

MINISTRY OF FOREIGN AFFAIRS AND TRADE

DECISION DOCUMENT: Proposal to Strengthen the Asset Management Division

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20 August 2015

Introduction

1. The purpose of this document is to set out the decisions made on the proposed structural changes to the Asset Management Division following feedback from staff.
2. The feedback received was for the most part supportive of the specific proposals. I have considered carefully the feedback provided and have provided my responses in the feedback summary of this document.
3. There was also feedback that was not specific to the proposals and that was also useful. Much of this will be considered through the implementation phase in terms of ensuring the proposal is effective. A summary of that feedback is also contained in this document.
4. The final decisions have been formally approved by Phil Goulin, Acting Group Manager, Services.
5. I would like to take this opportunity to thank everyone for their contribution to this proposal which was high quality, well thought through and presented and extremely useful in informing final decisions.

Richard Pope
Divisional Manager

Background

6. Details of the proposals were outlined in the proposal document that was released to staff on 31 July 2015.
7. The proposal included new roles; an Information Analyst, a Programme Manager, an Interior Designer and a Relocation Manager in addition to the three Project Manager roles that recruitment processes had been initiated. The proposal also included some re-prioritisation of focus for asset management and some changes of titles and reporting lines of some current roles aimed at strengthening the programme and project deliver functions.
8. Staff were invited to provide their feedback on the proposal to be considered prior to any final decisions. Feedback closed on 12 August 2015.

Feedback

9. A number of staff took the opportunity to provide feedback on the proposals.
10. The following table summarises the key themes contained in the feedback and the response to that feedback.

Feedback Theme	Summary of Feedback provided	Response
Establishment of fixed term roles of; <ul style="list-style-type: none"> • Information Analyst • Programme Manager • Interior Designer • Relocation Manager 	<ul style="list-style-type: none"> • Feedback was generally supportive of the establishment of these roles. 	<ul style="list-style-type: none"> • The proposal to establish the new fixed term roles is confirmed.
	<ul style="list-style-type: none"> • Some concern was expressed about changing reporting lines prior to the appointment of the Programme Manager. It was suggested that for business continuity, reporting lines to the Programme Manager are implemented after an appointment has been made. 	<ul style="list-style-type: none"> • It is agreed that the changes to reporting lines to the Programme Manager should take place post the starting of the person in that role rather than to a vacant position. • The above also applies to the Works of Art team and the starting of the Design Manager
	<ul style="list-style-type: none"> • Some concern was raised about the fixed term nature of the appointments and if permanent appointments were a better option, particularly if there is slippage in the 3 year work programme. 	<ul style="list-style-type: none"> • The fixed term appointments are closely linked to the investment programme and therefore fixed term appointments remain the preferred option. The work programme will be actively monitored as we go forward and the need to extend any fixed term arrangement will be considered appropriately at the time.

Feedback Theme	Summary of Feedback provided	Response
	<ul style="list-style-type: none"> Feedback was received that some of the responsibilities and accountabilities need further clarification, particularly the leadership role of the Programme Manager. 	<ul style="list-style-type: none"> The Job Descriptions will provide clarity and will be available prior to the recruitment process commencing.
Establishment of a fixed term role of Information Analyst reporting to the Asset Strategy Manager	<ul style="list-style-type: none"> While feedback indicated overall general support for the changes there was limited feedback received on this specific proposal. 	<ul style="list-style-type: none"> The proposal to establish the fixed term Information Analyst role is confirmed.
Establishment of a fixed term role of Programme Manager to cover end to end project delivery function	<ul style="list-style-type: none"> While feedback indicated overall general support for the changes there was limited feedback received on this specific proposal. 	<ul style="list-style-type: none"> The proposal to establish the fixed term Programme Manager role is confirmed.
Redesignation of Manager, Special Projects to Acquisition Manager.	<ul style="list-style-type: none"> Feedback was received questioning the competing priorities that may impact on the Acquisitions Manager role and if there was sufficient capability to manage the work programme. 	<ul style="list-style-type: none"> The feedback is noted however, I am satisfied that these issues can be managed appropriately to ensure that the Acquisitions Manager role is not distracted from its primary functions and that we will monitor and adjust resourcing if the programme requires. The proposal to change the designation to Acquisitions Manager is confirmed.
Change of reporting line for the Design Manager to the proposed Programme Manager role	<ul style="list-style-type: none"> While feedback indicated overall general support for the changes there was limited feedback received on this specific proposal. 	<ul style="list-style-type: none"> The proposal to change the reporting line the Design Manager to the Programme Manager is confirmed.
Change of reporting line for the two Works of Art team to the Design Manager.	<ul style="list-style-type: none"> Some feedback was received suggesting that additional resources may be required in this area moving forward. 	<ul style="list-style-type: none"> The feedback is noted. I acknowledged that workloads have been impacted by significant projects over the last few years. I am satisfied that current resourcing is appropriate. The potential for continued pressures are unclear at this time and at the completion of the WOA strategy we will be positioned to provide greater surety around the WOA programme and identify and respond to any resourcing issues.

Feedback Theme	Summary of Feedback provided	Response
		<ul style="list-style-type: none"> This will include the potential to continue the current extended hours of work arrangements that are in place. The proposal to change the reporting line of the Works of Art team to the Design Manager is confirmed.
Redesignation of the Asset Development Manager role to Global Development Manager and a change of reporting line to the proposed Programme Manager role.	<ul style="list-style-type: none"> While feedback indicated overall general support for the changes there was limited feedback received on this specific proposal. 	<ul style="list-style-type: none"> The proposal to change the reporting line and designation of the Asset Development Manager role is confirmed.
Change of reporting line for three Project Manager roles to the proposed Global Development Manager role.	<ul style="list-style-type: none"> Feedback supported this proposal. 	<ul style="list-style-type: none"> The proposal to change the reporting line of the three Project Managers to the Global Development Manager role is confirmed.
Change of reporting line for Project Co-ordinator role to the proposed Global Development Manager role.	<ul style="list-style-type: none"> While feedback indicated overall general support for the changes there was limited feedback received on this specific proposal. 	<ul style="list-style-type: none"> The proposal to change the reporting line of the Project Co-ordinator to the Global Development Manager role is confirmed.
Overall change proposal	<ul style="list-style-type: none"> Concern was expressed that sufficient management oversight needs to be in place during this change and during implementation to take account of the parallel changes in the Services Group, particularly in Project Management, to ensure links are maintained and risks mitigated. 	<ul style="list-style-type: none"> I agree and will be ensuring that these issues are taken into account moving forward.
	<ul style="list-style-type: none"> Concern was expressed that with a focus on larger pieces of work it is very important to not lose sight of relatively smaller work priorities, projects and maintenance moving forward and that additional resources may be required in particular areas (e.g. the Pacific). 	<ul style="list-style-type: none"> The feedback is noted. I am however satisfied that the strengthening of the Programme Delivery team will provide focus and benefits across the entire work programme. I expect that the changes will both strengthen technical capabilities and free up resources to manage areas that may not have received sufficient attention.

Feedback Theme	Summary of Feedback provided	Response
	<ul style="list-style-type: none"> Feedback was received inquiring if impacts from and on the AIMS Project have been taken into account and if AIMS implementation is sufficiently resourced 	<ul style="list-style-type: none"> It has been taken into account to the extent required at this stage. The AIMS resourcing will form part of the AIMS business case when that is ultimately landed. The Information Analyst role is for two years and will assist in the AIMS proposition but is not envisaged to be the on-going administration role should the AIMS solution call for that. The space created in the Asset Management team will assist in providing capacity to help in the AIMS project.
	<ul style="list-style-type: none"> Feedback was received suggesting that implementation will need to be managed carefully to ensure a smooth transition to the new structure and maintaining business as usual 	<ul style="list-style-type: none"> I agree, this will be a priority for the management team
	<ul style="list-style-type: none"> Alternative options were put forward as part of the feedback, including the establishment of additional Regional Asset Managers and reallocation of RAM geographical responsibilities. 	<ul style="list-style-type: none"> A number of options were considered but I am satisfied that none of those options, including increasing RAMS, provided the same level of benefit. The original proposals put forward provide the best fit to deliver immediate and long term objectives.

Other Feedback not directly linked to the proposals themselves.

11. An inquiry was made as to the employment arrangements for the current Design Manager and if this was an open tenure full time role.
 - *It is confirmed that this role is permanent and full time and will be openly advertised.*
12. In addition to providing feedback on the actual proposals outlined in the discussions document, some staff also provided views on other improvements that could be made moving forward. Primarily these were related to;
 - the nature of the fixed term roles and the terms and conditions attached to those appointments;
 - resourcing of other parts of the Ministry that impact on the AMD work programme;
 - career progression opportunities;
 - overall current and future resourcing;

- organisation of work and activities and functions within teams;
- alignment of activity with outcomes, and;
- governance issues;
 - *The information and views provided will be extremely useful moving forward, however the feedback is outside the scope of the review (e.g., HR Policy in relation to terms and conditions, resourcing outside AMD) or best addressed by the teams themselves once the structure is in place. Any further changes to resourcing, structures, governance and management of workloads and activities within the teams will continue to be part of normal business as usual for AMD Managers.*

13. In particular, there was feedback received around where current and future projects sit within the teams proposed (e.g., are all projects transferred from the RAM to the Acquisitions Manager), how linkages (both internally within AMD and with other relevant parts of the Ministry) and relationship management will be maintained and other operational matters.

- *These are valid issues that will need to be worked through carefully during transition planning and as business as usual moving forward. I expect that planning process to begin immediately and for any operational issues to be worked through during and post implementation.*

14. Feedback was also received seeking clarification of where specific responsibilities will fall (e.g., all acquisition activity falling to the Acquisitions Manager) and what the overall intended purpose of some of the roles.

- *I expect that the release of Job Descriptions will provide significant clarification, however I also expect that identification of some day to day activity and high level boundaries will be identified as the structure is implemented and evolves.*

15. Some feedback was received querying the impacts on individuals, particularly where responsibilities and accountabilities appear to be changed.

- *I am satisfied that the changes proposed do not represent significant changes for individuals or roles to the extent that any individual is "affected" by the final decisions. While there are some changes in responsibilities and accountabilities, I am satisfied that these do not meet the threshold that would require the disestablishment of a role and the establishment of a new role. I am happy to discuss any concerns directly with individual staff.*

Questions

16. A number of questions were raised during the feedback process seeking clarification rather than providing submissions or views on the proposals. I expect that many of these queries will have been resolved through this final decisions document, in my face to face meetings with teams or by direct response from me to individuals. If there remain any unanswered questions or you require any further clarification, please contact me directly.

Final Decisions

17. The vast majority of the feedback received was supportive of the general thrust of the proposals. While some feedback suggested some minor changes to how the activities and work programme was allocated, on balance I have determined that the proposals as outlined in the proposals document will be implemented unchanged.
18. Attached as an Annex is the approved organisation chart as a result of these final decisions.

Post implementation review

19. In line with best practice, we intend to assess the effectiveness of the new structure once the changes have been implemented and imbedded to ensure that the outcomes that we expect have been achieved.
20. In light of the feedback we have received, this post implementation review will specifically include governance, resourcing and organisation of activities and functions to ensure the most effective outcomes are being achieved.

Impacts

21. As a result of the final decisions, no staff are formally affected by the changes. Those staff that have a change of direct reporting line or designation will be reconfirmed in their current role which will be formally confirmed by letter.

Implementation date / Next Steps

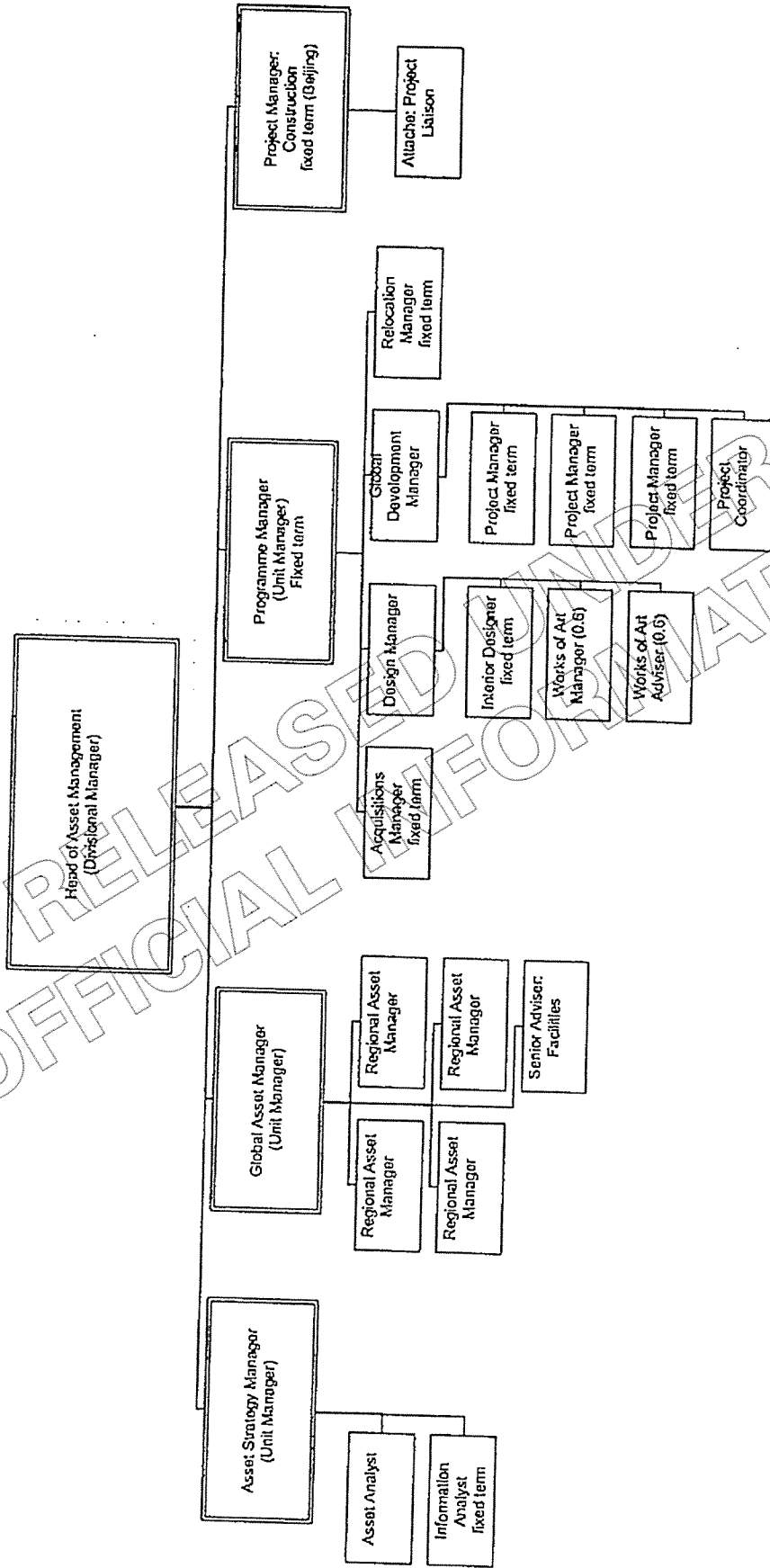
22. The overall proposal, including all position title changes will take effect from 3rd September 2015.
23. Changes to the reporting line for the Project Co-ordinator will also come into effect on 3 September 2015.
24. Changes to reporting lines for the Acquisition Manager and the Global Development Manager will come into effect when the Programme Manager starts.
25. Changes to the reporting line for the Works of Art team will come into effect when the Design Manager starts.
26. The recruitment process for the vacant roles will commence as soon as possible once position descriptions have been confirmed.

EAP

27. We recognise that this is a challenging time for people potentially impacted by change and for their colleagues. The Ministry is committed to supporting staff through the change process. Employee Assistance Programme (EAP) support is available to you 24 hours a day. During normal business hours Monday to Friday the contact number is . After hours, the contact number is .

Annex B: Confirmed AMD Structure August 2015

Headcount 23



August 2015

STAFF-IN-CONFIDENCE

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MINISTRY OF FOREIGN AFFAIRS AND TRADE

IMD DECISION DOCUMENT MARCH 2015 FINAL

DECISION DOCUMENT

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Mike Pilkington, Chief Information Officer

10 March 2015

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1. Introduction

Today I am announcing decisions on the consultation proposal of Phase 3 of organisational change for the Information Management Division.

I would like to thank everyone who provided feedback. Twenty submissions were received from staff and the unions.

This document sets out the key themes from feedback and my view on these, the decisions that have been taken, and the impact on positions.

