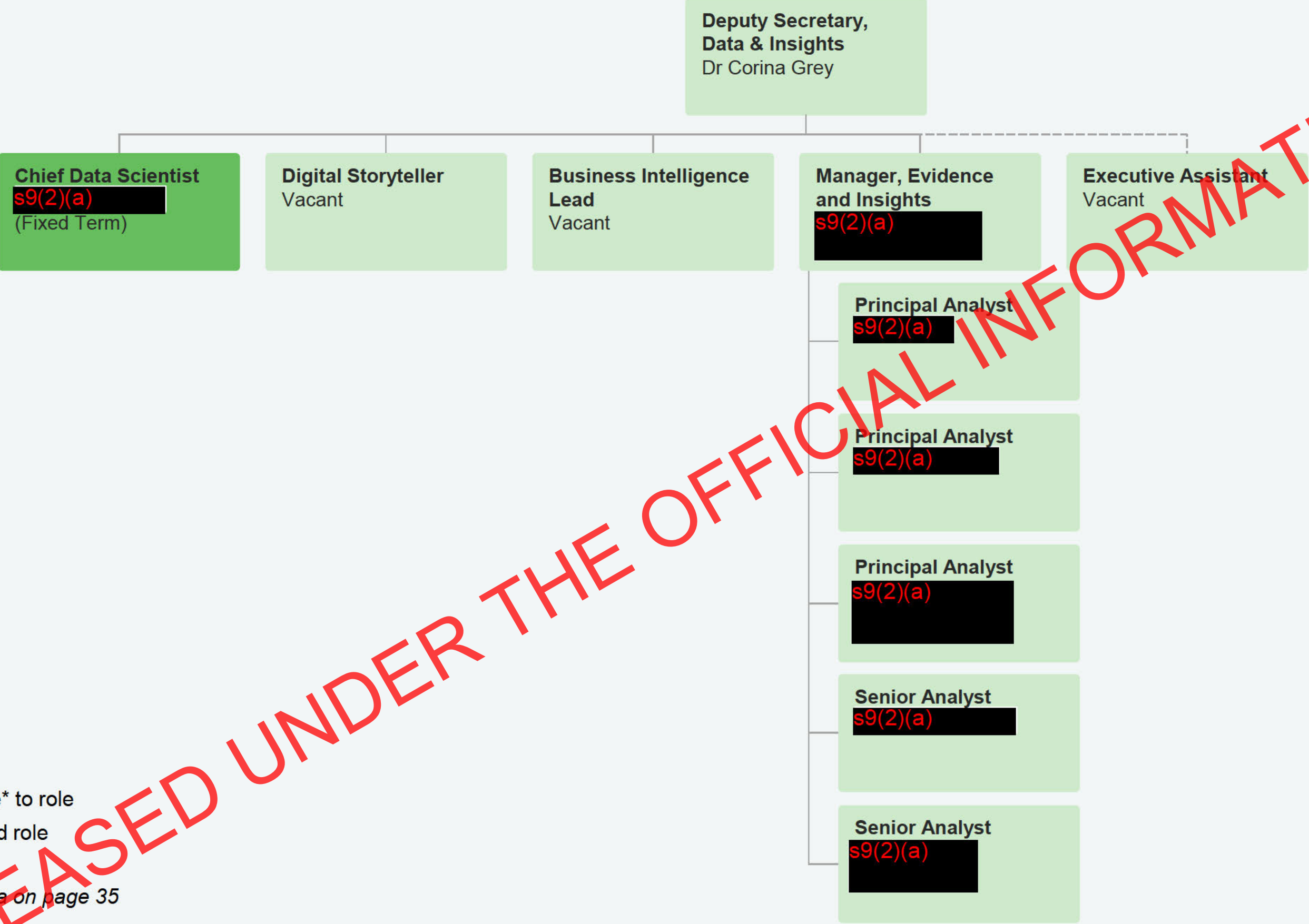


Key

- Confirmed minor change* to role
- Confirmed disestablished role
- Unchanged Role

* See 'minor change' criteria on page 35

Data & Insights Organisational Chart



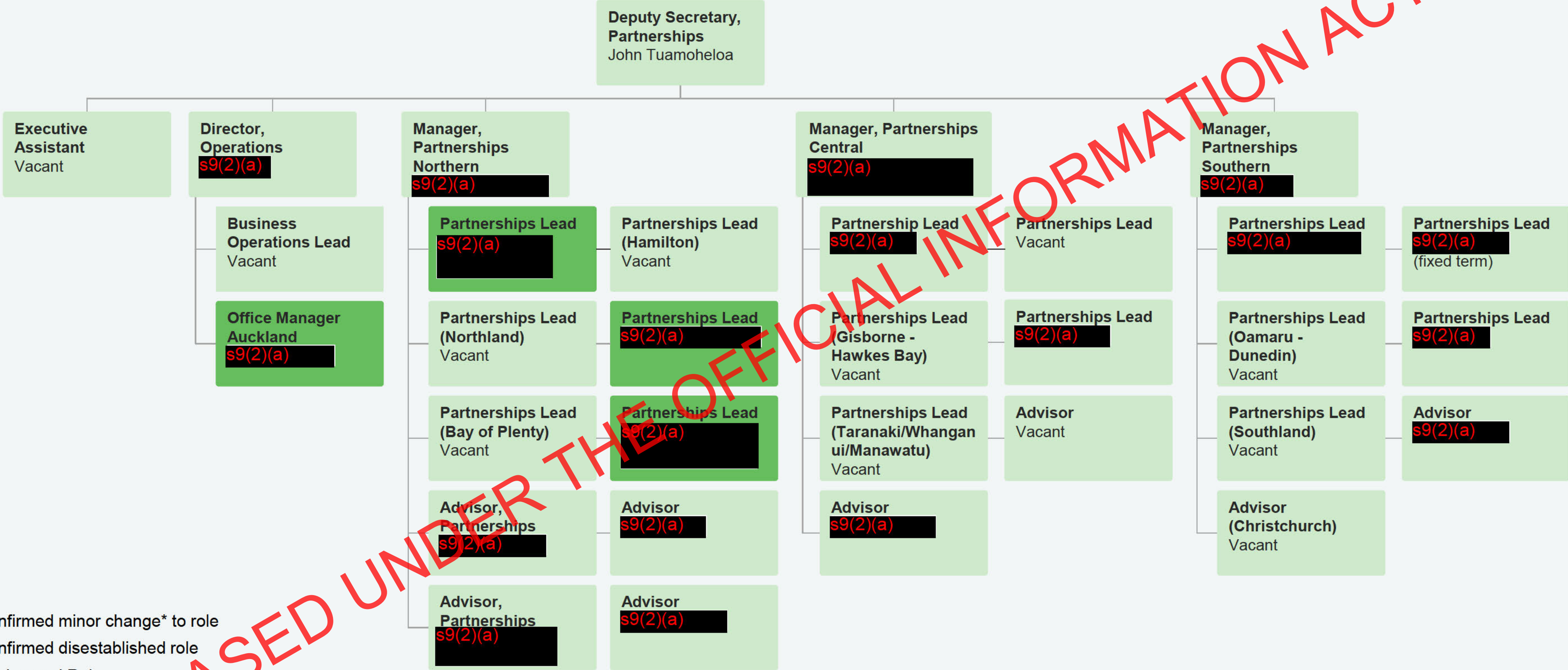
Key
 ■ Confirmed minor change* to role
 ■ Confirmed disestablished role
 ■ Unchanged Role
 * See 'minor change' criteria on page 35

