



7 SEP 2018

Dear [REDACTED]

On 20 June 2018, you emailed the Ministry requesting, under the Official Information Act 1982, the following information:

In the last three financial years, broken down by year, details of any restructuring that has taken place at the agency. This should include:

- *number of jobs disestablished*
- *total number of redundancies*
- *total number of jobs added*
- *total number of jobs merged*
- *refocusing aspects of any role*
- *length and type of consultation*
- *details of any change management consultants that have been employed to manage the workplace change process. Who were they, for how long were they employed, what was the rate and what was the total cost.*

Currently the Ministry of Social Development (the Ministry) employs approximately 7,000 staff who provide income assistance and services to more than one million New Zealanders each year. As the needs of the Ministry's business change, it may undertake reviews of how it works within its different business units to ensure it is able to deliver services in the most effective and efficient way.

Staffing changes can range from small changes to a person's role or reporting line through to a significant structural change. Each business unit leads the change, with subject matter expertise provided by corporate functions including Human Resources and Finance. As such, the Ministry does not centrally hold information about all business changes that have occurred within the Ministry in the financial years you have requested in a way that can be easily reported on.

The Ministry is cognisant of the public interest there will be in this information. Due to this public interest, Ministry staff have manually reviewed documents for 16 change proposals identified for the previous three financial years to assist with addressing your questions, however it is important to note that this is not an exhaustive list. These change proposals ranged in size and scope from reviewing specialised business processes to considering the best agency for specific business units to sit within following the establishment of Oranga Tamariki, Ministry for Children.

Any review is designed to be fit for purpose depending on the size and complexity of the change proposal. A formal change process will include a period of analysis of what the business needs are, time to develop a proposal for consultation, a period of consultation with staff which is usually two weeks, and time to fully consider staff feedback and make changes to the final structure before a final decision document is released.

Of the 16 change proposals reviewed, the consultation period for 12 of these was two weeks. Two went for longer periods (three weeks and five weeks) and two went for shorter periods (one week) due to the differing size and complexity of these changes. Prior to any restructuring or review, senior management approval is sought to ensure a sound rationale and alignment to the Ministry's strategic direction.

Tables one to three below provide further information collated from these change proposals. As this is a manual retrospective review, this does not precisely reflect the number of people who may have been impacted and does not capture the context within which each change proposal occurred.

The Ministry is not able to capture this information in the exact way you have requested however, to meet the public interest in this information, the Ministry has reported on:

- the number of roles/full time equivalent (FTE) that were disestablished
- the number of roles/FTE that changed as part of the change process, such as a change in reporting line or title
- the number of roles/FTE that were established

When capturing this information, some proposals describe the number of roles impacted and others describe the number of FTE positions impacted. These are two different measures as an employee may work part time and therefore not be counted as one FTE.

The numbers provided will not capture the full number of employees impacted by a change. Some change proposals aligned functions and described changes in overall team reporting lines, (for example, the separation of functions between the Ministry and Oranga Tamariki), but did not provide granular detail of the number of employees impacted by this. In these cases the number of employees impacted were unable to be counted.

It is important to note that some roles will have been vacant when they were disestablished and as such no employees were directly affected by this change. The Ministry is unable to report on the number of roles that were vacant at the time of each change consultation and therefore the number of employees who were directly impacted.

Table One: Roles/FTE disestablished, changed or created across the six change proposals reviewed for the 2014/15 financial year.

Number of roles/FTE disestablished	Number of roles/FTE with some change to position	Number of roles/FTE established
98.00	89.00	15.00

Table Two: Roles/FTE disestablished, changed or created across the five change proposals reviewed for the 2015/16 financial year

Number of roles/FTE disestablished	Number of roles/FTE with some change to position	Number of roles/FTE established
47.50	73.00	48.00

Table Three: Roles/FTE disestablished, changed or created across the five change proposals reviewed for the 2016/17 financial year

Number of roles/FTE disestablished	Number of roles/FTE with some change to position	Number of roles/FTE established
76.33	14.00	115.00

Information about the Ministry's number of known redundancies is provided as part of the Select Committee Annual Review process. Information for the last three financial years is available from the following web-links (refer to question one in the documents relating to restructures and redundancies):

- 2016/17:
www.parliament.nz/en/pb/sc/submissions-and-advice/document/52SCSS_EVI_75163_505/ministry-of-social-development-responses-to-annual-review
- 2015/16:
www.parliament.nz/en/pb/sc/submissions-and-advice/document/51SCSS_EVI_00DBSCH_ANR_71778_1_A542337/ministry-of-social-development-response-to-questions-1
- 2014/15:
www.parliament.nz/resource/en-NZ/51SCSS_EVI_00DBSCH_ANR_66294_1_A462815/9d15b5cae602527c04454dd27fa515ecb1e2f930.

Not all changes result in redundancies and to provide you with information about whether a redundancy has occurred following one of the 16 change processes reviewed would require further manual review of the consultation documents held and individual staff files. While some positions may be disestablished, other positions may be created that better fit the needs of the business. Some of the roles that are disestablished may be vacant at the time of the change and therefore no staff are directly impacted.

The Ministry supports employees who are impacted by change through a formal process to limit the impact on them. Impacted employees have the first option of applying for newly created roles and often move into these new roles as part of the subsequent recruitment process. Where an employee is unsuccessful in securing a role and redundancy is chosen, the Ministry provides support through recruitment assistance, the Employee Assistance Programme and redundancy payments.

Your request for information which relates to the total number of jobs merged, refocusing aspects of any role and details of any change management consultants that have been employed to manage the workplace change process, is refused under section 18(f) of the Official Information Act.

The Ministry is unable to provide you with information regarding the total number of jobs merged and refocusing aspects of any role as this information is held on individual staff files. In order to provide you with this information, Ministry staff would have to manually review thousands of staff files. Information about the Number of roles/FTE with some change to position is provided in the tables above in place of this information, as it could be collated from the change protocol documents.

Furthermore, the Ministry is unable to provide you with information regarding details of any change management consultants who have been employed to manage the

workplace change process, as the Ministry would need to manually review thousands of invoices to identify business units involved in any workplace change process, and then consult with the business units to determine who the management consultants were, how long they were employed, their rate and the total cost.

Information regarding the Ministry's use of contractors in general is provided as part of the Select Committee Annual Review process referenced and linked to above (question 63 in 2015/16 and 2016/17, and question 66 in 2014/15).

The Ministry has considered whether it would be able to respond to your requests for this information given extra time, or the ability to charge for the information requested. In either case, the Ministry's ability to undertake its work would still be prejudiced. The greater public interest is in the effective and efficient administration of the public service.

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

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

This Ministry fully supports those principles and purposes. The Ministry therefore intends to make the information contained in this letter and any attached documents available to the wider public shortly. The Ministry will do this by publishing this letter on the Ministry of Social Development's website. Your personal details will be deleted and the Ministry will not publish any information that would identify you as the person who requested the information.

If you wish to discuss this response with us, please feel free to contact OIA_Requests@msd.govt.nz.

If you are not satisfied with this response, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

Yours sincerely

A handwritten signature in blue ink, appearing to be 'S. Crombie', written over a white background.

Stephen Crombie
Deputy Chief Executive, Corporate Solutions