Mike Pilkington

Chief Information Officer

2. Background

Consultation commenced on 12 February 2015 on Phase 3 of a proposed organisational change for the Information Management Division. Feedback from IMD staff and unions has now been received, and considered.

3. Proposed changes

i. Service Centre

It was proposed to:

- a. Implement a hybrid service delivery operating model with: the establishment of a new Service Delivery Manager position and three Service Engineer positions within MEAT; and the outsourcing of Service Centre and Desktop Support functions for a 24 hour support model for the Restricted (Orange) network. This was proposed to be implemented in a phased approach.
- b. Undertake a phased implementation approach.

In Phase 1 it was proposed that the Service Centre Analyst positions, which are currently filled by contractors, would be filled by staff from an outsource provider and the current permanent staff members would remain in their Tier 1 and Tier 2 Service Centre Analyst positions.

In Phase 2, subject to the outsource service provider's staff performance standards being met during Phase 1, it was proposed to: enter into a contract with the preferred outsource service provider to complete the work currently undertaken by the Tier 1 and 2 Service Centre Analysts; establish the proposed three in-house

Service Engineer positions; establish the proposed in-house Service Delivery Manager position; and when appropriate extend the full range of services provided by the Service Desk from 7am to midnight NZ standard time, five days per week.

In Phase 3 it was proposed to continue to expand after hours support covering a 24x5 support model then, when possible, a 24x7 support model.

ii. Other IMD positions

Technical Operations, Change, and Development and Planning

It was also proposed to:

- Realign the reporting lines of the Team Leader Applications Support, Change Manager, Learning Solutions Adviser, and Project Manager BAU under the Service Delivery Manager to enable an integrated approach to service delivery and support.
- Focus the Technical Operations Manager position more deeply on the Infrastructure and Technical Support areas.

Strategy and Planning position

The establishment of a new **Strategy and Planning Manager** position was proposed.

Architecture positions

As we move to providing more focused bespoke/expertise oriented service, and as the Ministry's Modernisation Programme continues, it was proposed to:

- Re-title and update the position description for the position of Senior Network Engineer within the Architecture group to Network Architect
- Establish two new Architect positions, a Solutions Architect and an Information Architect

Documents, Records and Archives positions

As part of a review of the Documents, Records and Archives team, we also proposed to realign the work within this team. This included:

- Establishment of a Historical Research and Vetting Adviser position
- Disestablishment of the vacant Documents and Records Adviser, part time Historical Research Adviser, and part-time Vetting Panel Member positions
- Change the reporting line of the Classified Registrar position to report to the Team Leader, Technical Support

4. Summary of proposed changes

Proposals	Position
Positions proposed to be disestablished	<ul style="list-style-type: none"> • Team Leader Service Centre • Service Centre Analyst (Tier 1) x 5 • Service Centre Analyst (Tier 2) x 5 • Documents and Records Adviser (Vacant) • Historical Research Adviser (Part time and Vacant) • Vetting Panel member (Part time and Vacant)
New positions proposed to be established	<ul style="list-style-type: none"> • Strategy and Planning Manager • Service Delivery Manager • Service Engineer x 3 • Solutions Architect • Information Architect • Historical Research and Vetting Adviser <i>(The merged Research Adviser and Vetting Panel member positions)</i>
Proposed reporting line change <i>(not significant change)</i>	<ul style="list-style-type: none"> • Team Leader Applications Support • Change Manager • Classified Registrar • Learning Solutions Adviser • Project Manager BAU
Other proposed changes <i>(not significant change)</i>	<ul style="list-style-type: none"> • Technical Operations Manager • Senior Network Engineer re-titled Network Architect

5. Feedback

Feedback received from both staff and the unions has been read and considered by myself and Stephen Henry, Group Manager Services. The following table sets out the main themes of feedback and my response. Please note that this is a summary of the key themes, not a comprehensive record of each piece of feedback received.

Feedback

Theme	Key feedback received	Comments
<p>Ensure any outsourced model is set up to deliver continued optimal customer service</p>	<p>Feedback included acknowledgement that there is a valid business case for the realignment of services. Key ideas were around ensuring structured and effective implementation of the hybrid outsourcing model, including: a focus on successful outcomes/resolution for the customers rather than a rigid enforcement of SLAs to meet percentage goals or "ticket taking"; continuity of staff from the outsource provider to ensure a consistent high quality of service for our customers; and the need for well managed handover processes and good communication mechanisms to ensure a seamless service is provided between shifts. There was also support for retaining in-house knowledge and skill to enable the efficient handling of confidential and restricted work, which is one of the key aspects of the Service Engineer positions.</p>	<p>Implementation of the hybrid of full commercial outsourcing will require detailed and comprehensive up-front work to get the processes right, for example through tight contract and service level agreement definition, and to ensure continued high levels of customer service. However, we believe that the benefits would be worth the investment.</p>
<p>The Service Engineer position description needs to include core work currently undertaken by the Service Desk, such as PABX and HEAT system support, SCIF opening and closing,</p>	<p>Feedback included comment on a range of functions and duties that are not specifically listed in the Service Engineer position description.</p>	<p>Core work currently undertaken by the Service Desk, such as PABX and HEAT system support, SCIF opening and closing, Exchange and Koru functions will continue to be undertaken by the Service Engineer positions. The Service Engineer position description is written at an accountability level, rather than by task, and therefore describes</p>

Theme	Key feedback received	Comments
Exchange and Koru functions.		user support being provided for approved hardware, applications, infrastructure and systems used by the Ministry. However, we agree that these functions need to be supported by the Service Engineers.
Mixed responses to the proposed closed selection process for the Service Engineer positions.	A range of responses (both positive and negative) were provided on the closed selection process proposed for the Service Engineer positions. Some agreed with the proposed approach whilst others felt a more interview based approach would be beneficial. There was interest in ensuring the selection matrix criteria would be known in advance to allow a transparent and fair process.	This closed selection approach has been included on the basis that the Service Engineer positions are seen as being functionally similar to the current Service Centre Analyst positions, and it is good employer practice to provide a closed selection process in such instances. Based on feedback the selection matrix may include a short face to face option to allow affected staff to meet with the panel. As outlined in the Consultation Document, the selection matrix will be made available to all current Service Centre Analysts in advance of any selection process taking place.
Perceived overlap and/or duplication of the Service Level Agreement (SLA) function contained in the proposed Service Delivery Manager position and the current Business Relationship Manager position.	Comment was provided on: the logic of the Service Delivery Manager and Business Relationship Manager both working with SLAs; whether or not it makes sense for the Business Relationship Manager position to sit under the Service Delivery Manager; and a perception that some of the functions from the Business Relationship Manager position have been moved to the new Service Delivery Manager position.	The Service Delivery Manager and Business Relationship Manager are quite different, but complementary positions. The Business Relationship Manager faces out from IMD to our customers and needs to be kept separate to ensure independence in representing user interests. This position facilitates the development of SLAs between the business and IMD. In

Theme	Key feedback received	Comments
		contrast the Service Delivery Manager is accountable for the development of SLAs (including vendors and outsource providers), to ensure a high level of customer service is maintained.
Clarification on the quantum of the Service Delivery Manager position.	Some feedback commented on: the size of the Service Delivery Manager position; the time available to the incumbent to cover off all the functions they are responsible for; and others sought clarification on some of the functions in the proposed position description.	The Service Delivery Manager position is a large and varied position, and its job evaluation reflects this. Moreover, at this level, the incumbent is expected to achieve through others (team leaders and other specialists), rather than complete all of the functions themselves. Any aspects of the position description requiring clarification will be updated and the position description re-issued.
Retain an Oncall team and Subject Matter Experts (SMEs).	Comment was provided on the ongoing need for an Oncall team and SMEs to provide input to resolution of complex issues after hours.	We agree that there is an ongoing need for an Oncall team and Subject Matter Experts (SMEs) to provide input to resolution of complex issues after hours. There was no intention to discontinue this. We expect that in time, as the Service Engineers become more knowledgeable/ experienced, they may be able to resolve some of these issues themselves.
A range of suggestions for additional positions to be included in the new structure.	There were a range of suggestions for new positions or additional positions to the numbers proposed (such as the Service Engineer positions). In particular the creation of an Analyst role to assist Ministry staff to create reports/mine data from IMD	Whilst there were some interesting suggestions, we don't have approval to increase headcount, so need to progress with the new structure as proposed. However, there may be some merit in business groups, who have a high need to create

Theme	Key feedback received	Comments
	systems was suggested.	reports/mine data out of the Ministry's IMD systems to create reports, to build this kind of position into their own teams. We plan to pursue this idea further with the rest of the Ministry.
Re-name the proposed Information Architect to Information Systems Architect.	It was suggested that we rename the proposed Information Architect to Information Systems Architect as this more closely matches what the position is intended to provide, and is more likely to attract the right kind of people to apply.	We agree that a change in title is required to better reflect the responsibilities of the role. We plan to call the position Integration Architect. It will undertake both Applications and Integration design functions.
Classified Registrar position reporting lines.	There was a range of feedback on where the Classified Registrar position should sit in the new structure.	We agree with the feedback, and feel that further detailed consideration should be given to the way the work of the Classified Registrar, Comms Officer and COMSEC Custodian positions is done and where this work should logically sit. We plan to complete this work separately after the new structure has bedded in. In the interim, we have decided to move the Classified Registrar position to report to the COMSEC Custodian, and to move the COMSEC Custodian position to report directly to the Technical Operations Manager role.
Alternative Change Manager reporting line.	An alternative reporting line was suggested to the new Strategy and Planning Manager position.	It is planned to proceed with the change in reporting line for the Change Manager position as proposed, i.e. the Change manager position will now report to the new Service Delivery Manager position.

Theme	Key feedback received	Comments
<p>Some confusion over the selection processes required for affected staff in relation to new positions in the new structure.</p>	<p>Some staff suggested that any new positions in the new IMD structure should be available for all IMD staff to apply for.</p>	<p>This change process will be managed in accordance with the relevant provisions contained within individual and collective employment agreements. In particular, this would see us look at whether any reassignment opportunities exist as a first priority for those staff whose positions would be disestablished (affected staff). As positions with only a change in reporting line have no other significant impact (i.e. their pay band, the requirements of the position, current staff directly reporting (where relevant), and the person's terms and conditions of employment all remain the same), these staff are not deemed to be affected staff.</p>

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6. Decisions

Following consideration of the feedback received, the following decisions have been made in respect of the structure of the division, and the proposal to explore outsourcing. Final decisions have been taken by Stephen Henry, General Manager Services, and I, following consultation with the Group Manager Human Resources.

i. Service Centre

a. A hybrid service delivery operating model will be implemented

The new structure will include:

- Establishment of a new **Service Delivery Manager** position within MFAT, encompassing the current Team Leader functions as well as the addition of a range of new functions, including Service Aggregation and Vendor Relationship Management
- The retention of MFAT institutional knowledge through the creation of three in-house **Service Engineer** positions, especially for assisting with the monitoring and quality assurance of the work undertaken by the outsource provider, and work requiring security classifications above Restricted (e.g. certain Service Centre calls), supporting the Mobile Orange Office, and Chancery and other overseas support
- The outsourcing of Service Centre and Desktop Support functions for a 24 hour support model for the Restricted (Orange) network, that will be implemented in a phased approach.

b. A phased implementation approach will be undertaken

Phase 1

In Phase 1, the Service Centre Analyst positions, which are currently filled by contractors, will be filled by staff from an outsource provider. The current permanent staff members will remain in their Tier 1 and Tier 2 Service Centre Analyst positions. Staff from the outsource provider will come on board as the existing Service Centre contractors' contracts come to an end. All Service Centre positions will remain the same in Phase 1.

Phase 2

Subject to the outsource service provider's staff performance standards being met during Phase 1, we will enter into contract negotiations with a preferred outsource service provider for the completion of the work currently undertaken by the Tier 1 and 2 Service Centre Analysts. Three **Service Engineer** positions and a **Service Delivery Manager** position will be established within the Ministry.

At an appropriate time, and subject to security requirements being met, the full range of services provided by the Service Desk will be extended from 7am to midnight NZ

standard time, five days per week. We plan to build the extended hours capability in several stages to allow us to get the service right.

Phase 3

In Phase 3, we will continue to expand after hours support covering a 24x5 support model then, when possible, a 24x7 support model.

ii. Other IMD positions

Technical Operations, Change, and Development and Planning

- The reporting lines of the **Team Leader Applications Support, Change Manager, Learning Solutions Adviser, and Project Manager BAU** will be realigned under the Service Delivery Manager to enable an integrated approach to service delivery and support.
- The **Technical Operations Manager** position will focus more deeply on the Infrastructure and Technical Support areas
- The reporting lines of the **Classified Registrar, Comms Officer, and Departmental COMSEC Custodian** will change from that proposed, as suggested by IMD staff in the consultation feedback. The Departmental COMSEC Custodian position will now report directly to the Technical Operations Manager role, and the Classified Registrar and Comms Officer positions will report to the Departmental COMSEC Custodian (rather than the Team Leader Technical Support as proposed in the Consultation Document). This is an interim measure, as we feel that further detailed consideration should be given to the way the work of the Classified Registrar, Comms Officer and Departmental COMSEC Custodian positions is done and where this work should logically sit. We plan to complete this work separately after the new structure has bedded in.

Strategy and Planning position

A new **Strategy and Planning Manager** position will be established.

Architecture positions

Consistent with our move to providing more focused bespoke/expertise oriented service, and ongoing modernisation, we will:

- Re-title and update the position description for the position of Senior Network Engineer within the Architecture group to **Network Architect**
- Establish two new Architect positions – an additional **Solutions Architect** and an **Integration Architect** who will undertake both Applications and Integration design functions. (Note, the Integration Architect was titled Information Architect in the Consultation Document and has subsequently been amended following feedback from IMD staff).

Documents, Records and Archives positions

As part of a review of the Documents, Records and Archives team, we are also realigning the work within this team. This includes:

- Establishment of a new **Historical Research and Vetting Adviser** position
- Disestablishment of the vacant Documents and Records Adviser, part time Historical Research Adviser, and part-time Vetting Panel Member positions
- Changing the reporting line of the **Classified Registrar** position to report to the Departmental COMSEC Custodian.

7. Confirmed impact of decisions on positions within IMD

Decisions	Position
Positions to be disestablished	<ul style="list-style-type: none"> • Team Leader Service Centre • Service Centre Analyst (Tier 1) x 5 • Service Centre Analyst (Tier 2) x 5 • Documents and Records Adviser (Vacant) • Historical Research Adviser (Part time and Vacant) • Vetting Panel member (Part time and Vacant)
New positions to be established	<ul style="list-style-type: none"> • Strategy and Planning Manager • Service Delivery Manager • Service Engineer x 3 • Solutions Architect • Integration Architect <i>(Titled Information Architect in the Consultation Document)</i> • Historical Research and Vetting Adviser <i>(The merged Research Adviser and Vetting Panel member positions)</i>
Reporting line change <i>(not significant change)</i>	<ul style="list-style-type: none"> • Team Leader Applications Support • Change Manager • Learning Solutions Adviser • Project Manager BAU • Departmental COMSEC Custodian <i>(Previously reporting to the Team Leader Technical Support in the Consultation Document)</i> • Classified Registrar <i>(Previously reporting to the Team Leader Technical Support in the Consultation Document)</i>
Other changes (not significant change)	<ul style="list-style-type: none"> • Technical Operations Manager • Senior Network Engineer re-titled Network Architect

8. Change process

This change process will be managed in accordance with the relevant provisions contained within individual and collective employment agreements.