Commissioning Organisational Chart



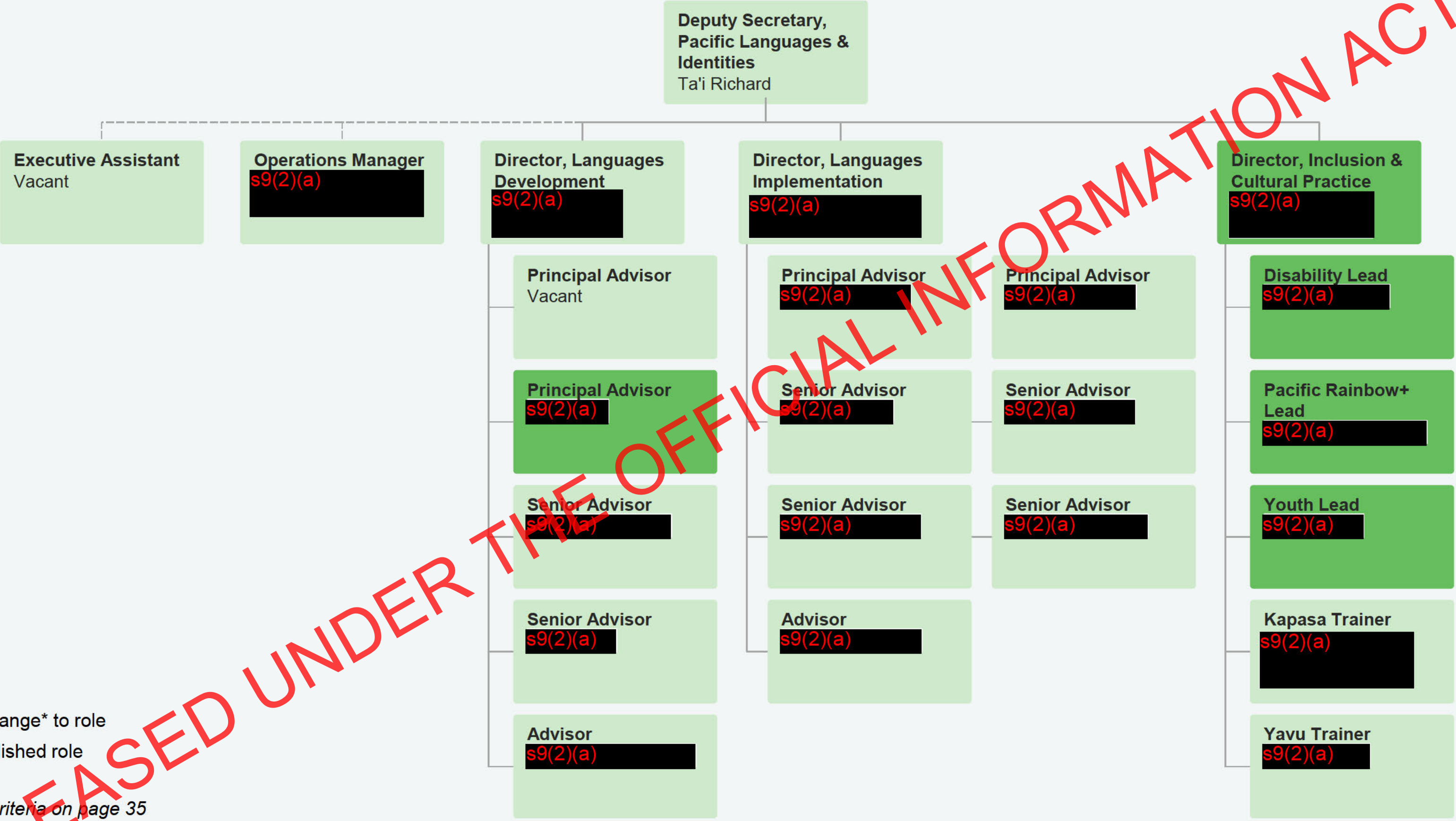
Key
 ■ Confirmed minor change* to role
 ■ Confirmed disestablished role
 ■ Unchanged Role
 * See 'minor change' criteria on page 35

Partnerships Organisational Chart



Key
 ■ Confirmed minor change* to role
 ■ Confirmed disestablished role
 ■ Unchanged Role
 * See 'minor change' criteria on page 35

Pacific Languages & Identities Organisational Chart

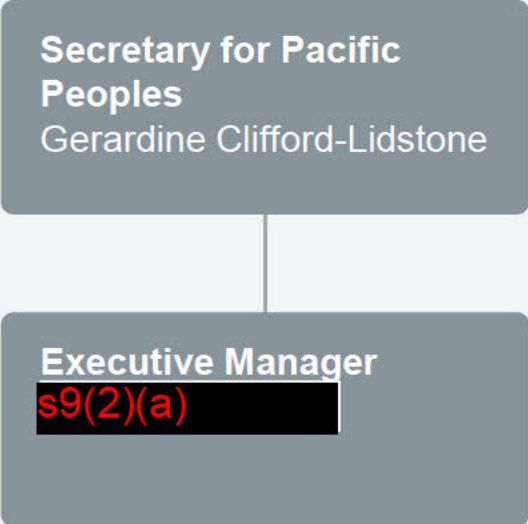


Key

- Confirmed minor change* to role
- Confirmed disestablished role
- Unchanged Role

* See 'minor change' criteria on page 35

Executive Office Organisational Chart



Key
■ Confirmed minor change* to role
■ Confirmed disestablished role
■ Unchanged Role
* See 'minor change' criteria on page 35



Appendix B: Confirmed role changes

This section of the document provides the list of confirmed changes to roles

Confirmed new roles - Corporate & Support Services (1/2)

The table below outlines the **confirmed new roles** within the **Corporate & Support Services** Directorate.

Tier	Confirmed role title	Confirmed Team(s)	No. of roles	Rationale for change	Role purpose
2	Deputy Secretary, Corporate & Support Services	N/A	1	This new Deputy Secretary role is confirmed with the establishment of the newly formed Corporate & Support Services Directorate. This new role is considered significantly different than the current Deputy Secretary, Corporate Services and Deputy Secretary, Office of the Secretary roles with a larger scope of responsibilities.	To lead the development and management of essential support functions that enable MPP's success. Functions include Communications, Finance, People & Capability, IT, Procurement, Operations, Risk & Assurance.
3	Director, IT	IT	1	This new Director, IT role will strengthen IT capability and future proof MPP's IT function to ensure the organisation can respond to the advancing digital environment and changing infrastructure.	To oversee and manage MPP's information technology strategy, implementation, and operations. This role will also lead the IT team from a technical perspective, establishing and maintaining an effective IT infrastructure for the ministry.
3	Director, Finance & Procurement	Finance & Procurement	1	This new people leader role is confirmed given the larger scope of the newly formed Finance & Procurement team. This new role is considered significantly different than either of the current Manager, Finance and Manager, Procurement roles.	To oversee financial management and procurement processes, ensuring efficient resource allocation, effective vendor relationships, and regulatory compliance. The Director, Finance & Procurement will be responsible for developing strategies to optimise financial and procurement operations, mitigate risks, and drive cost-effective decision-making.
4	Assistant Accountant	Finance & Procurement	1	To streamline processes, reduce overlap, and increase efficiency within the Finance & Procurement team. By consolidating these responsibilities into one role, we aim to centralise expertise, improve coordination, and achieve cost savings through more focused and specialised administration of accounts payable functions.	To support financial operations by managing accounts payable and receivable, reconciling bank statements, updating financial systems, and assisting with payroll processing. The Assistant Accountant provides essential support for audit preparations, annual reporting, and various financial activities, ensuring accurate and timely financial information to facilitate informed decision-making within the Ministry.
4	Financial Accountant	Finance & Procurement	1	Transitioning from two Management Accountants to one Management Accountant and one Financial Accountant allows for mentorship opportunities as well as scalability. Additionally, this may lead to more efficient task delegation and a better balance of workload distribution.	To manage financial records, prepare financial reports, and ensure compliance with regulations and standards. The Financial Accountant analyses financial data to provide insights for decision-making and help the Ministry maintain financial health and stability through budgeting, forecasting, and strategic planning.
4	Principal Advisor, Procurement	Finance & Procurement	1	A Principal Advisor, Procurement is established to provide the appropriate level of specialist expertise for procurement activities across the organisation.	To oversee all procurement activities within the agency, including maintaining a comprehensive work program for contracts, managing associated risks, and ensuring effective contract processes are in place.

Confirmed new roles - Corporate & Support Services (2/2)

The table below outlines the **confirmed new roles** within the **Corporate & Support Services** Directorate.

Tier	Confirmed role title	Confirmed Team(s)	No. of roles	Rationale for change	Role purpose
4	Principal Advisor, Communications	Communications	1	A Principal Advisor, Communications has been added to the Communications team in place of the Senior Advisor, Strategic Communications role. This role will provide leadership and expertise in strategic communications, including advising on organisational risks and solutions, understanding the machinery of government, and uplifting the quality of communication products and service delivery.	To provide communications leadership, and a high level of strategic communications expertise in providing advice and communication services. The Principal Advisor, Communications identifies and communicates organisational risks and options for solving these, with a deep understanding of the machinery of government and the political landscape.
4	Principal Advisor, Design	Communications	1	A Principal Advisor, Design is established to provide additional design capability to support the creation of visually compelling and culturally authentic communication materials that effectively engage diverse audiences and support the Ministry's strategic goals.	To provide specialist design capability to elevate the Ministry's communication strategies, foster cultural authenticity, and facilitate cross-functional collaboration to achieve strategic alignment and innovation.
4	People & Capability Coordinator	People & Capability	1	By centralising administrative responsibilities such as scheduling, documentation, and coordination of P&C processes, the confirmed P&C Coordinator role allows senior P&C staff to focus on strategic initiatives and specialised tasks, ultimately optimising the team's performance and effectiveness. Additionally, the P&C Coordinator can serve as a liaison between the P&C team and external stakeholders, ensuring smooth communication and execution of outsourced recruitment activities.	To support the People & Capability (P&C) team in various administrative tasks, including onboarding and employee records management, and facilitate recruitment with the external recruitment provider. The P&C Coordinator will ensure efficient operations, compliance with policies, and contribute to a positive employee experience within the organisation.
4	Technical / Solutions Lead	IT	1	A permanent Technical / Solutions Lead role will enhance the capability within the IT team, providing forward thinking into digital solutions and delivery.	To provide specialist technical capability and be responsible for the delivery and release of digital solutions. The Technical / Solutions Lead will engage with stakeholders and manage the relationship with a third party development team to understand requirements, undertake development, and deliver exceptional digital solutions.
4	Senior Analyst, Kātoatoa Support	IT	1	A Senior Advisor, Kātoatoa Support role has been added to provide greater support and capability for this function. It was recognised that a dedicated role would be required to ensure effective management of Kātoatoa across MPP.	To ensure the efficient operation and utilisation of the Kātoatoa platform. MPP's integrated Financial Management (FMIS), Grants Management (GMS) and Customer Relationship Management (CRM) system. The Senior Analyst, Kātoatoa Support will provide comprehensive technical support to facilitate smooth workflows and enhance organisational reliance on technology-driven efficiencies.