9. Timeframes

The following timeframes are indicative:

Date (2015)	Activity
Tuesday 10 March	Affected staff advised Announcement of decision Where there is not significant change in positions, staff reconfirmed in their positions are advised (e.g. reporting line changes only)
From Wednesday 11 to Wednesday 25 March	EOIs for reassignment opportunities (vacancies in the new IMD structure) opened for Affected staff only (Strategy and Planning Manager, Service Delivery Manager, Solutions Architect, Integration Architect, Historical Research and Vetting Adviser vacancies).
From Thursday 26 March	EOIs considered by assessment panel and reassignment decisions made.
From Friday 27 March	If there is no interest in the vacant position(s) by affected staff, the positions will be advertised both internally and externally in accordance with normal Ministry processes.
From Monday 30 March	If affected staff EOI for vacant position(s), and are short-listed by the assessment panel for reassignment to those vacant position(s), the relevant selection process will commence.
From Monday 30 March	Affected staff who EOI for vacant positions, but are not successful in being reassigned to those position(s) will be advised of decision. The positions will then be advertised both internally and externally in accordance with normal Ministry processes.
Tuesday 7 April – Thursday 23 April	Commence Service Engineer closed recruitment process for applications Panel discussion and decision on Service Engineer applicants
By Wednesday 29 April	Confirm decisions on Service Engineer applicants for vacant roles

	Confirm selection decisions for affected staff who EOI for vacant position(s) and are successful in being reassigned.
Friday 1 May (anticipated date)	Stand up new structure (Phase 2)

10. Support for staff

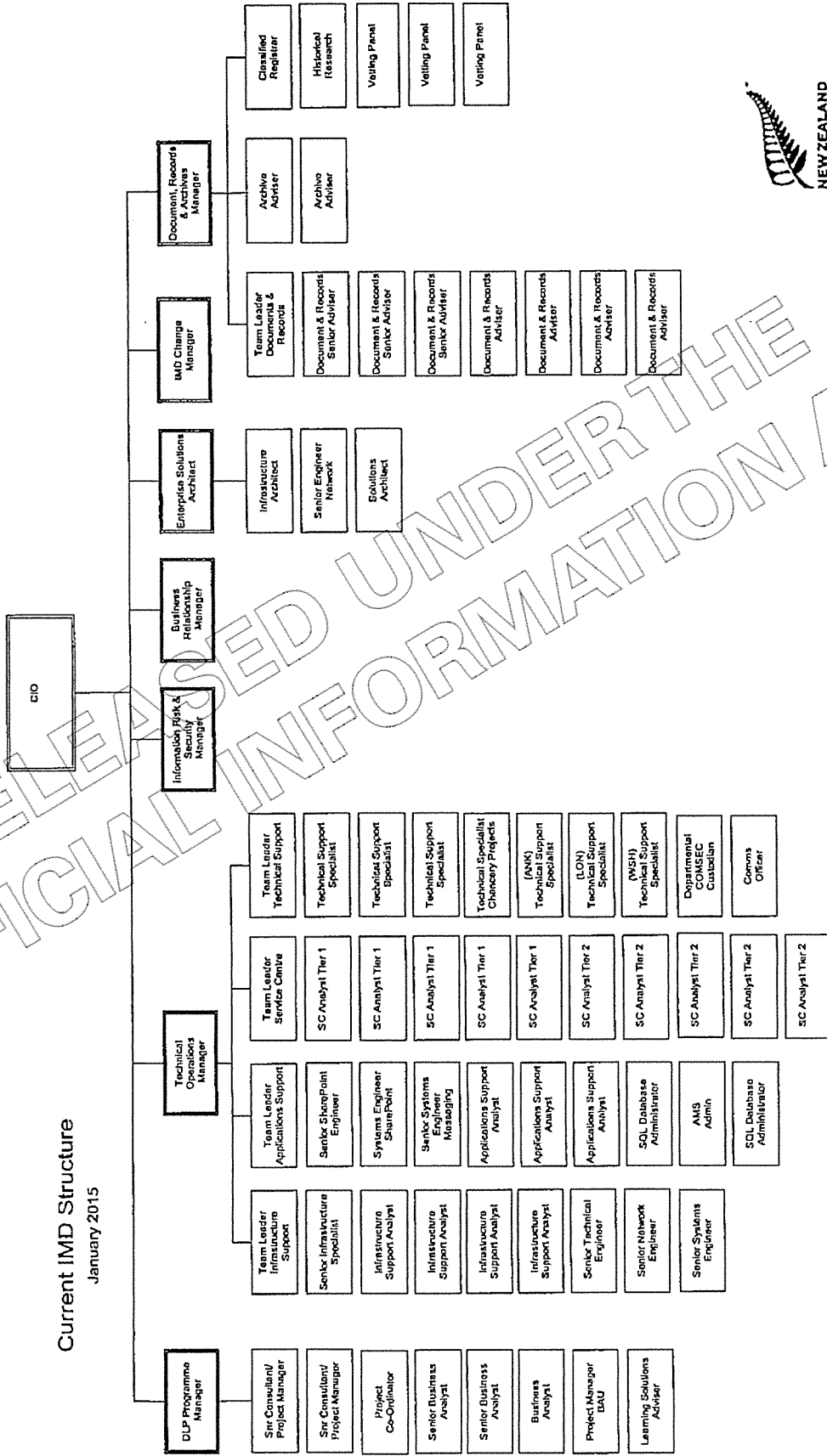
I recognise that the changes outlined in this document create uncertainty for staff. I would like to ensure that everyone has access to support during this change process, and afterwards. Available support includes:

- Time with your manager, and / or me
- Access to individual external confidential support from the Employee Assistance Programme (EAP) – call 04 or

Members of the FSA/PSA can also contact their respective union for support, noting they have been informed about these decisions. If there is any other support that would be useful during this process, please let me know.

Appendix A

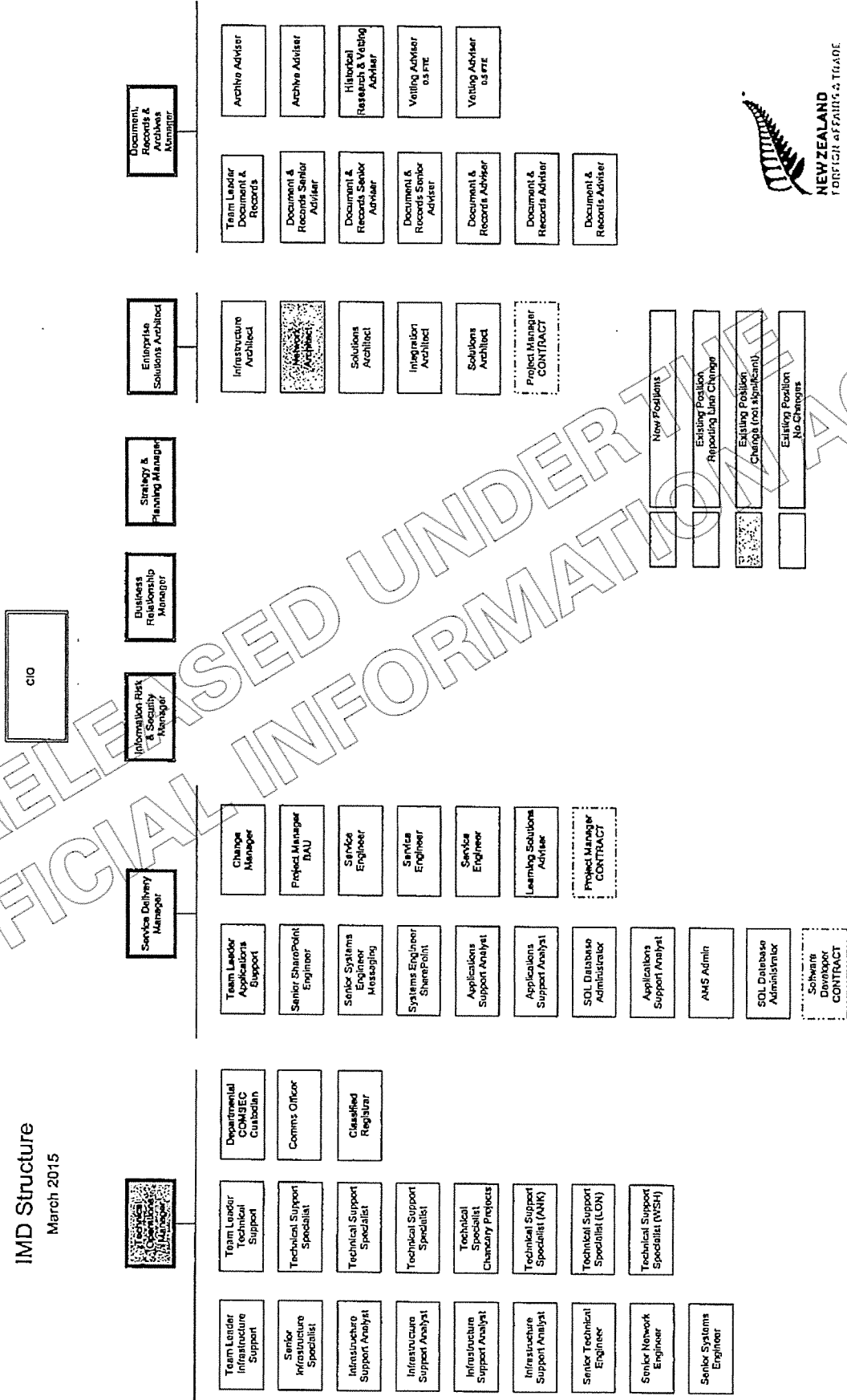
Current IMD Structure January 2015



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Appendix B

IMD Structure March 2015



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Appendix C

Closed selection process for the three Service Engineer positions

The Ministry will undertake a closed selection process whereby the five permanent Tier 1 and 2 Service Centre Analysts will be the only staff initially considered for reassignment to the three new Service Engineer positions. This approach is being implemented on the basis that the Service Engineer positions are seen as being functionally similar to the current Service Centre Analyst positions.

A Selection Panel made up of the Chief Information Officer and two IMD Managers will complete an assessment process for each of the five permanent Tier 1 and 2 Service Centre Analysts in order to assess their suitability, across a number of competency areas, for the requirements of the three new Service Engineer positions. This will include an assessment of past performance (supported by the Team Leader Service Centre), match against the core competencies of the new Service Engineer positions, and alignment with the Ministry's Capability Framework. Panel members will evaluate each staff member independently and then come together to discuss and agree a moderated score for each staff member.

The panel will only require a full formal interview should there be aspects of the assessment that require more detailed discussion. For example, where there is insufficient information to make an assessment of a Service Centre Analyst's capability based on the assessment inputs, or should moderated scoring not clearly differentiate the three strongest performers.

Should the employees involved in the process wish to express a preference not to be considered for these positions, the Ministry may take this in to consideration.

As a result of feedback received during the consultation process, we will also invite each Service Centre Analyst to spend time face to face with the panel. This will provide them with the opportunity to talk about what they see as their strengths that can be applied in the new role, talk in to their motivations for being appointed and any other points they see as relevant to the selection process.

A copy of the Selection Matrix will be provided to relevant staff immediately following the announcement of these Decisions on 10 March 2015.

MINISTRY OF FOREIGN AFFAIRS AND TRADE

DECISION DOCUMENT: Enhancing the Chief Executive's Office and
Realigning Strategy and Governance Group Functions

July 2015

Introduction

1. The purpose of this document is to set out the decisions made on the proposed enhancement of the Office of the Chief Executive and the realignment of Strategy and Governance Group functions following feedback from staff.
2. The feedback received has been highly constructive and has contributed to ensuring we have confidence in the confirmed structure to be implemented and the way in which position responsibilities are defined.
3. We would like to take this opportunity to thank everyone for their contribution to this review which was of a high quality, thoughtful and extremely useful and valuable feedback on the proposal as set out in the discussion document.
4. The proposals outlined in the Decision Document have been confirmed with the exception of the Team Administrator to OCE which will now report to the Group Business Manager, DCE's office.

Brook Barrington
Chief Executive

Background

5. The development and agreement in principle of the proposal was achieved at the SLT retreat on 15th May 2015 where it was agreed that the Office of the Chief Executive required strengthening to ensure a coordinated and connected strategy and operational activity.
6. The proposal for the enhancement of the Office of the Chief Executive and the realignment of Strategy and Governance Group functions was communicated to impacted groups on 1st July 2015. This was followed by wider communication to all staff via Te Aka for consideration within their Groups.

7. Further it was envisaged that the proposed changes would strengthen central strategy development, ministerial support and foreign policy leadership. It would ensure that the Ministry was able to engage more effectively at a senior level with appropriate agencies and key stakeholders as well as ensuring that the CEO is better positioned to provide strong internal organisational leadership and effectively engage both on and off shore.

Feedback

8. A number of staff and groups of staff took the opportunity to provide feedback on the proposals. The following table summarises the key themes contained in the feedback and the response to that feedback.
9. In summary, the vast majority of feedback was supportive of the direction and substance of the proposals. The summarised feedback is below:

Establishment of DCE and CoS Staff roles	<ul style="list-style-type: none"> All the submissions that made comment on the establishment of the DCE and CoS roles were supportive of the proposals and recognised the benefits of a strengthened Office of the CE. 	<ul style="list-style-type: none"> It is very clear from the feedback received that there is a wide and thorough understanding of the rationale behind the establishment of these roles. The proposal to establish the DCE and CoS roles is confirmed.
Establishment of SPO and Policy Officer/Specialist Adviser in the OCE	<ul style="list-style-type: none"> Again, all the submissions made in relation to this proposal were supportive. It was suggested in one submission that there may be advantages to filling the Policy Adviser/Specialist Adviser as an internal secondment for career development purposes. 	<ul style="list-style-type: none"> Agreed. The option of filling the Policy Officer/Specialist Adviser position by way of internal secondment will be considered as an option The proposal to establish the SPO and PO/Specialist Adviser roles is confirmed.
Disestablishment of GM SGG	<ul style="list-style-type: none"> There was general agreement that with the establishment of the DCE and CoS roles and strengthening of the OCE, it is sensible to disestablish the GM, SGG role and realign the SGG divisions. 	<ul style="list-style-type: none"> The proposal to disestablish the GM, SGG role is confirmed.

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<p>Change of reporting line to the DCE for; -Strategy (STR), -Communications (CMD), -Executive Services (ESD), and -Audit and Risk (AUR)</p>	<ul style="list-style-type: none"> All the submissions that made comment on these placements were supportive of the proposals. 	<ul style="list-style-type: none"> The proposal to change the reporting line of STR, CMD, ESD and AUR to the DCE is confirmed.
<p>Change of reporting line for Protocol (PRD) to MLG</p>	<ul style="list-style-type: none"> All the submissions that made comment on the placement of PRD were supportive of the change in reporting line to MLG and acknowledged the synergies that exist. 	<ul style="list-style-type: none"> The proposal to change the reporting line of PRD (including VELU) to MLG is confirmed.
<p>Change of reporting line for Legal (CLU) to MLG</p>	<ul style="list-style-type: none"> The majority of submissions were supportive of the change in reporting line of CLU to MLG. There was also some feedback that CLU would be better placed in the DCE. 	<ul style="list-style-type: none"> While the option of moving CLU to the DCE has some benefit and is a realistic option, on balance, it is believed that the relationships and synergies between CLU and MLG favour the change of reporting line to MLG. The proposal to change the reporting line of CLU to MLG is confirmed.
<p>Change of reporting line for Māori Policy Unit (MPU) to TEG</p>	<ul style="list-style-type: none"> While there was support for the proposal to change the MPU reporting line to TEG, there was also support for MPU reporting to the DCE. Much of the feedback was related to MPU's "whole of Ministry" role and concern that placement in TEG may focus MPU entirely on trade and economic matters at the expense of Ministry wide capability and capacity activity. It was acknowledged by submitters that placement in TEG would reflect current 	<ul style="list-style-type: none"> The robust and helpful feedback received is both acknowledged and appreciated. It is agreed that the positioning of MPU within TEG reflects the importance of MPU's contribution to Māori business and the Ministry's vital role in the Business Growth Agenda. It is also agreed that MPU's contribution across the Ministry cannot be lost or diluted under any new reporting line. On balance, it remains the view that MPU is best positioned in TEG. The CE, DCE, Deputy Secretary TEG

	<p>priorities and Ministry strategy. However, leadership, guidance and advice across the Ministry and maintaining external relationships remain core roles of MPU which needs to continue.</p>	<p>and DM MPU will work together to ensure that wider Ministry requirements and maintenance of external relationships continue to be met under the new structure.</p> <ul style="list-style-type: none"> The proposal to change the reporting line of MPU to TEG is confirmed.
<p>Change of reporting line for Planning Project Programme Management (PPPM) to SRV</p>	<ul style="list-style-type: none"> While there was some support for the positioning of PPPM in SRV, a majority of submissions favoured the placement of PPPM within the DCE. 	<ul style="list-style-type: none"> The robust and thoughtful feedback is acknowledged. It is also acknowledged that there is merit in the alternative placement of PPPM into the DCE. For example, synergies with STR are strong and need to be maintained. Overall however, it is believed that strengthening of connections with Fin, IDD, IMD and AMD remains equally important and that, at least initially, the placement of PPPM into SRV is the most appropriate response. The proposal to change the reporting line of PPPM to SRV is confirmed.
<p>Change of reporting line for Group Business Manager (GBM) SGG to the DCE</p>	<ul style="list-style-type: none"> All submissions favoured the change of reporting line proposed. 	<ul style="list-style-type: none"> The proposal to change the reporting line of GBM SGG to the DCE is confirmed.
<p>Change of reporting line for Team Administrator SGG to CoS</p>	<ul style="list-style-type: none"> Feedback received favoured the TA SGG reporting to the GBM in the DCEs office rather than to the CoS in order to maintain connectedness with peers and to remain consistent with other group structures. 	<ul style="list-style-type: none"> Agreed. The TA OCE will report to the GMB, office of the DCE.
<p>Implementation</p>	<ul style="list-style-type: none"> A number of submissions received put forward a view 	<ul style="list-style-type: none"> It is agreed that ideally new teams will be located together as soon as

	<p>related to the physical location of the reorganised groups, noting a strong preference for relocation in line with new reporting lines.</p>	<p>possible. Clearly there will be some logistical arrangements that need to be made to accommodate the structural changes and we will be putting in place processes to ensure that this occurs as soon as possible following implementation.</p>
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Other Feedback

10. In addition to providing feedback on the actual proposals outlined in the discussions document, some staff and groups of staff also provided views on other improvements that could be made moving forward. Primarily these were related to the organisation of work and functions within divisions, resourcing or in relation to the structures of groups or areas unaffected by these particular proposals.
11. The information and views provided will be extremely useful moving forward, however as outlined in the discussions document, it is not proposed to make any changes to the operation, functions or resourcing of divisions at this time in order to ensure to ensure a smooth transition to the new structures in the first instance.
12. Any changes to resourcing, structures, management of workloads and activities within the divisions will continue to be part of normal business as usual for SLT and Divisional Managers.
13. It was also noted in the feedback that the Facilities and Business Services Division (FBS) and the GBM did not appear on the structure charts in the discussion document. Please accept our apologies for this mistake which was simply an oversight.