Confirmed new roles - Policy & Insights (1/2)

The table over the following pages outlines the **confirmed new roles** within the **Policy & Insights** Directorate.

Tier	Confirmed role title	Confirmed Team(s)	No. of roles	Rationale for change	Role purpose
2	Deputy Secretary, Policy & Insights	N/A	1	The new Deputy Secretary role is confirmed given the larger scope of the newly formed Policy & Strategy Directorate. This new role is considered significantly different than the current Deputy Secretary, Policy & Strategy and Deputy Secretary, Data & Insights roles.	To lead the provision of strategic Pacific policy advice and analysis across MPP and Government to deliver positive outcomes for Pacific communities. This role will also be accountable for leading the collection and use of high-quality evidence and insights to inform policy development and drive decision-making on issues of importance to Pacific peoples.
3	Operations & Administration Manager	N/A	1	The Operations & Administration Manager role is a combined Executive Assistant and Operations Manager role that would help support the Directorate, Policy & Insights with administrative tasks and operational support. Given the size and nature of work within this directorate it does not warrant having a full-time Director, Operations role, and the volume of operational tasks required for this role would be able to manage the capacity confirmed within this hybrid role.	To provide operational and administration support to the Policy & Insights directorate. Reporting to the Director, Data & Insights, this role will work closely with the Tier 3 leaders to provide operational excellence across the directorate.
3	Chief Advisor, Languages	N/A	1	Establishment of a Chief Advisor, Languages role recognises the importance of language and culture in serving Pacific communities effectively and inclusively. This role will sit at the Tier 3 level to work effectively across the directorate to provide valuable insights and perspectives on language-related issues.	To provide thought-leadership and high level strategic advice on preserving Pacific languages through the services MPP deliver. The Chief Advisor, Languages will lead key Pacific languages work across the directorate and the organisation.
3	Director, Policy	Policy	1	This new people leader role is confirmed given the larger scope of the newly formed Policy team, which is considered significantly different than any of the current Manager, Policy; Manager, Strategy; and Director, Languages Development roles.	To develop, manage and deliver the policy work programme, including leadership of the Policy team. This role will play a critical role in engaging and influencing Public Service agencies working in areas of interest to Pacific peoples. Additionally, the Director, Policy will lead strategic policy related to Pacific Languages.
3	Director, Data & Insights	Data & Insights	1	Establishing a Director role provides clear leadership and accountability for the effective utilisation of data and insights within MPP. This role is responsible for setting the strategic direction, fostering collaboration across departments, and advocating for the importance of data-driven decision-making at all levels.	To provide strategic leadership and direction for the Data & Insights team, overseeing the collection, analysis, and utilisation of Pacific data to drive informed decision-making processes within MPP and enhance outcomes for Pacific communities.
4	Principal Analyst, Data & Insights	Data & Insights	1	Establishing a Principal Analyst, Data & Insights role ensures specialised expertise in data analysis and interpretation, particularly concerning Pacific-specific research agendas. This role is essential for driving the development of rigorous research methodologies and ensuring the integrity and validity of findings, ultimately enhancing the MPP's ability to address the unique needs of Pacific communities.	To oversee the analysis and interpretation of Pacific data, providing expert guidance on methodologies, and leading the development of data-driven solutions to address key challenges and opportunities facing Pacific communities.

Confirmed new roles - Policy & Insights (2/2)

Tier	Confirmed role title	Confirmed Team(s)	No. of roles	Rationale for change	Role purpose
4	Senior Analyst, Data & Insights	Data & Insights	2	Establishing Senior Analyst, Data & Insights roles recognises the need for experienced professionals who can provide guidance and mentorship to junior staff, while also contributing valuable insights through their extensive knowledge and expertise in Pacific data analysis. These roles play a crucial role in elevating the quality and relevance of research outputs, thereby enhancing the MPPs capacity to make informed decisions.	To conduct in-depth analysis of Pacific data, contributing to the development of data driven strategies and initiatives, and providing actionable insights to inform decision-making processes within MPP.
4	Analyst, Data & Insights	Data & Insights	2	Establishing Analyst, Data & Insights roles expands the team's capacity to collect, process, and analyse data efficiently, allowing for more comprehensive coverage of key issues affecting Pacific peoples. These roles enable MPP to leverage data-driven insights to address emerging challenges and opportunities, driving continuous improvement and innovation in program delivery and policy formulation.	To assist in collecting, processing, and analysing Pacific data, conducting routine data analysis tasks, and supporting the development of reports and presentations to communicate findings and insights to stakeholders within MPP and external partners.
4	Yavu/Kapasa Lead	Pacific Identities & Advisory	1	To streamline the approach to training across MPP and to better reflect the service demand for these trainings. The current demand for Kapasa and Yavu training delivery can be met through a singular role.	To provide cultural training to key stakeholders. This will include providing training in the use of the Yavu tool for people who work in local and central government, and the private sector who need to engage with Pacific communities. Additionally, this will include training in the use of the Kapasa tool where Pacific peoples may be affected directly or indirectly by a range of policy work and decision-making.

Confirmed new roles - Commissioning & Partnerships (1/2)

The table over the following pages outlines the **confirmed new roles** within the **Commissioning & Partnerships** Directorate.

Tier	Confirmed role title	Confirmed Team(s)	No. of roles	Rationale for change	Role purpose
2	Deputy Secretary, Commissioning & Partnerships	N/A	1	This new Deputy Secretary role is confirmed with the establishment of the newly formed Commissioning & Partnerships Directorate. This new role is considered significantly different than the current Deputy Secretary, Commissioning and Deputy Secretary, Partnerships roles with a larger scope of responsibilities.	To lead and oversee the Commissioning & Partnerships directorate, ensuring effective and efficient delivery of MPP's commissioning and partnerships functions. The Deputy Secretary, Commissioning & Partnerships, is responsible for building and maintaining relationships with Pacific Aotearoa communities and delivering all elements of the commissioning lifecycle.
3	Chief Advisor, Partnerships	N/A	1	To support leads to foster strategic relationships/partnerships and ensuring a cohesive and consistent approach to community engagement across the motu. This role will provide expertise and additional support to the directorate.	To support and embed strategic relationships with Pacific communities across the motu. The Chief Advisor, Partnerships role provides insight and advice on issues, concerns, and priorities of Pacific communities.
3	Director, Commissioning & Partnerships	Commissioning & Partnerships Northern Commissioning & Partnerships Central Commissioning & Partnerships Southern	1 x Northern 1 x Central 1 x Southern	This new people leader role is confirmed given the larger scope of the newly formed Commissioning & Partnerships teams. This new role is considered significantly different than either of the current Director, Commissioning and Manager, Partnerships roles.	To implement best practice to strategically commission services across a region to achieve the best outcomes for Pacific communities. Develop and manage relationships with regional stakeholders; and lead and build a high performing regional team to delivery on key initiatives and work programmes. The Director, Commissioning & Partnerships is responsible for providing management, guidance, support and leadership to their team; contributing to the leadership and performance of the Commissioning & Partnerships Directorate.
3	National Portfolio Lead Housing	N/A	1	Consolidating two regional portfolio housing leads into one national portfolio lead for housing enables streamlined management, coordination, and decision-making across housing on a national scale. This proposal optimises resource allocation, enhances communication, and ensures cohesive strategies for housing initiatives nationwide.	To lead the Housing commissioning portfolio at a national level to provide strategic oversight and advice in relation to housing.
4	Senior Advisor, Partnerships	Commissioning & Partnerships Northern Commissioning & Partnerships Central	2 x Northern 1 x Central	To provide an additional layer of support to the Regional Leads to help with delivering operational services, and engagement strategies. These roles will also help with providing partnerships and engagement support geographically, taking into account the anticipated future growth of Pacific communities across the regions.	To enhance collaboration and relationship-building efforts within the Ministry. The Senior Advisor, Partnerships contributes strategic insights and expertise to strengthen partnerships with communities, agencies, and stakeholders, aiming to influence policy development and implementation in alignment with the Ministry's strategic objectives. This will include delivering Partnerships services that enable the revitalisation and preservation of languages of Pacific Peoples.

Confirmed new roles - Commissioning & Partnerships (2/2)

Tier	Confirmed role title	Confirmed Team(s)	No. of roles	Rationale for change	Role purpose
4	Regional Portfolio Lead, Commissioning & Partnerships	Commissioning & Partnerships Southern	2	Establishing generalist roles that deliver both commissioning and partnerships capability across the Southern team enables an agile approach to resource allocation. It reflects the need of the Southern region for a broader skill-set to be able to service a widespread geographical area with fewer roles.	To lead effective commissioning processes across a varied range of portfolios while fostering strong partnerships and positive outcomes for Pacific communities. Regional Portfolio Lead, Commissioning & Partnerships leads the facilitation of relationships and collaboration with communities, agencies, and stakeholders in the region. This position is also responsible for influencing policy development and implementation to support the Ministry's strategic direction, as well as leading all elements of the commissioning cycle within allocated regions.
4	Senior Advisor, Commissioning & Partnerships	Commissioning & Partnerships Southern	2	Establishing generalist roles that deliver both commissioning and partnerships capability across the Southern team enables an agile approach to resource allocation. It reflects the need of the Southern region for a broader skill-set to be able to service a widespread geographical area with fewer roles.	To support the Regional Portfolio Leads, serving as a strategic advisor, providing guidance and support to across the commissioning lifecycle while enhancing collaboration and relationship-building efforts within the Ministry. This role aims to strengthen partnerships with stakeholders, communities, and agencies, influencing policy development and implementation in alignment with organisational objectives.
4	Advisor, Commissioning & Partnerships	Commissioning & Partnerships Southern	1	Establishing generalist roles that deliver both commissioning and partnerships capability across the Southern team enables an agile approach to resource allocation. It reflects the need of the Southern region for a broader skill-set to be able to service a widespread geographical area with fewer roles.	To support Regional Portfolio Leads and Senior Advisor roles across the commissioning lifecycle while enhancing collaboration and relationship-building efforts within the Ministry. This role aims to contribute to the development and implementation of commissioning activities while strengthening partnerships with stakeholders, communities, and agencies to influence policy in alignment with organisational objectives.
4	Senior Analyst, Digital, Data and Reporting	Operations	1	To effectively manage data and insights gathered across the Commissioning & Partnerships teams, using reporting and storytelling to bring MPP's stories to life digitally. It is intended that this role works closely with the Data & Insights team, being the key connection point for feedback and insights between the Commissioning & Partnerships and Policy & Insights directorates.	To enhance data management and reporting capabilities within the Operations team. The Senior Analyst, Digital, Data, & Reporting will focus on leveraging digital tools, optimising data processes, and share insights through story-telling to bring MPP's stories to life digitally.
4	Principal Advisor, Operations	Operations	1	Establishing this new Principal Advisor, Operations role will provide more robust support for the Director, Operations given the size and scale of the Commissioning & Partnerships directorate.	To provide business operations support and expertise to the Commissioning & Partnerships directorate. The Principal Advisor, Operations will support the Director, Operations and wider team to complete business and administrative tasks to ensure the work programmes of the directorate are delivered on time.

Confirmed new roles - Executive Office

The table below outlines the **confirmed new roles** within the **Executive Office**.

Tier	Confirmed role title	Confirmed Team(s)	No. of roles	Rationale for change	Role purpose
2	Chief Advisor to the Secretary	N/A	1	This role will support the work of the Secretary for Pacific Peoples by providing direct and high-level strategic, organisational and operational advice.	To support the work of the Secretary for Pacific Peoples by providing direct and high level strategic, organisational and operational advice. The Chief Advisor will work directly with the CE, the Deputy Chief Executives (DCEs) and other leadership roles in a key troubleshooting role providing strategic quality assurance and risk management support.
2	Chief of Staff	N/A	1	This role will be responsible for enhancing operational efficiency by streamlining processes and ensuring resourcing is effectively utilised. Additionally, it will contribute to succession planning for MPP, developing key talent within the organisation.	To provide strategic and operational support to the Secretary for Pacific Peoples. The Chief of Staff role will be responsible for enhancing operational efficiency by streamlining processes and ensuring resourcing are effectively utilised. Provide oversight of Ministerial Services including the management of briefings, select committee processes, parliamentary questions, ministerial board appointments, honours process and nominations. This role will contribute to succession planning for MPP, developing key talent within the organisation.
3	Principal Advisor		1	This role will enhance support for Chief Advisors, maintain workload efficiency, and provide strategic and operational support across various directorates.	To support the leadership of the Ministry's Executive Office. The Principal Advisor will be expected to develop strong, collaborative networks across the Ministry to provide planning and delivery support as well as strategic leadership.
4	Senior Advisor, Performance	Performance	1	The originally proposed Advisor, Performance is being changed to a Senior Advisor to maintain technical capability within the team. The experience and skills required to carry out the responsibilities across the Performance team are better positioned at a Senior Advisor level rather than an Advisor level.	To provide senior-level support in the development and execution of the Ministry's strategy, planning, and non-financial performance processes. The Senior Advisor, Performance, plays a crucial role in enhancing organisational effectiveness by facilitating the implementation of key performance indicators and fostering a culture of accountability and continuous improvement.

Confirmed disestablishments - Corporate Services

The table over the following pages outlines the roles confirmed to be disestablished within Corporate Services Directorate.

Tier	Current Team	Current Role Title	Name	Rationale for change
2	Corporate Services	Deputy Secretary Corporate Services	Danilo Coelho de Almeida (Interim)	It is confirmed that this role is disestablished with the disestablishment of the Corporate Services directorate.
3	Procurement	Manager, Procurement	s9(2)(a)	It is confirmed that this role is disestablished with the disestablishment of the Procurement team. The procurement function is confirmed to sit in the new Finance & Procurement team under the Corporate & Support Services directorate, with one specialised role looking after procurement across MPP.
3	Finance	Manager, Finance	s9(2)(a)	It is confirmed that this role is disestablished with the merge of the Finance & Procurement team under a new Corporate & Support Services directorate. The establishment of a new Director, Finance & Procurement role will have a wider scope of responsibilities, leading the finance and procurement functions for MPP, and considered a significant change in responsibilities for this role.
4	Procurement	Senior Advisor	Vacant	It is confirmed that this role is disestablished and is currently vacant. The procurement function is confirmed to sit in the new Finance & Procurement team under the Corporate & Support Services directorate, with one specialised role looking after procurement across MPP.
4	Procurement	Advisor	Vacant	It is confirmed that this role is disestablished and is currently vacant. The procurement function is confirmed to sit in the new Finance & Procurement team under the Corporate & Support Services directorate, with one specialised role looking after procurement across MPP.
4	Finance	Management Accountant x2	s9(2)(a) (Contractor), 1 x Vacant	It is confirmed that all the Management Accountant roles are disestablished with the merge of the Finance & Procurement team under a new Corporate & Support Services directorate. The decrease in scale of finance activities is expected with the downsizing of MPP.
4	Finance	Accounts Payable	s9(2)(a) (Contractor)	It is confirmed that this role is disestablished with the merge of the Finance & Procurement team under a new Corporate & Support Services directorate. The decrease in scale of finance activities is expected with the downsizing of MPP.
4	Finance	Finance & Payroll Officer	s9(2)(a)	It is confirmed that this role is disestablished with the merge of the Finance & Procurement team under a new Corporate & Support Services directorate. The decrease in scale of finance activities is expected with the downsizing of MPP.
4	Finance	Finance Officer	s9(2)	It is confirmed that this role is disestablished with the merge of the Finance & Procurement team under a new Corporate & Support Services directorate. The decrease in scale of finance activities is expected with the downsizing of MPP.
4	People & Capability	Senior Advisor	s9(2)(a)	It is proposed that this role is disestablished with the proposed merge of the Corporate Services and Office of the Secretary directorates. The reduced capacity of MPP will result in less people advisory support, and will no longer require the support of multiple Senior Advisor/Advisor roles.
4	People & Capability	Senior Advisor, Recruitment	s9(2)(a)	It is confirmed that this role will be disestablished due to the recruitment function confirmed to be outsourced and these responsibilities will no longer be performed in-house.
4	People & Capability	HR Assistant Advisor	s9(2)(a)	It is confirmed that this role is disestablished with the merge of the Corporate Services and Office of the Secretary directorates. The reduced capacity of MPP will result in less people advisory support, and will no longer require the support of multiple Senior Advisor/Advisor roles.