Final Decisions

14. With the exception of changing the reporting line for the TA OCS to the GBM Office of the DCE, the final decisions are unchanged from the proposals outlined in the discussions document of 1 July 2015.
15. Attached as Annex A is the approved organisation chart as a result of these final decisions.

STAFF-IN-CONFIDENCE

Post implementation review

16. In line with best practice, we intend to assess the effectiveness of the new structure once the changes have been implemented and imbedded to ensure that the outcomes that we expect have been achieved.
17. In light of the feedback we have received, this post implementation review will specifically include the effectiveness of the realignment of MPU into TEG and the realignment of PPPM into SRV
18. The post implementation review may also provide an opportunity to further consider the feedback that we have received related to the allocation of functions and activities across divisions.

Impacts

19. As a result of the final decisions, no staff are formally affected by the changes. Those staff that have a change of direct reporting line will be reconfirmed in their current role which will be formally confirmed by letter.

Implementation date / Next Steps

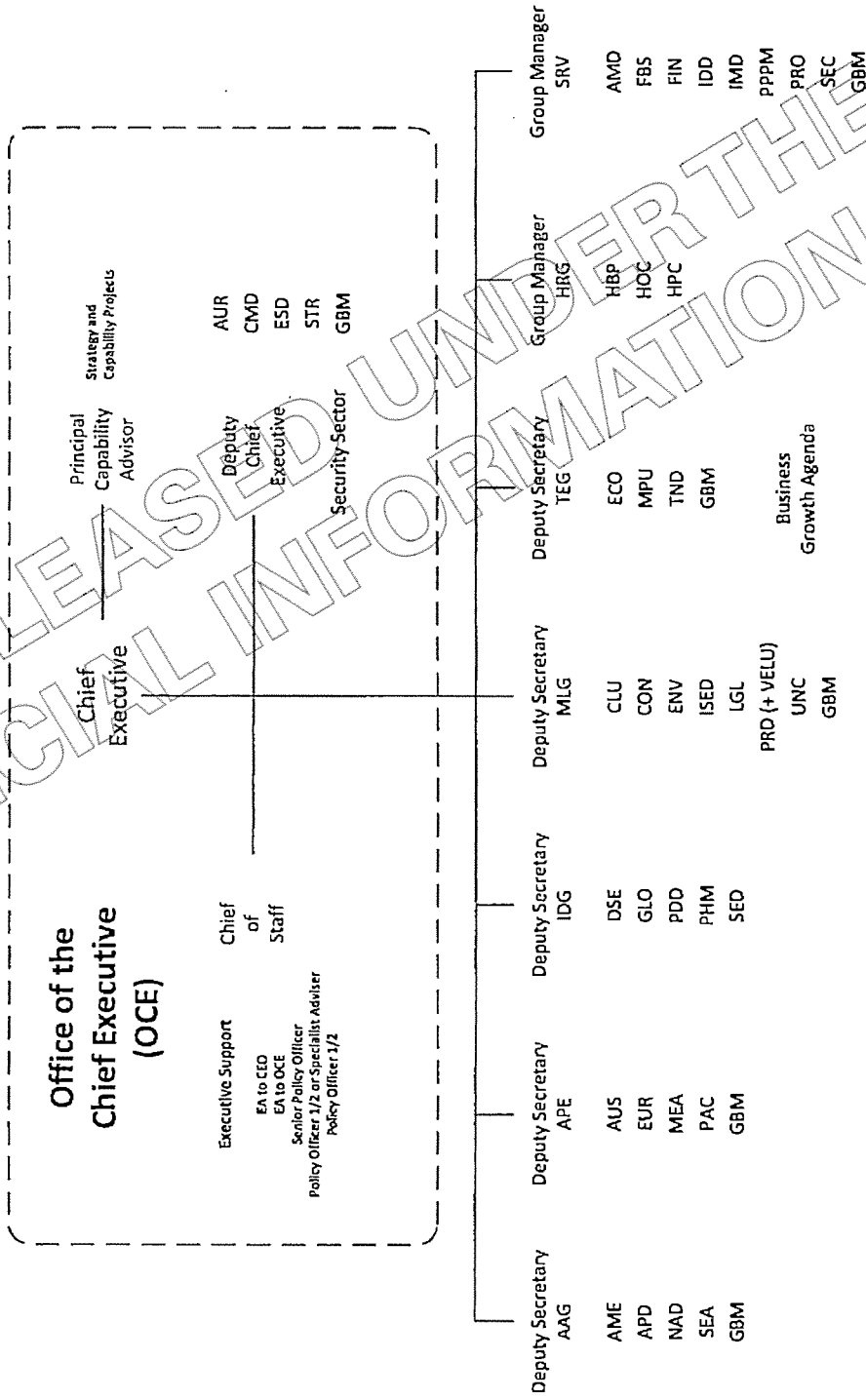
20. The structural changes that result from these final decisions will be implemented in two stages.
 - a. For PRD (+ VELU), CLU, MPU and PPM, the effective date of the change to reporting lines will be 3 August 2015.
 - b. For all roles that will report to or become part of the restructured OCE, the effective date for the change will follow the appointment of the DCE and CoS roles. Until that time, current reporting arrangements will continue to apply under the acting GM SGG.

21. The recruitment process for the vacant leadership roles will commence immediately.

EAP

22. We recognise that this is a challenging time for people potentially impacted by change and for their colleagues. The Ministry is committed to supporting staff through the change process. Employee Assistance Programme (EAP) support is available to you 24 hours a day. During normal business hours Monday to Friday the contact number is . After hours, the contact number is

Annex A to OCE Decision Document:
Approved Organisational Structure



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DECISION DOCUMENT

Changes to the International Development Group, Pacific Division and the Special Relations Unit: forming the new Pacific and Development Group (PDG)

RELEASED UNDER THE OFFICIAL INFORMATION ACT

18 July 2016

Foreword

Thank you to everyone who provided feedback on the Capability Review proposal.

The attached document presents the Senior Leadership Team's decisions, and summarises the themes of the feedback.

The quality of the feedback was high. Submissions were constructive, thoughtful and well-reasoned. The passion and ambition that people have for the work of this Ministry was evident. In what I accept has been a lengthy process, we have listened to the feedback received with an open mind, and worked with people to identify a shared sense of the best way forward for IDG, PAC, SRU and the wider organisation.

That does not mean that all feedback was aligned. There was strong agreement on some aspects of the proposal, but differing viewpoints on others. This is inevitable, and points to the fact that there is no single solution to any one problem, and no perfect solution that can accommodate everyone's views. The feedback has, however, given SLT pause for thought on some aspects of our initial proposal. This is reflected in the decisions outlined in this document, a number of which have evolved substantively as a result of feedback received and subsequent discussion.

There are three aspects that I want to touch on.

One Ministry

An integrated organisation, where people are working to common objectives and have a good knowledge of other work streams, is my vision of a strong Ministry of Foreign Affairs and Trade.

Since NZAID was integrated with the Ministry seven years ago, some of these opportunities have yet to be fully realised.

We want to be one Ministry, lifting strategic performance to more effectively deliver on our foreign policy objectives. To achieve this we need to be working together more closely and more cohesively at all levels, in all areas of work.

The decision document aims to achieve closer collaboration and more opportunities for foreign policy streams to acquire a deeper understanding of development, and vice versa. The wider perspectives and deeper knowledge this will bring will strengthen the Ministry.

Establishing a new Pacific Branch

Minister McCully has stated that he wants this Ministry to become a recognised centre of excellence on Pacific affairs. This is an ambition that I wholeheartedly endorse.

In June I accompanied Minister McCully on his trip to the Pacific with EU Commissioner Neven Mimica. On that trip a typical afternoon on the itinerary would include a visit to a development project, Ministerial level policy talks, a discussion with partners on a proposed new initiative, and a state function. It was apparent to me that the different strands of our work in the Pacific are complementary. It was also apparent that the parts of the Ministry with responsibility for the Pacific already collaborate well together.

It is not the intention that our relationships with Pacific countries are seen only through a development lens. Nor is it the intention that our development support becomes simply a means to leverage foreign policy outcomes. Bringing together the different strands of expertise is a way to foster excellence and create a cohesive Pacific centre.

We received a lot of feedback in support of a more integrated Pacific Branch. As a result, we have made a number of changes to the proposed structure of the Branch.

I appreciate that these changes are a significant shift from what was originally proposed in the Consultation Document. Therefore, I have decided that we will formalise our decisions in relation to the Pacific Branch on 21 July, so as to allow you to provide any final comments.

Decisions relating to structure outside of the Pacific, and to the operating model for the delivery of the aid programme, are now final.

Incremental change

The decision document confirms the approach proposed in a number of areas. This sees some initial structural change complemented by initiatives including training, a focus on effective leadership, piloting new ways of working, and greater clarity of roles and purpose. It also signals that structural adjustments will be made in the Pacific and that further changes may be made, as vacancies arise, to implement the new operating model.

Some responses questioned this approach, because they did not see the proposed changes as sufficiently ambitious, because they had concerns with aspects of the proposed operating model for IDG, and because of perceived uncertainty that an incremental approach could create.

For my part, I recognise that ambiguity or uncertainty of this kind is unsettling, but I want us to model an approach which demonstrates a shared responsibility – and a creates shared opportunity – for managers and their staff to identify effective ways of working, and to create the culture and behaviours that lead to an effective and positive work place.

An incremental approach will enable us to further test elements of the proposed operating model for managing the New Zealand aid programme and to implement improvements in a measured way.

Incremental change also recognises that there is no finishing line at which an organisation can stop evolving. We need to be flexible to manage changing needs, shift focus, and respond to global events. This does not mean a constant state of upheaval; it must be balanced with stability. But striving for better ways of working is something that we all, across the Ministry, should be aiming for.

I thank you all again for your feedback.

Brook Barrington, Chief Executive

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Background

Introduction

1. This document sets out the final decisions made regarding the proposed structural changes to the International Development Group (IDG) and Pacific Division following feedback from staff.
2. The feedback received, and the responses contained in this document have been carefully considered. Some changes have been made to what was proposed as a result of your feedback, and these changes have been clearly identified in the pages that follow.
3. The decisions set out in this document have been formally approved by Brook Barrington, Chief Executive of the Ministry of Foreign Affairs and Trade, and will be implemented according to the timeframes outlined.
4. Not all of the contributions received were directly related to the proposals. They have nonetheless been recorded in this document and may, where appropriate, inform future initiatives or proposals.

Consultation Proposal

5. Details of the proposal were outlined in the document *Changes to the International Development Group and Pacific Division: Consultation Proposal* that was released to staff on 17 May 2016.
6. SLT wants to realise one Ministry that integrates bilateral, multilateral, trade, economic, security and development policy into a clear and coherent foreign policy. SLT want to build a stronger platform for our engagement with the Pacific and a better platform for the delivery of New Zealand's aid programme.
7. To achieve this, in May SLT proposed a number of changes within the Ministry, including:
 - establishing a Pacific Branch which would see all Pacific resources co-located under an Assistant Secretary
 - implementing a new operating model for delivering the aid programme
 - amending the structure of the business group, including:
 - the establishment of a Partnerships Division, a Development Business Improvement Division (DBI) and a Development Operations Division
 - separating the existing Sustainable Economic Development Division (SED) into two new divisions
 - aligning development position titles with similar position titles in the wider Ministry.
 - establishing some new positions and removing some vacant positions from the business group's structure.
8. Staff were invited to provide their feedback on the proposals so that this could be considered prior to any final decisions. Feedback closed on 7 June 2016.

Staff Feedback

Feedback and analysis

9. A total of 96 written responses were received from individuals, teams, groups, job families, Posts and unions, representing the views of more than 200 staff members. SLT members have also held a number of discussions with individuals and groups since the proposal was released.
10. Staff feedback has been analysed and considered when making decisions.

Summary of feedback

11. Feedback broadly related to six key elements of the proposal. These are outlined below. A detailed summary of feedback and the response is also set out in Annex 3.

1. One Ministry

12. There was strong support for the concept of a unified Ministry with aligned foreign and development policy. There was interest in improving porosity between the development role and the wider Ministry, and on how specialist capability and expertise will be developed alongside generalist roles.

2. Establishing a Pacific Branch

13. There was widespread support for the proposal to situate all Pacific capabilities in one branch.
14. There were several suggestions that the Branch needed be further integrated for the Ministry to be able to develop a more integrated approach to New Zealand's engagement in the Pacific, and to reinforce the importance of the Pacific to the Ministry's work.
15. It was noted that further integration would also address span of control issues in Wellington and improve spans of engagement with Posts.

3. A new operating model for international development

16. There was support for a country focus, strengthening country strategies and improving operational planning. Further details were sought on the approach to implementation.
17. A number of submissions commented on the proposal to shift towards a policy-operational split along regional/bilateral and thematic/sector lines. Some noted that a split could strengthen the consistency and quality of our work, improve relationships with suppliers, and clarify roles and responsibilities. Others cautioned that it could complicate communication lines, detach bilateral team expertise from delivery and dilute the role of sector policy.
18. There was concern that the operating model did not adequately articulate the respective roles of Wellington divisions relative to those at Post.

4. Addressing capability and capacity gaps

19. There was support for proposed advisory and management roles. It was noted, however, that a number of capability gaps identified by staff had not been addressed by the proposal. It was also noted that workload pressure and limited capacity in some areas had not been addressed by the proposed structural changes and new positions.

5. Structural changes to the business group

20. There was support for structural changes to enable the establishment of the Pacific Branch and to strengthen the capability and capacity of sector specialists.
21. There were concerns that the proposed formation of a new division responsible for strategic partnerships might undermine relationship management in other divisions. It was suggested that management of strategic relationships should be embedded in bilateral, thematic and sector divisions.
22. There were wide ranging views on the ideal configuration of various divisions. It was widely acknowledged that reconfiguring SED was necessary to improve spans of control and strengthen performance. However, there were differing views on the ideal structure. It was suggested that changes should be kept to a minimum until a decision is taken on the new operating model and an assessment of the impact of new work practices had been undertaken.

6. Responding to issues raised as part of the IDG current state assessment.

23. There was general concern that the proposal does not address a number of issues identified through the Capability Review processes. In particular, feedback noted a lack of detail on improvements to culture and behaviours, management and leadership, role clarity and career progression.

Final Decisions

24. The following sets out the final decisions made on the proposals contained in the document *Changes to the International Development Group and Pacific Division: Consultation Proposal*.
25. A detailed summary of responses to feedback themes is set out in Annex 3.

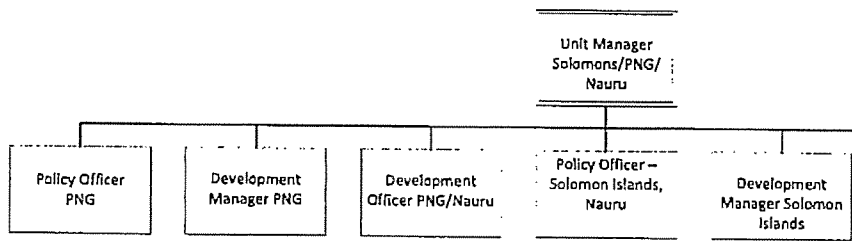
Integrating the International Development Group, Pacific Division and Special Relations Unit

26. The proposal to form a single Group responsible for all of the functions of IDG, the Pacific Division (PAC) and the Special Relations Unit (SRU) is confirmed.
27. The Group will be named **Pacific and Development Group (PDG)** to represent each of its component parts. The Group will be established from 1 August 2016.
28. Nomenclature for Directors and Deputy Directors will be changed to Divisional Manager and Unit Manager to align with the wider Ministry.