Confirmed disestablishments - Office of the Secretary

The table below outlines the roles confirmed to be disestablished within the Office of the Secretary Directorate.

Tier	Current Team	Current Role Title	Name	Rationale for change
2	Office of the Secretary	Deputy Secretary Office of the Secretary	s9(2)(a)	It is confirmed that this role is disestablished with the disestablishment of the Office of the Secretary directorate.
3	Ministerial Services & Nominations	Manager, Ministerial Services & Nominations	s9(2)(a)	It is confirmed that this role is disestablished with the confirmed change in reporting line of the Ministerial Services & Nominations team to the Chief of Staff. With the disestablishment of the Office of the Secretary directorate, the Ministerial Services & Nominations team will provide better alignment and oversight across ministerial activities to strengthen the strategic advice given to the Secretary based on insights gathered within this function.
4	Ministerial Services & Nominations	Senior Advisor (x3)	s9(2)(a)	It is confirmed that all Senior Advisor roles within the Ministerial Services & Nominations team will be disestablished due to a decrease in scale of responsibilities across the team, aligned with the reduced size of the organisation.
4	Communications	Senior Advisor, Strategic Communications	s9(2)(a)	It is confirmed that all Senior Advisor, Strategic Communications roles will be disestablished due to the establishment of the confirmed new Principal Advisor, Communications role. This new Principal Advisor, Communications role will merge leadership and strategic communications capability into one role to create greater alignment and efficiencies across the team, reducing the number of roles required to fulfil the responsibilities of the communications function.
4	Communications	Advisor, Strategic Communications	Vacant	It is confirmed that this role is disestablished and is currently vacant.
4	Performance	Principal Advisor (x4)	s9(2)(a)	It is confirmed that all Principal Advisor roles within the Performance team will be disestablished due to a decrease in scale of responsibilities across the team, aligned with the reduced size of the organisation. The confirmed establishment of two Principal Advisor, Performance roles and a new Senior Advisor, Performance role will reduce the number of Principal Advisor roles needed to fulfil the responsibilities of this function.

Confirmed disestablishments - Policy & Strategy

The table over the following pages outlines the roles confirmed to be disestablished within the Policy & Strategy Directorate.

Tier	Current Team	Current Role Title	Name	Rationale for change
2	Policy & Strategy	Deputy Secretary, Policy & Strategy	Lucy Cassels	It is confirmed that this role is disestablished with the disestablishment of the Policy & Strategy directorate.
3	Policy & Strategy	Executive Assistant	Vacant	It is confirmed that this role is disestablished with the disestablishment of the Policy & Strategy directorate. The confirmed new Operations & Administration Manager role under Policy & Insights will perform both the responsibilities of the Executive Assistant and Operations Manager, and will be considered a significant change in role.
3	Operations	Operations Manager	s9(2)(a)	It is confirmed that this role is disestablished with the disestablishment of the Policy & Strategy directorate. The confirmed new Operations & Administration Manager role under Policy & Insights will perform both the responsibilities of the Executive Assistant and Operations Manager, and will be considered a significant change in role.
3	Policy	Manager, Policy	s9(2)(a)	It is confirmed that this role will be disestablished due to the significant change to the confirmed new Policy team. The new Policy team will include the policy, strategy, and languages development functions, and considered a significant change in responsibilities for this leadership role.
3	Strategy	Manager, Strategy	Vacant	It is confirmed that this role will be disestablished due to the significant change to the confirmed new Policy team. The new Policy team will include the policy, strategy, and languages development functions, and considered a significant change in responsibilities for this leadership role.
4	Policy	Principal Policy Analyst (x3)	s9(2)(a) 1 x Vacant	It is confirmed that all Principal Policy Analyst roles will be disestablished due to the establishment of a confirmed new Policy team where capabilities across policy and strategy are merged at this level, creating efficiencies across the team, reducing the number of roles required to fulfil the responsibilities of this function.
4	Strategy	Principal Policy Analyst (x3)	s9(2)(a)	It is confirmed that all Principal Policy Analyst roles will be disestablished due to the establishment of a confirmed new Policy team where capabilities across policy and strategy are merged at this level, creating efficiencies across the team, reducing the number of roles required to fulfil the responsibilities of this function.
4	Policy	Senior Policy Analyst (x4)	s9(2)(a)	It is confirmed that all Senior Policy Analyst roles will be disestablished due to the establishment of a confirmed new Policy team where capabilities across policy and strategy are merged at this level, creating efficiencies across the team, reducing the number of roles required to fulfil the responsibilities of this function.
4	Strategy	Senior Policy Analyst (x4)	s9(2)(a) 2 x Vacant	It is confirmed that all Senior Policy Analyst roles will be disestablished due to the establishment of a confirmed new Policy team where capabilities across policy and strategy are merged at this level, creating efficiencies across the team, reducing the number of roles required to fulfil the responsibilities of this function.

Confirmed disestablishments - Data & Insights

The table over the following pages outlines the **roles confirmed to be disestablished** within the **Data & Insights** Directorate.

Tier	Current Team	Current Role Title	Name	Rationale for change
2	Data & Insights	Deputy Secretary Data & Insights	Dr Corina Grey	It is confirmed that this role is disestablished with the confirmed disestablishment of the Data & Insights directorate.
3	Data & Insights	Digital Storyteller	Vacant	It is confirmed this role will be disestablished with the disestablishment of the Data & Insights directorate, and is currently vacant.
3	Data & Insights	Business Intelligence Lead	Vacant	It is confirmed this role will be disestablished with the disestablishment of the Data & Insights directorate, and is currently vacant.
3	Evidence & Insights	Manager, Evidence & Insights	s9(2)(a)	It is confirmed that this role will be disestablished due to the confirmed disestablishment of the Evidence & Insights team. The research function is confirmed to be outsourced and will no longer require an in-house team to perform these responsibilities.
4	Evidence & Insights	Principal Analyst (x3)	s9(2)(a)	It is confirmed that this role will be disestablished due to the confirmed disestablishment of the Evidence & Insights team. The research function is confirmed to be outsourced and will no longer require an in-house team to perform these responsibilities.
4	Evidence & Insights	Senior Analyst (x2)	s9(2)(a)	It is confirmed that this role will be disestablished due to the confirmed disestablishment of the Evidence & Insights team. The research function is confirmed to be outsourced and will no longer require an in-house team to perform these responsibilities.

Confirmed disestablishments - Commissioning (1/2)

The table over the following pages outlines the roles confirmed to be disestablished within the Commissioning Directorate.

Tier	Current Team	Current Role Title	Name	Rationale for change
2	N/A	Deputy Secretary, Commissioning	Sachi Taulelei (Interim)	It is confirmed that this role is disestablished with the confirmed disestablishment of the Commissioning directorate.
3	Operations	Director, Operations	s9(2)(a)	It is confirmed that the Director, Operations role is disestablished with the confirmed disestablishment of the Commissioning directorate. The establishment of a new Commissioning & Partnerships directorate will reduce the number of Director, Operations roles with the merge of these two directorates, and will require a change in scope of responsibilities for this role with operational support across commissioning, partnerships, identity and cultural practice functions.
3	Commissioning (Northern)	Director, Commissioning Northern	s9(2)(a)	It is confirmed that all Director, Commissioning roles are disestablished with the confirmed disestablishment of the Commissioning directorate. The establishment of new Director, Commissioning & Partnerships roles under the new Commissioning & Partnerships directorate will require a change in scope of responsibilities and considered a significant change for this role.
3	Commissioning (Wellington)	Director, Commissioning Wellington	Vacant	It is confirmed that all Director, Commissioning roles are disestablished with the confirmed disestablishment of the Commissioning directorate. The establishment of new Director, Commissioning & Partnerships roles under the new Commissioning & Partnerships directorate will require a change in scope of responsibilities and considered a significant change for this role.
3	Commissioning (Southern)	Director, Commissioning Southern	Vacant	It is confirmed that all Director, Commissioning roles are disestablished with the confirmed disestablishment of the Commissioning directorate. The establishment of new Director, Commissioning & Partnerships roles under the new Commissioning & Partnerships directorate will require a change in scope of responsibilities and considered a significant change for this role.
4	Operations	Senior Advisor (x3)	s9(2)(a)	It is confirmed that all Senior Advisor roles under Operations is disestablished with the confirmed disestablishment of the Director, Operations role. The new confirmed structure for Operations under Commissioning & Partnerships will no longer require the support of these Senior Advisor roles, and these roles will shift into the Commissioning & Partnerships teams to better align with role responsibilities. The change in scope of the Commissioning & Partnerships teams will reduce the amount of Senior Advisor roles required to fulfil this function.
4	Operations	Business Support Coordinator (x2)	s9(2)(a)	It is confirmed that all Business Support Coordinator roles under Operations is disestablished with the confirmed disestablishment of the Director, Operations role. The new confirmed structure for Operations under Commissioning & Partnerships will require a reduced level of support at this level due to the refinement of responsibilities within this team.
4	Operations	Grants Coordinator	Vacant	It is confirmed that one Grants Coordinator role will sit within the new Operations teams in the new Commissioning & Partnerships directorate. The new confirmed structure for Operations under Commissioning & Partnerships will require a reduced level of support at this level due to the refinement of responsibilities within this team.

Confirmed disestablishments - Commissioning (2/2)

Tier	Current Team	Current Role Title	Name	Rationale for change
4	Commissioning (Northern)	Regional Portfolio Lead (x4)	s9(2)(a)	It is confirmed that all Regional Portfolio Lead roles will be disestablished due to the significant change to the confirmed new Commissioning & Partnerships team. The make up of the confirmed new Commissioning & Partnerships team has a heavier focus on engagement with the communities, with a view that all Commissioning (including Languages) and Partnership roles work closer together to provide a seamless experience to Pacific communities. The change in scope of this team will reduce the amount of Regional Portfolio Lead roles required to fulfil this function.
4	Commissioning (Northern)	Portfolio Lead Housing, Auckland	Vacant	It is confirmed that all Regional Portfolio Lead roles will be disestablished due to the significant change to the confirmed new Commissioning & Partnerships team. The make up of the confirmed new Commissioning & Partnerships team has a heavier focus on engagement with the communities with a view that all Commissioning (including Languages) and Partnership roles work closer together to provide a seamless experience to Pacific communities. The change in scope of this team will reduce the amount of Regional Portfolio Lead roles required to fulfil this function.
4	Commissioning (Wellington)	Regional Portfolio Lead (x3)	s9(2)(a) 1 x Vacant	It is confirmed that all Regional Portfolio Lead roles will be disestablished due to the significant change to the confirmed new Commissioning & Partnerships team. The make up of the confirmed new Commissioning & Partnerships team has a heavier focus on engagement with the communities, with a view that all Commissioning (including Languages) and Partnership roles work closer together to provide a seamless experience to Pacific communities. The change in scope of this team will reduce the amount of Regional Portfolio Lead roles required to fulfil this function.
4	Commissioning (Wellington)	Portfolio Lead Housing	s9(2)(a)	It is confirmed that Portfolio Lead Housing (Wellington) is disestablished due to the significant change to the role, moving from regional focus to a national focus.
4	Commissioning (Southern)	Regional Portfolio Lead (x3)	s9(2)(a)	It is confirmed that all Regional Portfolio Lead roles within the Southern team will be disestablished due to the significant change to the confirmed new Commissioning & Partnerships Southern team. Roles within this team will carry out both Commissioning and Partnerships responsibilities (including languages). This will require a change in scope of responsibilities and considered a significant change for this role.

Confirmed disestablishments - Partnerships (1/2)

The table over the following pages outlines the roles confirmed to be disestablished within the Partnerships Directorate.

Tier	Current Team	Current Role Title	Name	Rationale for change
2	Partnerships	Deputy Secretary Partnerships	John Tuamoheloa	It is confirmed that this role is disestablished with the confirmed disestablishment of the Partnerships directorate.
3	Operations	Director, Operations	s9(2)(a)	It is confirmed that the Director, Operations role is disestablished with the confirmed disestablishment of the Partnerships directorate. The establishment of a new Commissioning & Partnerships directorate will reduce the number of Director, Operations roles with the merge of these two directorates, and will require a change in scope of responsibilities for this role with operational support across commissioning, partnerships, identity and cultural practice functions.
3	Partnerships (Southern)	Manager, Partnerships Southern	s9(2)(a)	It is confirmed that all Manager, Partnerships roles are disestablished with the confirmed disestablishment of the Partnerships directorate. The establishment of new Director, Commissioning & Partnerships roles under the new Commissioning & Partnerships directorate will require a change in scope of responsibilities and considered a significant change for this role.
3	Partnerships (Central)	Manager, Partnerships Central	s9(2)(a)	It is confirmed that all Manager, Partnerships roles are disestablished with the confirmed disestablishment of the Partnerships directorate. The establishment of new Director, Commissioning & Partnerships roles under the new Commissioning & Partnerships directorate will require a change in scope of responsibilities and considered a significant change for this role.
3	Partnerships (Northern)	Manager, Partnerships Northern	s9(2)(a)	It is confirmed that all Manager, Partnerships roles are disestablished with the confirmed disestablishment of the Partnerships directorate. The establishment of new Director, Commissioning & Partnerships roles under the new Commissioning & Partnerships directorate will require a change in scope of responsibilities and considered a significant change for this role.
4	Partnerships (Southern)	Partnerships Lead (x3)	s9(2)(a)	It is confirmed that all Partnerships Lead roles within the Southern team will be disestablished due to the significant change to the confirmed new Commissioning & Partnerships Southern team. Roles within this team will carry out both Commissioning and Partnerships responsibilities (including languages). This will require a change in scope of responsibilities and considered a significant change for this role.
4	Partnerships (Southern)	Partnerships Lead (Oamaru/Dunedin)	Vacant	It is confirmed that all Partnerships Lead roles within the Southern team will be disestablished due to the significant change to the confirmed new Commissioning & Partnerships Southern team. Roles within this team will carry out both Commissioning and Partnerships responsibilities (including languages). This will require a change in scope of responsibilities and considered a significant change for this role.
3	n/a	Executive Assistant	Vacant	It is confirmed that this role is disestablished with the confirmed disestablishment of the Partnerships and Data & Insights directorates.
4	Partnerships (Southern)	Partnerships Lead (Southland)	Vacant	It is confirmed that all Partnerships Lead roles within the Southern team will be disestablished due to the significant change to the confirmed new Commissioning & Partnerships Southern team. Roles within this team will carry out both Commissioning and Partnerships responsibilities (including languages). This will require a change in scope of responsibilities and considered a significant change for this role.
4	Partnerships (Central)	Partnerships Lead (x3)	s9(2)(a) 1 x Vacant	It is confirmed that all Partnerships Lead roles will be disestablished due to the significant change to the confirmed new Commissioning & Partnerships team. The merge of the Commissioning and Partnerships teams and the establishment of new Senior Advisor, Partnerships roles will increase the efficiency and support for Partnerships responsibilities, reducing the number of Partnerships Lead roles required to fulfil this function.

Confirmed disestablishments - Partnerships (2/2)

Tier	Current Team	Current Role Title	Name	Rationale for change
4	Partnerships (Central)	Partnerships Lead (Taranaki/Whanganui/Manawatu)	Vacant	It is confirmed that all Partnerships Lead roles will be disestablished due to the significant change to the confirmed new Commissioning & Partnerships team. The merge of the Commissioning and Partnerships teams and the establishment of new Senior Advisor, Partnerships roles will increase the efficiency and support for Partnerships responsibilities, reducing the number of Partnerships Lead roles required to fulfil this function.
4	Partnerships (Central)	Partnerships Lead (Gisborne/Hawke's Bay)	Vacant	It is confirmed that all Partnerships Lead roles will be disestablished due to the significant change to the confirmed new Commissioning & Partnerships team. The merge of the Commissioning and Partnerships teams and the establishment of new Senior Advisor, Partnerships roles will increase the efficiency and support for Partnerships responsibilities, reducing the number of Partnerships Lead roles required to fulfil this function.
4	Partnerships (Northern)	Partnerships Lead Northland	Vacant	It is confirmed that all Partnerships Lead roles will be disestablished due to the significant change to the confirmed new Commissioning & Partnerships team. The merge of the Northern teams into one new Commissioning & Partnerships team and the establishment of new Senior Advisor, Partnerships roles will increase the efficiency and support for Partnerships responsibilities, reducing the number of Partnerships Lead roles required to fulfil this function.
4	Partnerships (Northern)	Partnerships Lead Hamilton	Vacant	It is confirmed that all Partnerships Lead roles will be disestablished due to the significant change to the confirmed new Commissioning & Partnerships team. The merge of the Northern teams into one new Commissioning & Partnerships team and the establishment of new Senior Advisor, Partnerships roles will increase the efficiency and support for Partnerships responsibilities, reducing the number of Partnerships Lead roles required to fulfil this function.
4	Partnerships (Northern)	Partnerships Lead Bay of Plenty	Vacant	It is confirmed that all Partnerships Lead roles will be disestablished due to the significant change to the confirmed new Commissioning & Partnerships team. The merge of the Northern teams into one new Commissioning & Partnerships team and the establishment of new Senior Advisor, Partnerships roles will increase the efficiency and support for Partnerships responsibilities, reducing the number of Partnerships Lead roles required to fulfil this function.
4	Partnerships (Southern)	Advisor (x2)	s9(2)(a) 1 x Vacant (Christchurch)	It is confirmed that all Advisor roles within the Southern team will be disestablished due to the significant change to the confirmed new Commissioning & Partnerships Southern team. Roles within this team will carry out both Commissioning and Partnerships responsibilities (including languages). This will require a change in scope of responsibilities and considered a significant change for this role.
4	Partnerships (Central)	Advisor (x2)	s9(2)(a) 1 x Vacant	It is confirmed that all Advisor roles will be disestablished due to the significant change to the confirmed new Commissioning & Partnerships team. The merge of the Central/Wellington teams into one new Commissioning & Partnerships team and the establishment of new Senior Advisor, Partnerships roles will reduce the number of Advisor roles required to fulfil this function.
4	Partnerships (Northern)	Advisor	s9(2)(a)	It is confirmed that all Advisor roles will be disestablished due to the significant change to the confirmed new Commissioning & Partnerships team. The merge of the Northern teams into one new Commissioning & Partnerships team and the establishment of new Senior Advisor, Partnerships roles will reduce the number of Advisor roles required to fulfil this function.
4	Operations	Business Operations Lead	Vacant	It is confirmed that the Business Operations Lead role which is currently vacant is to be disestablished with the establishment of a new Principal Advisor, Operations role. This new Principal Advisor role will provide senior level support to the Director, Operations and greater oversight across the operations function within the Commissioning & Partnerships directorate.