Pacific Branch

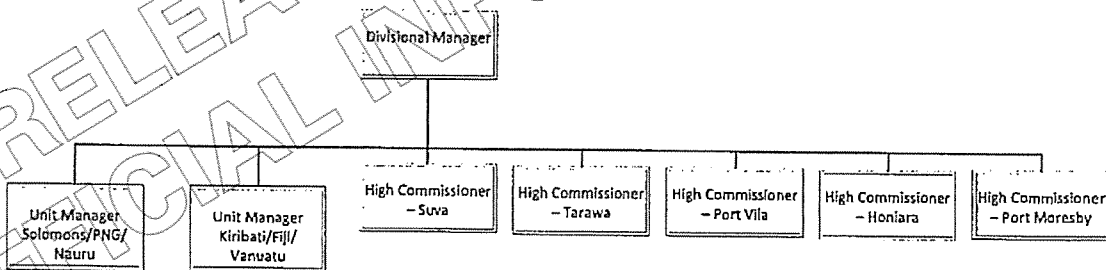
29. A large amount of feedback supported a more integrated Pacific Branch. As a result, a number of changes have been made to the proposed structure of the Pacific Branch. These changes are set out below.
30. Subject to confirmation on 25 July 2016, it is intended that the Assistant Secretary, Pacific position would be established, and would lead a team of three Divisional Managers and six Unit Managers.
31. The Branch would be responsible for leading the many strands of New Zealand's engagement in the Pacific. To be a centre of excellence, the Branch would need to form a cohesive and coordinated approach to foreign policy (including development policy) in the region. The Branch would develop New Zealand's knowledge base and analytical capability on Pacific matters. It would improve New Zealand's ability to engage and influence in the region and to represent the needs and priorities of the region.
32. The establishment of a Pacific Branch and the appointment of an Assistant Secretary recognises the need for additional leadership, coordination and oversight at a regional level given the size and importance of the Pacific to the Ministry's work. The decision to establish a Pacific Branch within the Pacific Development Group, rather than as a stand-alone Group reflects the multifaceted relationship between New Zealand's Pacific foreign policy and development efforts. It also supports retention of the critical mass required to deliver New Zealand broader development objectives.
33. New units and divisions would replace the existing structure of PAC, SRU and PACDEV.
34. Foreign policy, development programme management and development activity management capability would be managed together at a unit level so as to enable an integrated approach to engaging Posts and Pacific partners. This would align with Post management structures, improve management accountabilities, and strengthen the coherence of our policy dialogue and development programming.

35. To improve spans of control, new units in the Pacific Branch would have no more than 8 direct reports.



Example of co-managed foreign policy and development unit in the Pacific Branch

36. At a divisional level, there would be integration of foreign policy, development policy and delivery and Post engagement with the creation of a single regional division and two bilateral divisions.
37. Bilateral divisions would be grouped largely as the Pacific organises itself, with one division responsible for our relationships with Melanesia, and the second division responsible for our relationships with Polynesia and the Realm. Responsibility for Micronesia and the French Pacific would be shared across the two bilateral divisions.
38. This structure would strengthen spans of control in WLN and improve capacity to engage and support Posts.



Example of a divisional structure in the Pacific Branch

39. Three new Divisional Manager positions would be established. Four new Pacific bilateral Unit Manager positions, and two new Pacific regional Unit Manager positions would also be established. Existing Divisional Managers, Directors, Unit Managers and Deputy Directors affected by the new structure would be reassigned to equivalent positions in the new structure.
40. The Pacific Branch would acknowledge the importance of the Pacific to New Zealand's foreign policy. It would provide an opportunity for MFAT staff to experience and understand our relationship with the region and the interdependencies between bilateral, multilateral, trade, economic, security and development policy.
41. Further structural and non-structural changes may be required to fully realise our ambition to create a Pacific centre of excellence. The Assistant Secretary, working with Divisional

Managers and the Deputy Secretary PDG, would be responsible for identifying further opportunities to strengthen the Branch and for implementing these (if required) over time.

42. The structure of the Pacific Branch is set out in Annex 1. New positions and details on changes to reporting lines are set out in Annex 2.

The Operating Model

43. Some elements of the proposed operating model will be adopted immediately.
44. Country strategies and plans will now be developed by the Pacific Branch and Global Division with support from the new Adviser, Strategy and Planning. Approval processes for new multi-country activities will be strengthened to ensure alignment with bilateral objectives.
45. SLT is committed to strengthening the policy and operational capability of the Ministry. Policy and programming require different skills to aid delivery. A policy/operational split would provide an opportunity for staff to work to their strengths in either policy or delivery.
46. However, acknowledging the differing views on the merits of this split, SLT has decided to test elements of the proposed policy and operational split before adopting the model entirely at this time.
47. Portfolio management, or sector-led design and delivery, will be trialled in the energy sector. Elements of a sector-led approach may also be adopted in agriculture and fisheries.
48. This approach is consistent with SLT's desire to take a measured, incremental improvement approach and reduces the need for substantial changes in resourcing across PDG Divisions.
49. The trial will have a robust evaluation framework to ensure outcomes are monitored and lessons learned. It is expected to run for 18 months.
50. The operating model will be refined over time, taking into consideration the feedback provided to date and learnings from the portfolio management trial.

International Development structure

51. The proposed changes to the Partnerships, Humanitarian and Multilateral Division (PHM) have been revised in response to feedback from staff. The Division will retain its current name and comprise Partnerships & Funds Unit, Humanitarian & Disaster Management Unit, and Multilateral Unit.
52. The four positions in PHM responsible for Pacific regional institutions and for working with the New Zealand state sector will be transferred to the Pacific Branch.
53. To improve spans of control the Scholarships Unit will be moved to sit alongside existing Global Development units and form a new Global Development and Scholarships Division (GDS).

54. SED will be reconfigured to enhance the capacity of our flagship sectors of energy and agriculture, to improve spans of control, and to increase our commercial partnering capability.
55. The new SED configuration will support increased resources for fisheries and environment and enable a portfolio management approach to be implemented in the energy sector. The configuration will also support elements of a sector-led design and delivery approach in sectors such as agriculture and fisheries, and will enable delivery of modular services. This will require changes in reporting lines, and the creation of new Unit Manager, Principal Development Manager, Development Officer, and Adviser positions.
56. At a later stage, some SED policy functions may move to the Pacific Branch. At this stage, however, the decision has been made not to relocate any other functions so as to minimise disruption while the Pacific Branch is being formed. Further proposals for change will be developed by the Deputy Secretary PDG, working in collaboration with the Assistant Secretary Pacific, and relevant Divisional Managers and staff.
57. The Procurement Unit in DSE will be split into two distinct units with responsibility for (1) procurement, market engagement and supplier management, and (2) legal expertise and contracting support. The units will work closely with one another to support programming and activity management.
58. In response to feedback, details of some positions in the Development Strategy and Effectiveness Division (DSE) have been adjusted to reflect business need.
59. The proposed Development Business Improvement (DBI) Division is confirmed. This division will be responsible for supporting the portfolio management trial, refining the operating model, overseeing business improvement projects, and will take responsibility for business process improvement.
60. In response to feedback from staff it has been determined that the proposed Partnerships Division will not be established.
61. These structural changes will be accompanied by changes to the way that we work. The management team will work with staff to improve delegation and workflow, with a view to empowering staff and getting decisions taken at the lowest possible level.
62. All changes to structure, new positions, and changes to existing positions or reporting lines are set out in Annexes 1 and 2.

Impacts

63. As a result of the final decisions, some staff will be reassigned into new roles. There are also a number of changes to reporting lines and position titles and there will be changes to the way in which we work. Changes to reporting lines and position titles are detailed in Annex 2 to this document.

Implementation

Next Steps

64. The following sets out the intended next steps to implement the decisions set out in this document:

- Announcement of decisions to managers and staff on 14 and 18 July 2016 respectively
- Information posted on Te Aka on 18 July 2016
- Confirmation of final decisions regarding the Pacific Branch communicated to all staff on 25 July 2016
- Changes of reporting lines and position titles will be confirmed in writing by 26 July 2016.

65. Implementation of decisions will occur in two phases.

66. Phase 1 would take effect from 1 August 2016. This would involve:

- The creation of the Pacific Branch in name only for all existing Pacific foreign policy, SRU and PACDEV staff. This would require amendment to staff digital identifies, email signatures and organisation charts. There will be no changes to divisional structure until phase two.
- Interim management arrangements in the Pacific Branch, with Divisional Managers PACDEV, PAC and SRU reporting directly to the Deputy Secretary PDG until such time as the Assistant Secretary is appointed.
- Changes to naming conventions for development position titles
- Establishment of separate procurement and legal units in IDG
- Changes to reporting lines EXCEPT:
 - positions in Pacific Branch from Unit Manager down, who would remain in current team configuration with current reporting arrangements. The four Development Manager and Development Officer positions transferring into Pacific Branch from PHM will remain reporting to multilateral and partnerships Unit Managers respectively
 - the Pacific Team Administrator, who would remain reporting to Group Business Manager APE
 - all positions in SED, who will remain reporting to current SED managers, according to current team configuration.

67. Phase 2 would take effect from 3 October 2016. This would involve:

- Structural changes in SED and the Pacific Branch, including changes to all remaining reporting lines and assignment to new Divisional and Unit Managers positions.

- Physical relocation of all staff (floor plans anticipated to be released around 1 September, for moving on 30 September)
- Establishment of the DBI Division (or sooner, if a Divisional Manager is available for appointment)
- Transfer of responsibility for Post Operational Support and PAC Funds from APE to PDG.

Recruitment

68. It is intended that recruitment against vacancies will commence from 19 July 2016 for positions outside of the Pacific Branch. Pacific Branch recruitment will commence from 27 July 2016. SLT have decided that recruitment will be phased to allow staff to consider career progression opportunities.
69. The following groups would be recruited in sequence, where practical.
- Group 1: Assistant Secretary, Divisional Managers, Unit Managers
 - Group 2: Development Managers and Specialists
 - Group 3: Development Officers and Development Support Officers
 - Group 4: Any remaining vacancies arising from internal movement of staff. These will be managed as Business As Usual.
70. All vacancies will be advertised in accordance with existing Ministry policy.
71. Where staff are acting in their current roles, this will continue in accordance with existing arrangements. The phased approach to implementation is intended to mitigate the need for further long-term acting arrangements.
72. It was pleasing to note the high level of interest from staff on fixed term employment agreements for on-going employment with the Ministry.
73. The Ministry wants to grow and retain talent, and all staff on fixed term contracts are encouraged to apply for permanent positions when the opportunity arises.

Additional Information

74. Additional information on a number of key elements of this document is being developed with support from managers and technical experts and will be released in July. This includes:
- the Portfolio Management approach
 - the portfolio management trial in the energy sector
 - a detailed timeline for recruitment activity.

Support and Questions

Feedback

75. To provide feedback on the Pacific Branch, please email the capability review inbox by 5pm Thursday 21 July (capabilityreview@mfat.govt.nz).

Questions

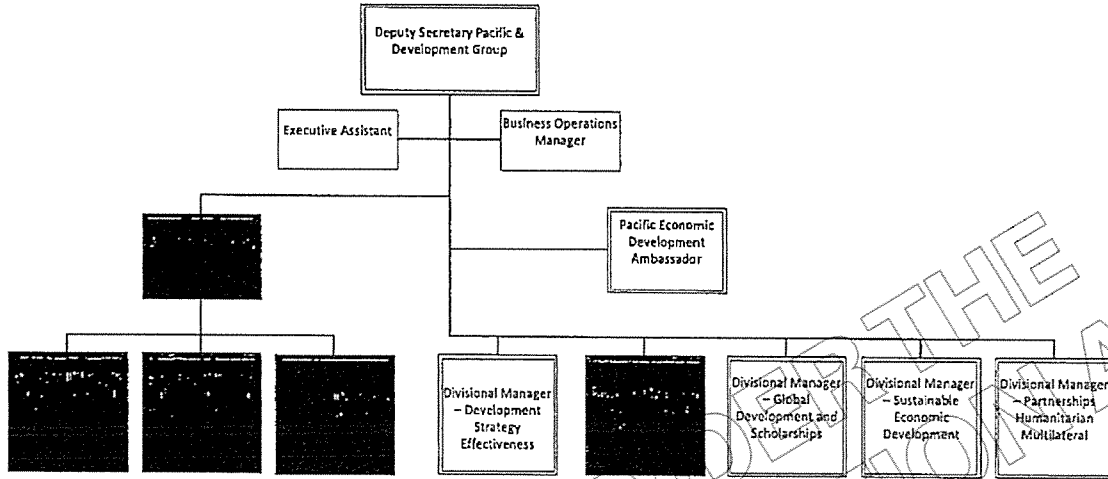
76. A number of questions were raised during the feedback process seeking clarification rather than providing submissions or views on the proposals. These queries should have been answered through this final decision document, by email response from the Capability Review Team, or by direct response from the Chief Executive to individuals. If any questions remain unanswered questions or if you require further clarification, please contact your manager.



Employee Support

77. We recognise that change can be a challenging time for staff. The Ministry is committed to supporting staff through the change process. Support is available from the unions, your colleagues and your manager. The Employee Assistance Programme (EAP) is also available to support you 24 hours a day. During normal business hours Monday to Friday the contact number is (04) . After hours, the contact number is

Annex 1: Organisational Structure

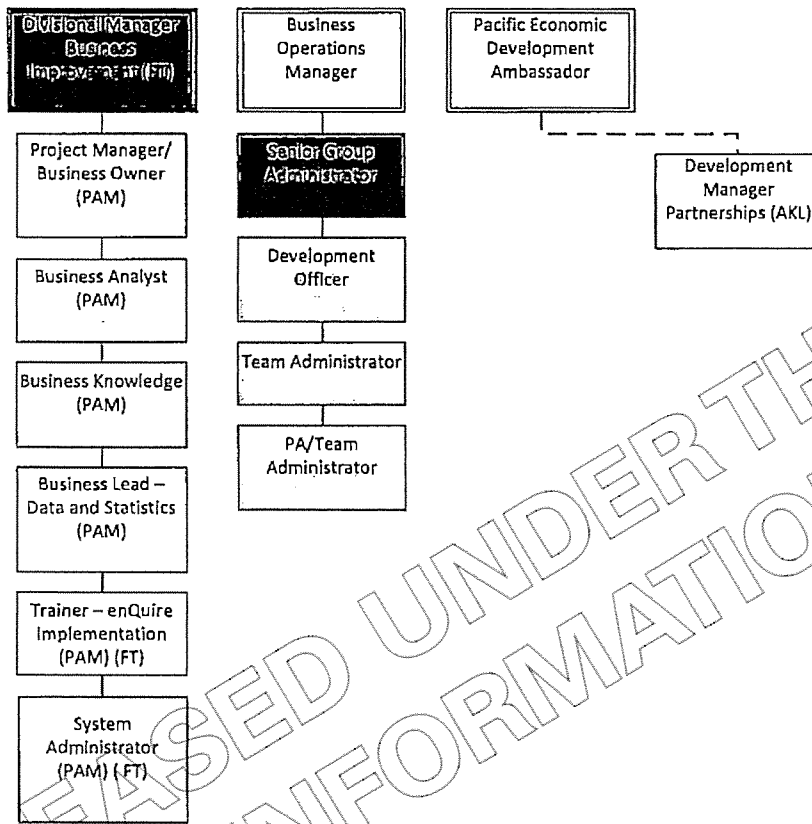
Deputy Secretary and Divisional Structure



 New position
 Change in reporting line

RELEASED UNDER THE OFFICIAL INFORMATION ACT

Development Business Improvement /Business Operations



Key functions and responsibilities

Development Business Improvement

- Business Process Improvement project, supported by implementation of *Lean* methodology
- enquire management, implementation and ongoing maintenance
- Support for SAM management and ongoing maintenance
- Relationship management and Strategic engagement frameworks