Confirmed disestablishments - Pacific Languages & Identities (1/2)

The table over the following pages outlines the roles confirmed to be disestablished within the Pacific Languages & Identities Directorate.

Tier	Current Team	Current Role Title	Name	Rationale for change
2	Pacific Languages & Identities	Deputy Secretary Pacific Languages & Identities	Ta'i Richard	It is confirmed that this role is disestablished with the confirmed disestablishment of the Pacific Languages & Identities directorate.
3	Languages Development	Director, Languages Development	s9(2)(a)	It is confirmed that this role is disestablished with the confirmed disestablishment of the Pacific Languages & Identities directorate. Languages development capability will be preserved under the new confirmed Policy team, with a Principal Analyst, Languages and Senior Analyst Languages roles being included as part of the new Policy team.
3	Languages Implementation	Director, Languages Implementation	s9(2)(a)	It is confirmed that this role is disestablished with the confirmed disestablishment of the Pacific Languages & Identities directorate. Languages development capability will be preserved under the new confirmed Policy team, with a Principal Analyst, Languages and Senior Analyst Languages roles being included as part of the new Policy team.
4	Languages Development	Principal Advisor	Vacant	It is confirmed this role will be disestablished with the disestablishment of the Languages Development team and is currently vacant.
4	Languages Development	Senior Advisor x2	s9(2)(a)	It is confirmed that all Senior Advisor roles will be disestablished with the confirmed disestablishment of the Languages Development team. Languages development capability will be preserved under the new confirmed Policy team, with a Principal Advisor, Languages and Senior Advisor Languages roles being included as part of the team. The new Policy team will have generic Senior Analysts/Analysts that will provide support on all policy matters including languages development.
4	Languages Development	Advisor	s9(2)(a)	It is confirmed that this role will be disestablished with the confirmed disestablishment of the Languages Development team. Languages development capability will be preserved under the new confirmed Policy team, with a Principal Advisor, Languages and Senior Advisor Languages roles being included as part of the team. The new Policy team will have generic Senior Analysts/Analysts that will provide support on all policy matters including languages development.
4	Languages Implementation	Principal Advisor x2	s9(2)(a)	It is confirmed that all Principal Advisor roles will be disestablished with the confirmed disestablishment of the Languages Implementation team. Languages capability will be preserved under the new confirmed Commissioning & Partnerships team, with the establishment of Regional Portfolio Lead Languages roles. The regional portfolio responsibilities is considered a significant change to role.
4	Languages Implementation	Senior Advisor x4	s9(2)(a)	It is confirmed that all Senior Advisor roles will be disestablished with the confirmed disestablishment of the Languages Implementation team. Languages capability will be preserved under the new confirmed Commissioning & Partnerships team, with the establishment of Regional Portfolio Lead Languages roles. The new Commissioning & Policy team will have Senior Advisors/Advisors that will provide support for commissioning and partnerships activities, respectively, including engagement with communities for languages programmes.
4	Languages Implementation	Advisor	s9(2)(a)	It is confirmed that this role will be disestablished with the confirmed disestablishment of the Languages Implementation team. Languages capability will be preserved under the new confirmed Commissioning & Partnerships team, with the establishment of Regional Portfolio Lead Languages roles. The new Commissioning & Policy team will have Senior Advisors/Advisors that will provide support for commissioning and partnerships activities, respectively, including engagement with communities for languages programmes.

Confirmed disestablishments - Pacific Languages & Identities (2/2)

Tier	Current Team	Current Role Title	Name	Rationale for change
4	Inclusion & Cultural Practice	Yavu Trainer	s9(2)(a)	It is confirmed that this role will be disestablished with the confirmed establishment of the Yavu/Kapasa Trainer role. Establishing a combined role will ensure a streamlined approach to training across MPP and the current demand for Kapasa and Yavu training delivery will be met through a singular role.
4	Inclusion & Cultural Practice	Kapasa Trainer	s9(2)(a)	It is confirmed that this role will be disestablished with the confirmed establishment of the Yavu/Kapasa Trainer role. Establishing a combined role will ensure a streamlined approach to training across MPP and the current demand for Kapasa and Yavu training delivery will be met through a singular role.

Confirmed minor change - Corporate Services

The table below outlines the **confirmed minor changes to roles** within the **Corporate Services** directorate.

Tier	Current Team	Current Role Title	No. of roles	Name(s)	Confirmed Change(s)	Rationale for change
3	People & Capability	Manager, People & Capability	1	Vacant	Change in role title, reporting line & directorate	The Manager, People & Capability will be renamed Director, People & Capability for consistent naming of people leaders across MFP. The Director, People & Capability will report to the Deputy Secretary, Corporate & Support Services within the newly confirmed Corporate & Support Services directorate. This change comes as part of the decision to combine current Corporate Services and Office of the Secretary directorates.
3	Operations	Director, Operations	1	s9(2)(a)	Change in reporting line & directorate	The Director, Operations will report to the Deputy Secretary, Corporate & Support Services within the newly confirmed Corporate & Support Services directorate. This change comes as part of the decision to combine current Corporate Services and Office of the Secretary directorates.
4	People & Capability	Senior Advisor, Organisational Development	1	s9(2)(a)	Change in reporting line & directorate	The Senior Advisor, Organisational Development will be in the newly confirmed Corporate & Support Services Directorate and report to the Director, People & Capability. This change comes as part of the decision to combine current Corporate Services and Office of the Secretary directorates.
4	People & Capability	Advisor	1	s9(2)(a)	Change in reporting line & directorate	The Advisor would be renamed Advisor, People & Capability to indicate the specialist capability required of the role. The Senior Advisor, People & Capability would be in the newly proposed Corporate & Support Services Directorate and report to the Director, People & Capability. This change comes as part of the decision to combine current Corporate Services and Office of the Secretary directorates.
4	Operations	Principal Advisor, Risk & Assurance	1	s9(2)(a)	Change in reporting line, team & directorate	The Principal Advisor, Risk & Assurance will report to the Director, Operations within the Operations team of the new Corporate & Support Services directorate. This change comes as part of the decision to combine current Corporate Services and Office of the Secretary directorates.
4	Operations	Data & Information Manager	1	s9(2)(a)	Change in reporting line, team & directorate	The Data & Information Manager will report to the Director, Operations within the Operations team of the new Corporate & Support Services directorate. This change comes as part of the decision to combine current Corporate Services and Office of the Secretary directorates.
4	Operations	Office Manager, Wellington	1	s9(2)(a)	Change in reporting line, team & directorate	The Office Manager Wellington will report to the Director, Operations within the Operations team of the new Corporate & Support Services directorate. This change comes as part of the decision to combine current Corporate Services and Office of the Secretary directorates.
4	Information Technology	Senior IT Support Specialist	1	s9(2)(a)	Change in reporting line, team & directorate	The Senior IT Support Specialist will report to the Director, IT within the IT team of the new Corporate & Support Services directorate. This change comes as part of the decision to combine current Corporate Services and Office of the Secretary directorates.

Confirmed minor change - Office of the Secretary

The table below outlines the **confirmed minor changes to roles** within the **Office of the Secretary** directorate.

Tier	Current Team	Current Role Title	No. of roles	Name(s)	Confirmed Change(s)	Rationale for change
3	N/A	Executive Assistant	1	s9(2)	Change in reporting line & directorate	The Executive Assistant will report to the Deputy Secretary, Corporate & Support Services within the newly confirmed Corporate & Support Services directorate. This change comes as part of the decision to combine current Corporate Services and Office of the Secretary directorates.
3	Private Secretary	Private Secretary	1	Vacant	Change in reporting line & directorate	The Private Secretary will report to the Chief of Staff within the Executive Office. This change comes as part of the decision to house Executive and Ministerial support capability together.
3	Performance	Manager, Performance	1	s9(2)(a)	Change in reporting line, title & directorate	The Manager, Performance will be renamed Director, Performance for consistent naming of people leaders across MPP. The Director, Performance will report to the Chief of Staff within the Executive Office.
3	Communications	Manager, Communications	1	s9(2)(a)	Change in role title, reporting line & directorate	The Manager, Communications will be renamed Director, Communications for consistent naming of people leaders across MPP. The Director, Communications will report to the Deputy Secretary, Corporate & Support Services within the newly confirmed Corporate & Support Services directorate. This change comes as part of the decision to combine current Corporate Services and Office of the Secretary directorates.
4	Communications	Senior Advisor, Digital Channels	1	s9(2)(a)	Change in reporting line & directorate	The Senior Advisor, Digital Channels will be in the newly confirmed Corporate & Support Services Directorate and report to the Director Communications. This change comes as part of the decision to combine current Corporate Services and Office of the Secretary directorates.
4	Communications	Senior Advisor, Designer	1	s9(2)(a)	Change in reporting line, title & directorate	The Senior Advisor, Design will be in the newly confirmed Corporate & Support Services Directorate and report to the Director Communications. This change comes as part of the decision to combine current Corporate Services and Office of the Secretary directorates.
4	Communications	Senior Advisor, Content	1	s9(2)(a)	Change in reporting line & directorate	The Senior Advisor, Content will be in the newly confirmed Corporate & Support Services Directorate and report to the Director Communications. This change comes as part of the decision to combine current Corporate Services and Office of the Secretary directorates.
4	Ministerial Services & Nominations	Advisor	2	s9(2)(a)	Change in reporting line, title & directorate	The Advisor roles within the Ministerial Services & Nominations team will be renamed Advisor, Ministerial Services to indicate the specialist capability required of the roles. The Advisor, Ministerial Services roles will report to the Chief of Staff within the Executive Office. This change comes as part of the decision to house Executive and Ministerial support capability together.

Confirmed minor change - Policy & Strategy

The table below outlines the **confirmed minor changes to roles** within the **Policy & Strategy** directorate.

Tier	Current Team	Current Role Title	No. of roles	Name(s)	Confirmed Change(s)	Rationale for change
4	Policy	Policy Analyst	3	s9(2)(a) Vacant	Change in reporting line, team, & directorate	The Policy Analyst roles within the current Policy team will be renamed Analyst, Policy for consistent naming of roles across MPP. The Analyst, Policy roles will report to the Director, Policy role within the new Policy team. This change comes as part of the decision to combine all policy capability within one team, this includes Strategy, Policy, and Languages Development.
4	Strategy	Policy Analyst	1	s9(2)(a)	Change in reporting line, team, & directorate	The Policy Analyst role within the current Strategy team will be renamed Analyst, Policy for consistent naming of roles across MPP. The Analyst, Policy role will report to the Director, Policy role within the new Policy team. This change comes as part of the decision to combine all policy capability within one team, this includes Strategy, Policy, and Languages Development.

Confirmed minor change - Data & Insights

The table below outlines the **confirmed minor changes to roles** within the current **Data & Insights** directorate.

Tier	Current Team	Current Role Title	No. of roles	Name(s)	Confirmed Change(s)	Rationale for change
3	N/A	Chief Data Scientist	1	s9(2)(a) (Fixed term)	Change in reporting line & directorate	The Chief Data Scientist will report to the Deputy Secretary, Policy & Insights role within the newly confirmed Policy & Insights directorate. This change comes as part of the decision to combine current Policy & Strategy and Data & Insights directorates.

Confirmed minor change - Commissioning

The table below outlines the **confirmed minor changes to roles** within the **Commissioning** directorate.

Tier	Current Team	Current Role Title	No. of roles	Name(s)	Confirmed Change(s)	Rationale for change
3	N/A	Executive Assistant	1	s9(2)(a)	Change in reporting line & directorate	The Executive Assistant will report to the Deputy Secretary, Commissioning & Partnerships within the newly confirmed Commissioning & Partnerships directorate, given the current Deputy Secretary, Commissioning role is confirmed to be disestablished. This change comes as part of the decision to combine the current Commissioning and Partnerships directorates.
4	Operations	Grants Advisor	1	Vacant	Change in reporting line, team & directorate	The Grants Advisor will report to the Director, Operations within the Operations team of the new Commissioning & Partnerships directorate. This change comes as part of the decision to combine Operations teams from the current Commissioning and Partnerships directorates.
4	Operations	Grants Coordinator	1	vacant	Change in reporting line, team & directorate	The Grants Coordinator will report to the Director, Operations within the Operations team of the new Commissioning & Partnerships directorate. This change comes as part of the decision to combine Operations teams from the current Commissioning and Partnerships directorates.

Confirmed minor change - Partnerships

The table below outlines the **confirmed minor changes to roles** within the **Partnerships** directorate.

Tier	Current Team	Current Role Title	No. of roles	Name(s)	Confirmed Change(s)	Rationale for change
4	Operations	Office Manager Auckland	1	s9(2)(a)	Change in reporting line, team & directorate	The Office Manager Auckland will report to the Director, Operations within the Operations team of the new Corporate & Support Services directorate. This change comes as part of the confirmed disestablishment of the current Director, Operations role within the Partnerships directorate, and to group Office Management roles within one team.
4	Partnerships Northern	Partnerships Lead	3	s9(2)(a)	Change in reporting line, team & directorate.	The Partnerships Lead will report to the Director, Commissioning & Partnerships within the Commissioning & Partnerships Northern team of the new Commissioning & Partnerships directorate. This change comes as part of the decision to combine Commissioning and Partnerships capability under one team.

Confirmed minor change - Pacific Languages & Identities

The table below outlines the **confirmed minor changes to roles** within the **Pacific Languages & Identities** directorate.

Tier	Current Team	Current Role Title	No. of roles	Name(s)	Confirmed Change(s)	Rationale for change
3	Inclusion & Cultural Practice	Director, Inclusion & Cultural Practice	1	s9(2)(a)	Change in role title, reporting line, team name, and directorate	The Director, Inclusion & Practice will be renamed Director, Pacific Identities & Advisory to align with the new name confirmed for the team. The Director, Pacific Identities & Advisory will report to the Deputy Secretary, Policy & Insights within the new Policy & Insights directorate.
4	Inclusion & Cultural Practice	Disability Lead	1	s9(2)(a)	Change in role title, reporting line, team name, & directorate	The Disability Lead will be renamed to 'Pacific Peoples with Disabilities Lead'. The Pacific Peoples with Disabilities Lead report to the Director, Pacific Identities & Advisory within the newly named Pacific Identities & Advisory team. This team will sit in the Policy & Insights directorate.
4	Inclusion & Cultural Practice	Pacific Rainbow+ Peoples Lead	1	s9(2)(a)	Change in reporting line, title, team name, & directorate	The Pacific Rainbow+ Lead will be renamed to 'Pacific Rainbow+ Peoples Lead'. The Pacific Rainbow+ Peoples Lead will report to the Director, Pacific Identities & Advisory within the newly named Pacific Identities & Advisory team. This team will sit in the Policy & Insights directorate.
4	Inclusion & Cultural Practice	Youth Lead	1	s9(2)(a)	Change in role title, reporting line, team name, & directorate	The Youth Lead will be renamed to 'Pacific Youth Lead'. The Pacific Youth Lead will report to the Director, Pacific Identities & Advisory within the newly named Pacific Identities & Advisory team. This team will sit in the Policy & Insights directorate.
4	Languages Development	Principal Advisor	1	s9(2)(a)	Change in role title, reporting line, team & directorate	The Principal Advisor role will be renamed Principal Analyst, Languages to indicate the specialist capability required of the role. The Principal Analyst, Languages, will report to the Director Policy, within the Policy team in the new Policy & Insights directorate. This change comes as part of the decision to combine all policy capability within one team, this includes Strategy, Policy, and Languages Development, whilst retaining two policy roles with dedicated Languages capability.

Ngā mihi
Kam bati n rabwa
Faiākse 'ea
Mālō 'aupito
Meitaki ma'ata
Tenk yu tru
Fa'afetai lava
Fakaaue lahi
Vinaka vakalevu
Fakafetai lahi
Tagio tumas



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