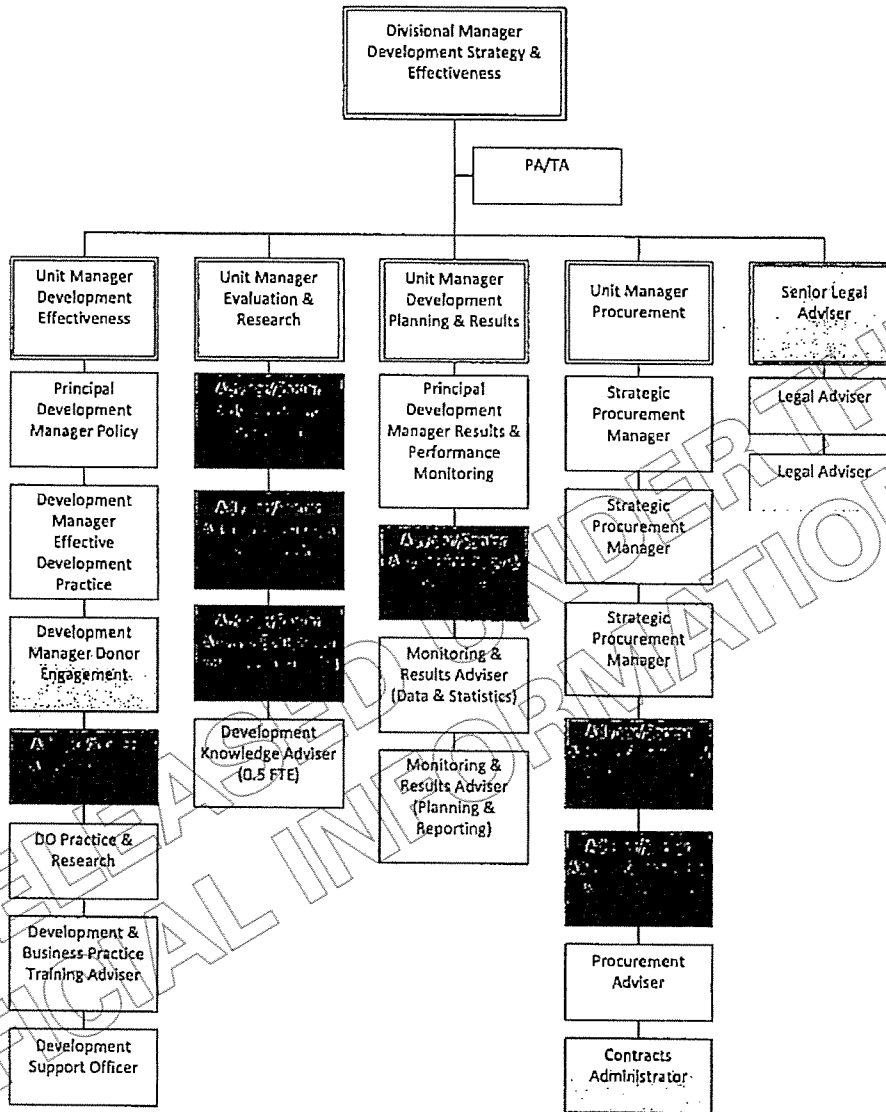
Business Operations

- Administrative support to the Deputy Secretary and DLT
- PDG Business Operations – including relationships with FIN, IMD, HRG
- Pacific Post operational support

Pacific Economic Development Ambassador

- Auckland partner and stakeholder engagement

Development Strategy and Effectiveness Division



Key functions and responsibilities

Development Effectiveness (DE team)

- Business owner of programme and activity management lifecycle and associated business processes
- International development policy external engagement (DAC, UN, GPEDC)
- Internal leadership on international development policy
- Development effectiveness
- Donor engagement
- Cross cutting issues policy, practice and coordination
- Gender advice and support to programme teams and policy engagement
- International development skills training programme

Development Planning and Results

- Co-lead the development of an evaluative culture that supports evidence informed practice
- Strategic planning for the New Zealand Aid Programme
- Frameworks and support for country, regional and investment priority strategies and plans
- Advice and capability-building to strengthen results-based management practices
- Aggregation, analysis, reporting and dissemination of results information
- Ownership of the Strategic Results Framework, New Zealand Aid Programme Performance System, Consolidated Forward Aid Plan and the DLT Performance Dashboard
- Integration of New Zealand Aid Programme in MFAT-wide planning and reporting frameworks

Evaluation and Research

- Co-lead the development of an evaluative culture that supports evidence informed practice
- Manage and deliver the Strategic Evaluation and Research Programme
- Provide technical advice on evaluation and research work
- Ensure that evaluation practice is implemented to meet quality standards expected
- Management of the New Zealand Institute of Pacific Research (NZIPR) contracts and research relationship
- Evaluation, research and results knowledge management and dissemination
- Relationship manage the pre-qualified list for Monitoring, Evaluation and Results (MER) and Country Programme Panel

Procurement

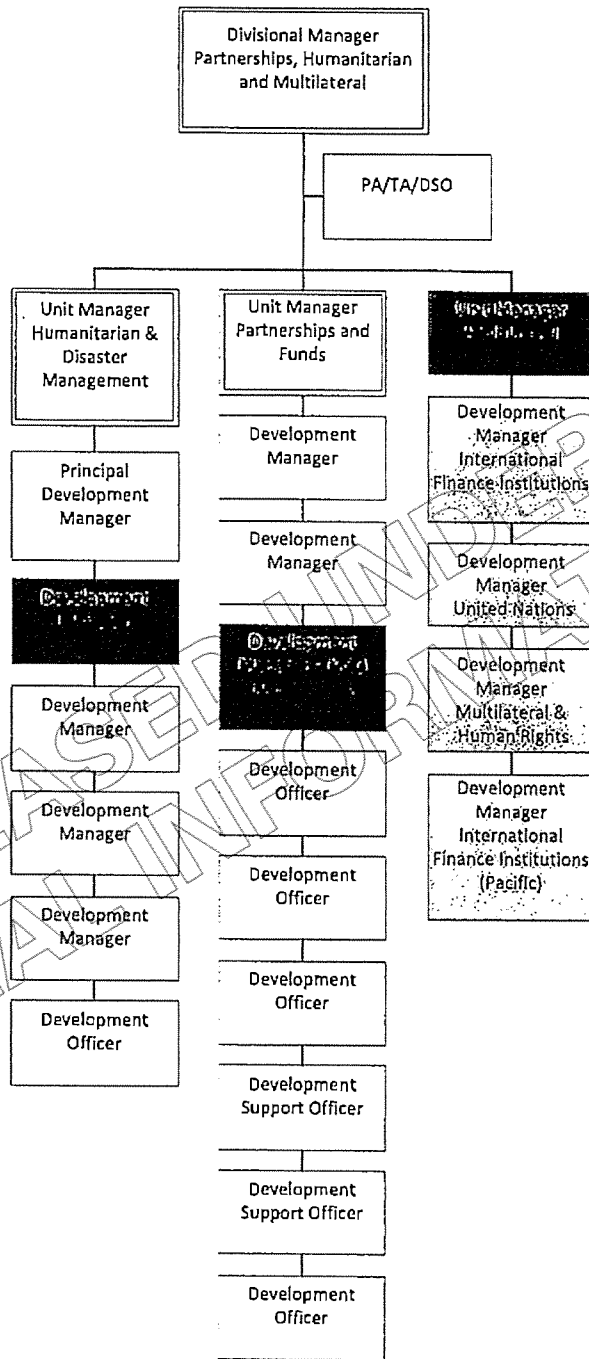
- Support for Programme Teams with planning and structuring external expenditure via Grants, Procurement and Private Sector funding
- Support for ODA procurement, tendering and partner selection over \$100k
- Technical support on performance-based grant funding and templated conditional grant reviews
- Lead or provide support to commercial negotiations
- Oversight of partner procurement and probity advice in relation to high risk grants
- Setting up and advising on panels
- Strategic engagement framework support
- Supplier relationship management and market engagement
- Process owner for procurement
- Design Panel Management

Legal

- Advice and legal opinions on relevant legislation and legal matters
- Creation and maintenance of Crown ODA standard contract and grant templates
- Drafting of bespoke Crown ODA contracts/grant arrangements and alternative clauses
- Contract for service reviews in line with policy
- Legal support and advice with negotiations
- Reviews of variations of contracts and grants in line with policy
- Compliance to key legislation such as Vulnerable Children Act, Privacy Act, Health and Safety Act
- Health and Safety advice and support to programme teams
- Drafting instructions for external legal counsel.

All DSE units contribute to training and capability-building in their areas of expertise for staff and in some cases for partners and suppliers

Partnerships, Humanitarian and Multilateral Division



Key functions and responsibilities

Humanitarian and Disaster Management

- Policy advice and resources on humanitarian and disaster management issues, including UNSC
- Engage with DPMC Hazards and Risk Board (part of the National Security System)
- Manage Partnerships with New Zealand disaster response agencies, FRANZ, international humanitarian agencies, the New Zealand Red Cross and NZ Humanitarian NGOs
- Humanitarian and disaster management Activity management MFAT capability for rapid disaster response
- Coordinate and deliver New Zealand Government and MFAT's responses to natural disasters in the Pacific

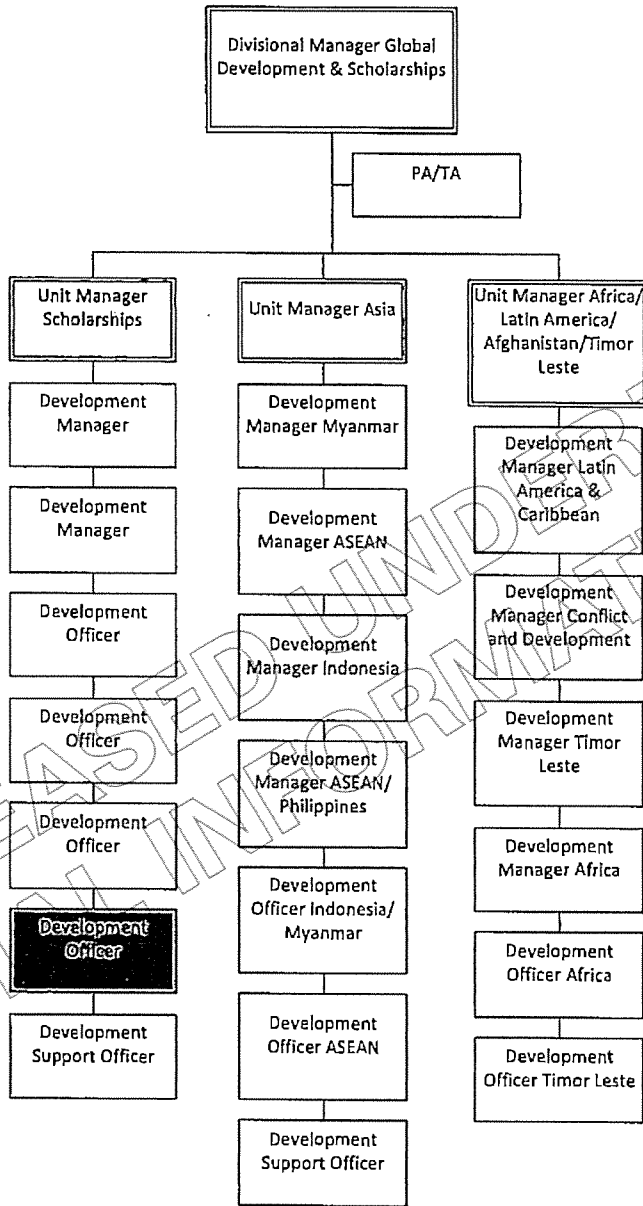
Partnerships and Funds

- Partnerships Fund (policy, administration, management, outreach and accountability)
- Manage non contestable partnerships with CID, VSA, Trade Aid (status quo, with the subtraction of core State Sector activities and relationships)
- Lead on NGO relationships and relationships with CRIs and Tertiary Institutes (non scholarships related)
- Lead on IDASP management
- Administrative support to IDASP

Multilateral

- Coordinate New Zealand's input and resources to the multilateral development system
- Multilateral activity management and accountability (status quo)
- Engage on development policy issues
- ADF/IDA/Montreal Protocol replenishment negotiations
- IFI/UN Board meetings
- Heptagons
- Cross cutting issues (advisory input on human rights)

Global Development and Scholarships Division



Key functions and responsibilities

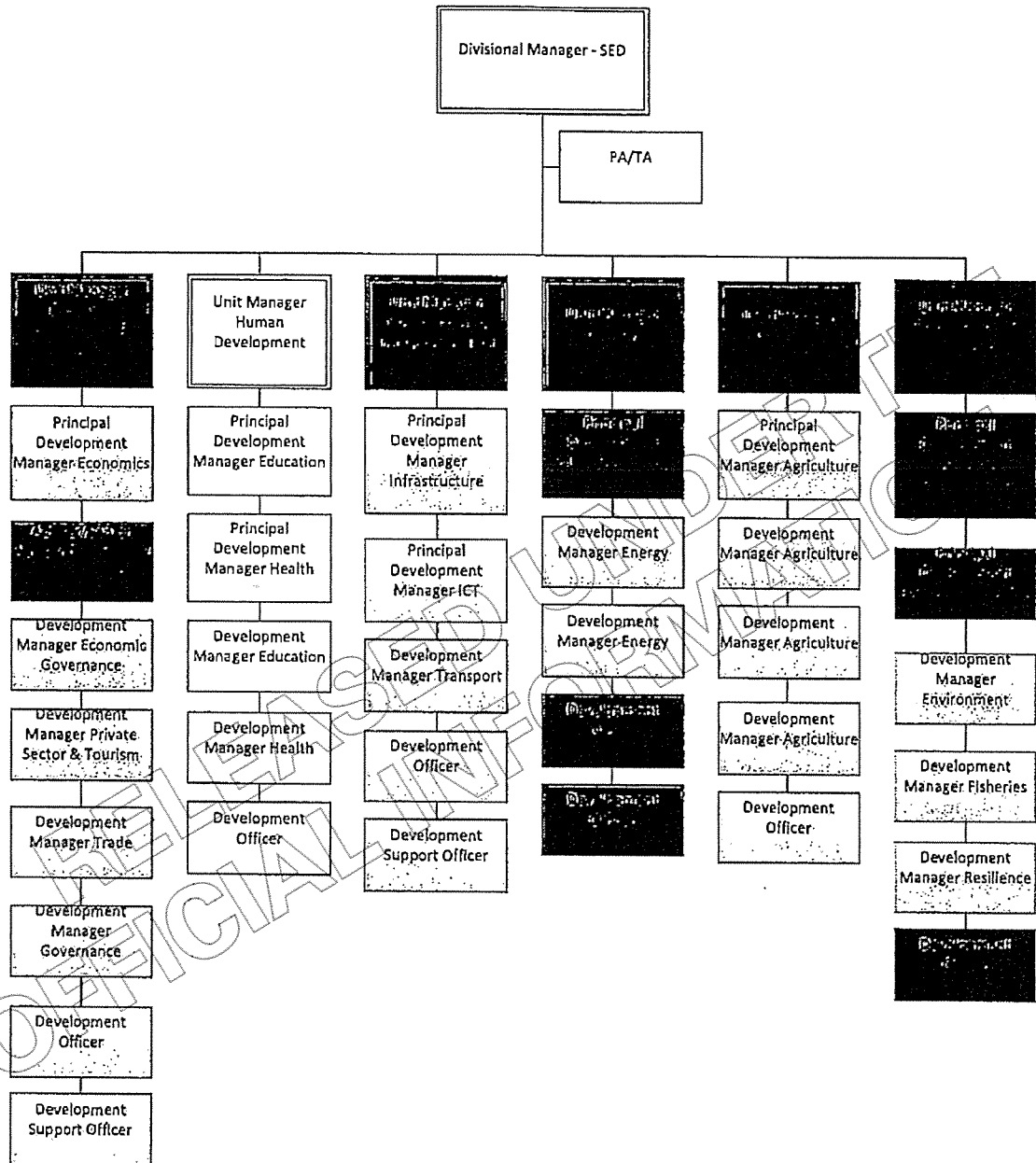
Asia Unit/Africa, Latin America, Afghanistan, Timor Leste Unit

- Whole-of-Programme management (TCAF)
- Activity design and management
- Primary contact with relevant Posts
- Annual Programme planning and reporting
- Programme and activity financial management
- Country policy and strategy development (integrated with Foreign Policy)
- Programme evaluation
- Ministerial servicing and briefing
- Integrating cross cutting issues as appropriate into programme and activity management

Scholarships

- Annual Programme planning and reporting
- Programme and activity financial management
- Relationship management with New Zealand Tertiary Institutes
- Programme evaluation
- Scholarships operational policy
- Scholarships selection, performance management
- Alumni engagement support
- Ministerial servicing and briefing
- Integrating cross cutting issues as appropriate into programme and activity management

Sustainable Economic Development Division



Key functions and responsibilities

Economic governance and trade

- Activity design and management (status quo with the addition of managing Pacific Regional Law and Justice activities)
- Economic governance framework (Inc. economic and fiscal policy, financial management and debt management)
- Private Sector Engagement Work
- Relationship management (suppliers/delivery partners/Tourism Panel)

- Sector/thematic policy development and engagement
- Technical advisory support

Human Development

- Activity design and management (status quo, with the subtraction of managing Pacific Regional Law and Justice activities and relationships)
- Relationship management (suppliers/delivery partners/Tourism Panel)
- Sector/thematic policy development and engagement
- Technical advisory support

Infrastructure, Transport and ICT

- Activity design and management (status quo)
- Relationship management (suppliers/delivery partners/Engineering Panel)
- Sector/thematic policy development and engagement
- Technical advisory support

Energy

- Activity design and management (trialling a sector-led management approach)
- Relationship management (suppliers/delivery partners/Energy Panel/Special Envoy)
- International donor engagement (inc IRENA)
- Sector/thematic policy development and engagement
- Technical advisory support

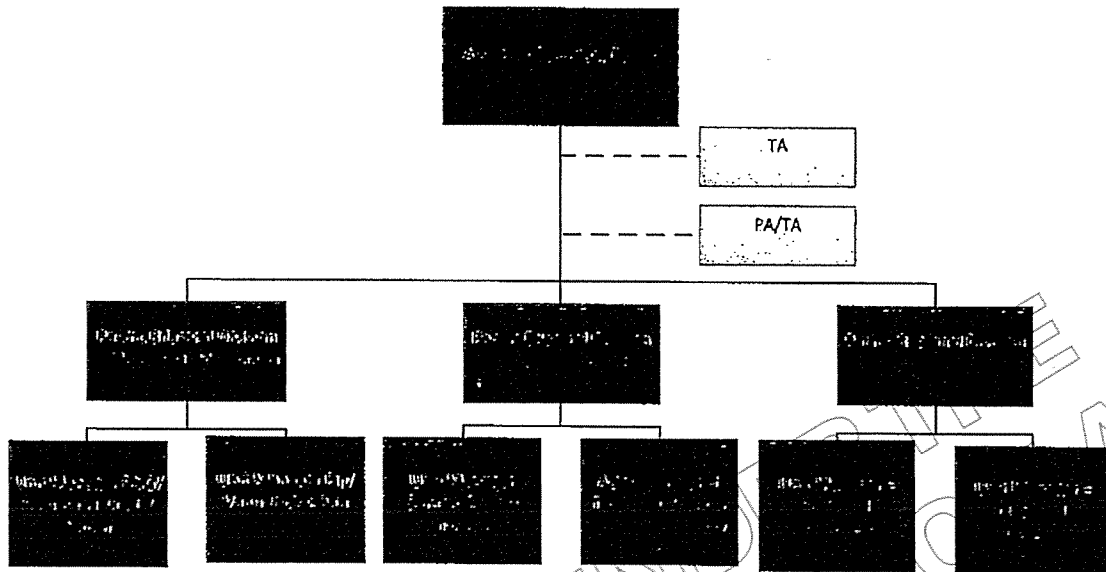
Agriculture

- Activity design and management (status quo)
- Technical and advisory support to bilateral teams
- Relationship management (suppliers/delivery partners/Agriculture Panel)
- Sector/thematic policy development and engagement
- Elements of a sector-led approach overtime could be adopted. This could include centralised procurement, leading on Supplier Engagement, and new activity design.

Environment and Fisheries

- Activity design and management (status quo with the addition of managing the disaster risk reduction activities)
- Relationship management (suppliers/delivery partners/Tourism Panel)
- Sector/thematic policy development and engagement (including for disaster risk reduction/resilience)
- Technical advisory support (including for disaster risk reduction)
- Lead on environment/climate change cross-cutting issues
- Elements of a sector-led approach for fisheries could be adopted over time. This could include additional design and delivery of bilateral and Partnership Fund activities.

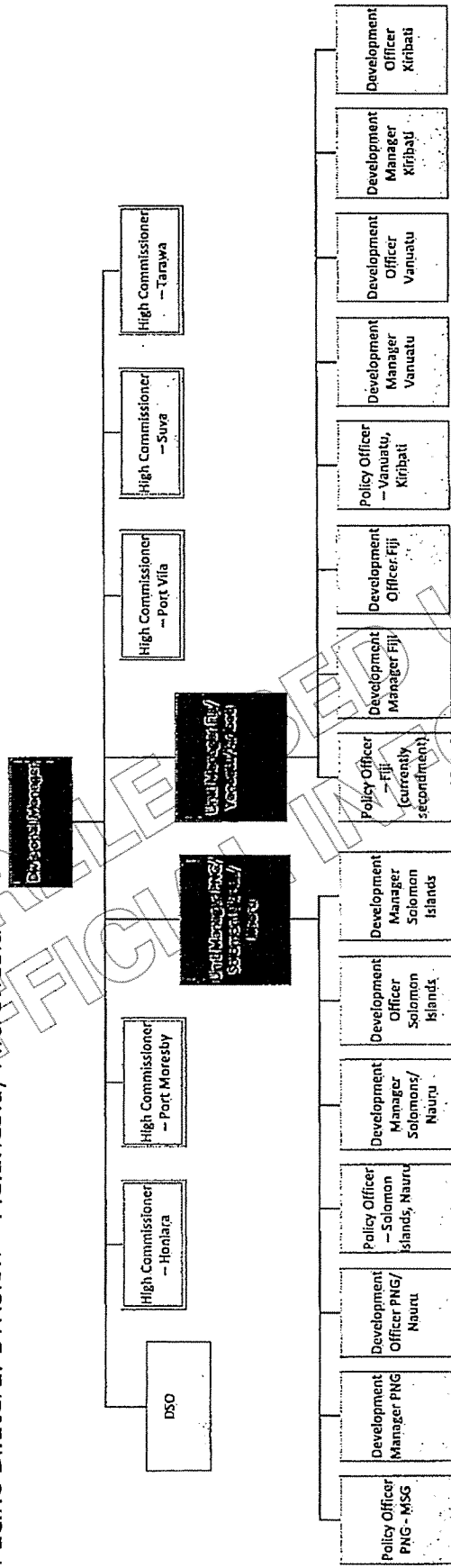
Pacific Branch



Key functions and responsibilities

- Oversee NZ Inc engagement in the Pacific
- Bilateral, sub-regional and regional policy
- Bilateral, sub-regional and regional strategies and plans
- Pacific research and knowledge management
- Ministerial servicing and briefing

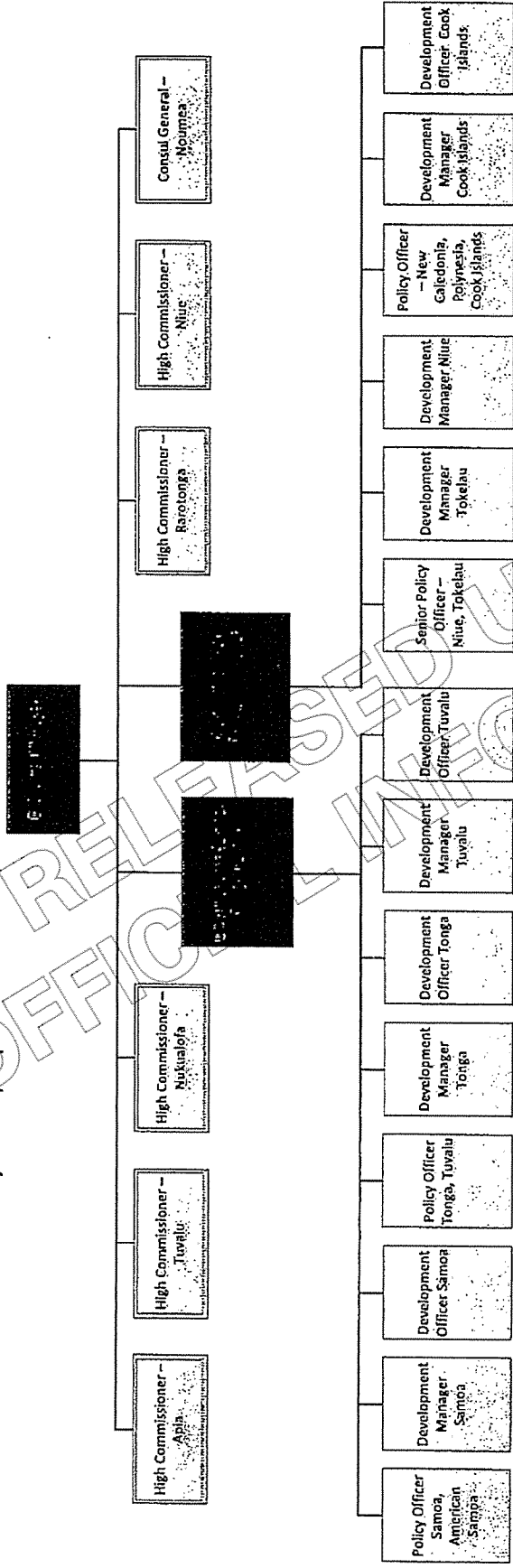
Pacific Bilateral Division - Melanesia, Micronesia



Key functions and responsibilities

- Primary contact with post on Foreign Policy issues
- Whole-of-Programme management and reporting (TCAF)
- Activity design and management
- Primary contact for aid programme with relevant Posts
- Annual Programme planning and reporting
- Programme and activity financial management
- Programme evaluation
- Integrating cross-cutting issues as appropriate into programme and activity management
- Political reporting
- Visit and Event preparation
- Policy development and delivery on issues relevant to NZ foreign policy issues

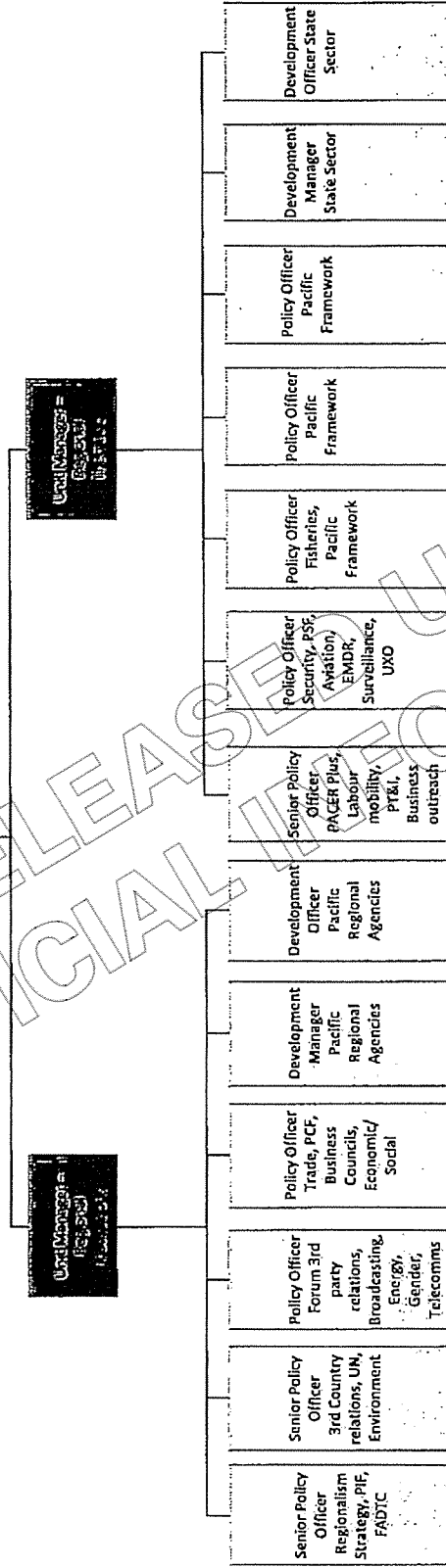
Pacific Bilateral Division – Polynesia, Special Relations and French Pacific



Key functions and responsibilities

- Primary contact with post on Foreign Policy issues
- Whole-of-Programme management and reporting (TCAF)
- Activity design and management
- Primary contact for aid programme with relevant Posts
- Annual Programme planning and reporting
- Programme and activity financial management
- Programme evaluation
- Integrating cross cutting issues as appropriate into programme and activity management
- Political Reporting
- Visit and Event preparation
- Policy development and delivery on issues relevant to NZ foreign policy issues

Pacific Regional Division



Key functions and responsibilities

Regional Institutions

- Framework for Pacific Regionalism
- Policy engagement, governance and performance engagement on Pacific Regional Architecture (FFA, SPREP, PIF, USP, PT&I)
- Manage strategic partnerships with Pacific Regional institutions (including activity management)
- 3rd country relations, UN
- New Zealand Institute for Pacific Research (accountability for performance/policy settings)

Regional/Thematic

- Pacific Framework
- PACER Plus agreement (policy input and partner engagement)
- Pacific labour mobility strategy
- State sector engagement framework
- State sector partnerships and activity management (incl. inputs to Partnerships and Funds programme)
- Fisheries foreign policy engagement, security, aviation, EMDR, surveillance, UXO
- Manage PIC participation Fund

Annex 2: New positions and changes to positions and reporting lines

Changes to existing positions

Position	Original Proposal	Decision
Deputy Director Economic Development	Separate out the functions of this position into two new Unit Manager positions – Economic and Private Sector Development, and Primary Industries	Functions of this position will be devolved across three new Unit Manager positions: <ol style="list-style-type: none"> 1. Economic, Governance and Trade 2. Agriculture 3. Environment & Fisheries
Deputy Director Energy, Infrastructure and Environment	Separate out the functions of this position into two new Unit Manager positions – ICT, Infrastructure & Transport, and Energy & Environment	Functions of this position will be devolved across three new Unit Manager positions: <ol style="list-style-type: none"> 1. Infrastructure, Transport and ICT 2. Energy 3. Environment & Fisheries

New positions¹

New position	Proposed Reporting line	Decision
Assistant Secretary Pacific	Deputy Secretary, IDG	As proposed
Divisional Manager Business Improvement (Fixed Term)	Deputy Secretary, IDG	As proposed
Divisional Manager, Pacific Bilateral – Polynesia, Realm and French Pacific	Position did not exist in original proposed structure	This position would integrate Pacific foreign policy and development.
Divisional Manager, Pacific Bilateral – Melanesia, Micronesia	Position did not exist in original proposed structure	This position would integrate Pacific foreign policy and foreign policy and development.
Divisional Manager, Pacific Regional	Position did not exist in original proposed structure	This position would integrate Pacific foreign policy and development.
Unit Manager Solomons/PNG/Nauru	Position in original proposed structure did not encompass	This position would integrate Pacific foreign policy and development.
Unit Manager Kiribati/Fiji/Vanuatu	Position did not exist in original proposed structure	This position would integrate Pacific foreign policy and development.
Unit Manager Samoa/Tonga/Tuvalu	Position did not exist in original proposed structure	This position would integrate Pacific foreign policy and development.
Administrator of Tokelau, Manager Realm/French Pacific	Position did not exist in original proposed structure	This position would integrate Pacific foreign policy and development.

¹ A number of positions in the existing structure have been removed or disestablished. The net change in staffing is an increase of 7 positions from the IDG, PAC and SRU establishment at the commencement of the project.

New position	Proposed Reporting line	Decision
Unit Manager, Regional Institutions	Position did not exist in original proposed structure	New position incorporating functions from the existing Unit Manager Pacific Regional position
Unit Manager, Regional Thematic	Position did not exist in original proposed structure	New position incorporating functions from the existing Unit Manager Pacific Regional position
Unit Manager, Multilateral	Divisional Manager, Global Development	Reports to Divisional Manager, Partnerships, Humanitarian and Multi-lateral
Unit Manager, Economic, Governance & Trade	Divisional Manager, Economic & Human Development	Change of role title from UM Economic and Private Sector Development Report to Divisional Manager, Sustainable Economic Development
Unit Manager ICT, Infrastructure & Transport	Divisional Manager, Infrastructure and Resource Management	Reporting to Divisional Manager, Sustainable Economic Development
Unit Manager, Energy	Divisional Manager, Economic & Human Development	Change of role title from UM Energy and Environment Report to Divisional Manager, Sustainable Economic Development
Unit Manager Agriculture	Divisional Manager, Infrastructure and Resource Management	Change of role title from UM Primary Industries; Report to Divisional Manager, Sustainable Economic Development
Unit Manager Environment and Fisheries	Position did not exist in original proposed structure	Reporting to Divisional Manager, Sustainable Economic Development
Business Improvement Project Manager(PAM)	Divisional Manager Business Improvement	As proposed
Trainee – enQUIRE Implementation (PAM)	Divisional Manager Business Improvement	Fixed term role
System Administrator (PAM)	Divisional Manager Business Improvement	Fixed term role
Principal Development Manager, Fisheries	Unit Manager, Primary Industries	Position will report to Unit Manager Environment and Fisheries (SED)
Principal Development Manager, Environment	Position did not exist in original proposed structure	Position reinstated. Position will report to Unit Manager Environment and Fisheries (SED)
Principal Development Manager, Energy	Unit Manager, Energy & Environment	Position will report to Unit Manager Energy (SED)
Adviser/Senior Adviser, Strategy & Planning	Unit Manager, Development Planning & Results	As proposed

New position	Proposed Reporting line	Decision
Adviser/Senior Adviser, Gender	Position did not exist in original proposed structure	Position reinstated as a specialist role. Position will report to Unit Manager Development Effectiveness (DSE)
Adviser/Senior Adviser, Evaluation & Research (x1.5)	Unit Manager, Evaluation & Research	As proposed
Adviser/Senior Adviser, Commercial Partnerships	Divisional Manager, Partnerships	Position will report to UM Economic, Governance & Trade (SED)
Adviser/ Senior Adviser, Pacific Research	Unit Manager, Tokelau, Niue, Cook Islands	Reports to Unit Manager Evaluation & Research Manager (DSE); Change of role title from Development Manager, Pacific Research
Adviser/ Senior Adviser Commercial and Procurement (x2)	Position did not exist in original proposed structure	Reports to Unit Manager Procurement (DSE)
Senior Group Administrator	Business Operations Manager	As proposed
Development Manager, NGO Partnerships	Divisional Manager, Partnerships	Position will report to Unit Manager Partnerships and Funds (PHM)
Development Manager, Humanitarian	Unit Manager, Humanitarian & Disaster Management	As proposed
Development Manager, Donor Engagement	Unit Manager Multilateral	Change of role title from Development Officer Donor Coordination Reports to Unit Manager Development Effectiveness (DSE)
Development Officer (Scholarships)	Unit Manager, Scholarships	Role is confirmed as a permanent position
Development Officer Fisheries	Position did not exist in original proposed structure	Reports to Unit Manager Environment and Fisheries (SED)
Development Officer Energy	Position did not exist in original proposed structure	Reports to Unit Manager Energy (SED)
Development Officer Infrastructure, Transport & ICT	Position did not exist in original proposed structure	Reports to Unit Manager Infrastructure, Transport & ICT (SED)

Changes to reporting lines

Position	Proposed reporting line	Confirmed reporting line
Development Manager Pacific Regional Agencies	Unit Manager Cook Islands/Tokelau/Niue and Agencies	Would report to Unit Manager Regional Institutions PAC Branch
Development Officer Pacific Regional Agencies	Unit Manager Multilateral	Would report to Unit Manager Regional Institutions PAC Branch
Development Manager State Sector	Divisional Manager Partnerships	Would report to Unit Manager Regional Thematic PAC Branch
Development Officer State Sector	Divisional Manager Partnerships	Would report to Unit Manager Regional Thematic PAC Branch
Senior Policy Officer Regionalism Strategy, PIF, FADTC	Unit Manager Regional	Would report to Unit Manager Regional Institutions PAC Branch
Senior Policy Officer 3 rd Country relations, UN Environment	Unit Manager Regional	Would report to Unit Manager Regional Institutions PAC Branch
Policy Officer 3 rd party relations	Unit Manager Regional	Would report to Unit Manager Regional Institutions PAC Branch
Policy Officer Trade, PCF, Business Councils	Unit Manager Regional	Would report to Unit Manager Regional Institutions PAC Branch
Senior Policy Officer PACER Plus, Labour mobility	Unit Manager Regional	Would report to Unit Manager Regional Thematic PAC Branch
Policy Officer Fisheries, Pacific framework	Unit Manager Regional	Would report to Unit Manager Regional Thematic PAC Branch
Policy Officer Security, PSF, Aviation, EMDR, Surveillance, UXO	Unit Manager Regional	Would report to Unit Manager Regional Thematic PAC Branch
Policy Officer Pacific Framework	Unit Manager Regional	Would report to Unit Manager Regional Thematic PAC Branch
Policy Officer Pacific Framework (Supernumerary)	Unit Manager Regional	Would report to Unit Manager Regional Thematic PAC Branch
Unit Manager Solomons/PNG/Nauru	Divisional Manager Pacific Development	Would report to Divisional Manager, Pacific Bilateral – Melanesia, Micronesia
Policy Officer PNG – MSG	Unit Manager Bilateral	Would report to Unit Manager Solomons/PNG/Nauru
Policy Officer – Solomon Islands, Nauru	Unit Manager Bilateral	Would report to Unit Manager Solomons/PNG/Nauru; Responsibility for Tuvalu will transfer to another position
Unit Manager Kiribati/Fiji/Vanuatu	Divisional Manager Pacific Development	Would report to Divisional Manager, Pacific Bilateral – Melanesia, Micronesia

Position	Proposed reporting line	Confirmed reporting line
Policy Officer – Fiji (currently secondment)	Unit Manager Bilateral	Would report to Unit Manager Kiribati/Fiji/Vanuatu
Policy Officer – Vanuatu, Kiribati	Unit Manager Bilateral	Would report to Unit Manager Kiribati/Fiji/Vanuatu
Development Manager Kiribati	Unit Manager Kiribati/Vanuatu/Samoa	Would report to Unit Manager Kiribati/Fiji/Vanuatu
Development Manager Vanuatu	Unit Manager Kiribati/Vanuatu/Samoa	Would report to Unit Manager Kiribati/Fiji/Vanuatu
Development Manager Fiji	Unit Manager Fiji/Tuvalu/Tonga	Would report to Unit Manager Kiribati/Fiji/Vanuatu
Development Officer Fiji	Unit Manager Fiji/Tuvalu/Tonga	Would report to Unit Manager Kiribati/Fiji/Vanuatu
Development Officer Vanuatu	Unit Manager Kiribati/Vanuatu/Samoa	Would report to Unit Manager Kiribati/Fiji/Vanuatu
Development Officer Kiribati	Unit Manager Kiribati/Vanuatu/Samoa	Would report to Unit Manager Kiribati/Fiji/Vanuatu
High Commissioner Port Moresby	Divisional Manager Pacific	Would report to Divisional Manager, Pacific Bilateral – Melanesia, Micronesia
High Commissioner Suva	Divisional Manager Pacific	Would report to Divisional Manager, Pacific Bilateral – Melanesia, Micronesia
High Commissioner Tarawa	Divisional Manager Pacific	Would report to Divisional Manager, Pacific Bilateral – Melanesia, Micronesia
Development Support Officer	Divisional Manager Pacific Development	Would report to Divisional Manager, Pacific Bilateral – Melanesia, Micronesia
High Commissioner Port Vila	Divisional Manager Pacific	Would report to Divisional Manager, Pacific Bilateral – Melanesia, Micronesia
High Commissioner Honiara	Divisional Manager Pacific	Would report to Divisional Manager, Pacific Bilateral – Melanesia, Micronesia
Unit Manager Samoa/Tonga/Tuvalu	Divisional Manager Pacific Development	Would report to Divisional Manager, Pacific Bilateral – Polynesia, Realm and French Pacific
Development Manager Samoa	Unit Manager Kiribati/Vanuatu/Samoa	Would report to Unit Manager Samoa/Tonga/Tuvalu
Development Manager Tuvalu	Unit Manager Fiji/Tuvalu/Tonga	Would report to Unit Manager Samoa/Tonga/Tuvalu
Development Manager Tonga	Unit Manager Fiji/Tuvalu/Tonga	Would report to Unit Manager Samoa/Tonga/Tuvalu
Development Officer Tonga	Unit Manager Fiji/Tuvalu/Tonga	Would report to Unit Manager Samoa/Tonga/Tuvalu
Development Officer Tuvalu	Unit Manager Fiji/Tuvalu/Tonga	Would report to Unit Manager Samoa/Tonga/Tuvalu

Position	Proposed reporting line	Confirmed reporting line
Development Officer Samoa	Unit Manager Kiribati/Vanuatu/Samoa	Would report to Unit Manager Samoa/Tonga/Tuvalu
Policy Officer Samoa, American Samoa	Unit Manager Bilateral	Would report to Unit Manager Samoa/Tonga/Tuvalu
Policy Officer Tonga, Polynesian Leaders Group	Unit Manager Bilateral	Would report to Unit Manager Samoa/Tonga/Tuvalu
Administrator of Tokelau, Manager Realm, French Pacific	New position	Would report to Divisional Manager, Pacific Bilateral – Polynesia, Realm and French Pacific
Senior Policy Officer	Divisional Manager Special Relations Unit	Administrator of Tokelau, Manager Realm, French Pacific
Policy Officer New Caledonia, French Polynesia, Micronesia, Cook Islands	Unit Manager Bilateral	Administrator of Tokelau, Manager Realm, French Pacific
Development Manager Tokelau	Unit Manager Realm and Regional	Administrator of Tokelau, Manager Realm, French Pacific
Development Manager Niue	Unit Manager Realm and Regional	Administrator of Tokelau, Manager Realm, French Pacific
Development Manager Cook Islands	Unit Manager Realm and Regional	Administrator of Tokelau, Manager Realm, French Pacific
Development Officer Cook Islands	Unit Manager Realm and Regional	Administrator of Tokelau, Manager Realm, French Pacific
High Commissioner Apia	Divisional Manager Pacific	Divisional Manager, Pacific Bilateral – Polynesia, Realm and French Pacific
Consul General – Noumea	Divisional Manager Pacific	Divisional Manager, Pacific Bilateral – Polynesia, Realm and French Pacific
High Commissioner Tuvalu	Divisional Manager Pacific	Divisional Manager, Pacific Bilateral – Polynesia, Realm and French Pacific
High Commissioner Rarotonga	Divisional Manager Pacific	Divisional Manager, Pacific Bilateral – Polynesia, Realm and French Pacific
High Commissioner Nukualofa	Divisional Manager Pacific	Divisional Manager, Pacific Bilateral – Polynesia, Realm and French Pacific
High Commissioner Niue	Divisional Manager Special Relations Unit	Divisional Manager, Pacific Bilateral – Polynesia, Realm and French Pacific
Team Administrator, APE	Divisional Manager, PAC	Business Operations Manager
PA/TA Pacific Development	Divisional Manager Pacific Development	Business Operations Manager
Deputy Director, Scholarships	Divisional Manager, Development Operations Division	Reports to Divisional Manager, Global Development and Scholarships (GDS)

Position	Proposed reporting line	Confirmed reporting line
Development Manager, Resilience & Disaster Risk Reduction	Unit Manager Energy, Infrastructure and Environment	Reports to Unit Manager Environment and Fisheries (SED)
Development Manager Governance	Unit Manager Human Development	Reports to Unit Manager Economic Governance & Trade (SED)
Development Manager International Finance Institutions	Reports to Unit Manager Multilateral	As proposed
Development Manager Multilateral United Nations	Reports to Unit Manager Multilateral	As proposed
Development Manager Multilateral & Human Rights	Reports to Unit Manager Multilateral	As proposed
Development Manager International Finance Institutions (Pacific)	Unit Manager Cook Islands/Tokelau/Niue and Agencies	Reports to Unit Manager Multilateral (PHM)
Principal Development Manager Economics	UM Economic & Private Sector Development	Reports to Unit Manager Economic Governance & Trade
Principal Development Manager Infrastructure	Unit Manager Infrastructure Transport & ICT	As proposed
Principal Development Manager Agriculture	Unit Manager Primary Industries	Reports to Unit Manager Agriculture
Principal Development Manager ICT	Unit Manager Infrastructure Transport & ICT	As proposed
Development Manager Economic Governance	UM Economic & Private Sector Development	Reports to Unit Manager Economic Governance & Trade
Development Manager Private Sector & Tourism	UM Economic & Private Sector Development	Reports to Unit Manager Economic Governance & Trade
Development Manager Trade	UM Economic & Private Sector Development	Reports to Unit Manager Economic Governance & Trade
Development Manager Governance	UM Human Development	Reports to Unit Manager Economic Governance & Trade
Development Manager Transport	Unit Manager Infrastructure Transport & ICT	As proposed
Development Manager Energy x2	Unit Manager Energy & Environment	Reports to Unit Manager Energy
Development Manager Agriculture x3	Unit Manager Primary Industries	Reports to Unit Manager Agriculture
Development Manager Fisheries	Unit Manager Primary Industries	Reports to Unit Manager Environment & Fisheries

Position	Proposed reporting line	Confirmed reporting line
Development Manager Environment	Unit Manager Energy & Environment	Reports to Unit Manager Environment & Fisheries
Development Officer	UM Economic & Private Sector Development	Reports to Unit Manager Economic Governance & Trade
Development Officer	Unit Manager	Reinstated position
Development Officer	Unit Manager Energy & Environment	Reports to Unit Manager Energy
Development Officer	Unit Manager Primary Industries	Reports to Unit Manager Agriculture
Development Support Officer	Unit Manager Infrastructure Transport & ICT	As proposed
Development Support Officer	UM Economic & Private Sector Development	Reports to Unit Manager Economic Governance & Trade
Senior Contracts Adviser	Divisional Manager, Development Strategy Effectiveness	Role title will change to Senior Legal Adviser Reporting line as proposed
Contracts Advisers x2	Unit Manager, Procurement	Role title will change to Legal Adviser Roles will report to Senior Legal Adviser
Development Officer	Business Operations Manager	As proposed
Contracts Administrator	Unit Manager, Procurement	As proposed

Changes to position titles

Position	New Position Title	Rationale
Director	Divisional Manager	Aligns titles for similar positions in the Ministry.
Deputy Director	Unit Manager	Aligns titles for similar positions in the Ministry.
PA/Group Administrator	PA/ Team Administrator (PATA)	Aligns titles for similar positions in the Ministry.
Principal Evaluation & Research Manager	Unit Manager Evaluation & Research	Aligns title with similar positions.
Senior Contracts Adviser	Senior Legal Adviser	Aligns title to core role.
Contracts Advisers	Legal Adviser	Aligns title to core role.
Adviser/Senior Adviser, Evaluation & Research (0.5 FTE)	Unit Manager, Evaluation & Research	Change of role title from Development Manager

Annex 3: Summary of Feedback and SLT Response

I. ONE MINISTRY

Feedback Theme	Summary of Feedback provided	Response
<p>One Ministry concept</p>	<ul style="list-style-type: none"> There was strong support for the concept of a unified Ministry with aligned development and foreign policy. There were questions around the implications for specialist and generalist roles. There was strong support for greater porosity between IDG and the broader Ministry. It was noted that greater porosity might reduce specialist expertise in IDG and the wider Ministry. 	<ul style="list-style-type: none"> The Ministry recognises the value and importance of building specialist expert knowledge in different fields while also building a cadre of generalist staff who can engage in a broad set of duties in Wellington and at Post. Four Development positions at Development Manager and Development Officer level and four Foreign Policy positions at Policy Officer and Senior Policy Officer level will be made available as secondments to enable porosity. Some vacant positions have been changed to become adviser positions so as to ensure that the Ministry has specialist capability in particular areas. Director and Deputy Director position titles will be aligned with titles used in the wider Ministry.
<p>Aligning nomenclature</p>	<ul style="list-style-type: none"> There were mixed views on the proposal to align Director and Deputy Director titles with those used in the broader Ministry. It was suggested that other roles titles could be changed to align titles used in the wider Ministry. 	

II. THE ESTABLISHMENT OF A PACIFIC BRANCH

Feedback Theme Summary of Feedback provided

Response

<p>Proposal to establish a Pacific Branch</p>	<ul style="list-style-type: none"> • General support for the proposal to situate all Pacific resources in one branch so as to develop a more integrated approach to New Zealand's engagement in the Pacific, and to reinforce the importance of the Pacific to the Ministry's work. • General support for the establishment of an Assistant Secretary role to provide leadership to the Pacific Branch. • Some concern was expressed about the Assistant Secretary role diminishing the role of the Divisional and Unit Managers. • There were suggestions that the Pacific Branch would be better positioned as an independent Group rather than a Branch within IDG. 	<ul style="list-style-type: none"> • Divisional and Unit Managers will retain their current leadership and management responsibilities. The Assistant Secretary position recognises the need for additional leadership, coordination and oversight at a regional level given the size of the Pacific Branch, and in order to achieve the objective of being a centre of excellence on Pacific affairs • Development is integral to our engagement in the Pacific and vice versa. The creation of the Pacific Branch seeks to create greater cohesion between our Pacific foreign policy, and our wider development policy, development partnerships, and activity delivery. Positioning the Pacific Branch into a separate Group could create barriers to achieving this. • Establishing a separate 'Pacific' Group, inclusive of development functions and capability, would have the effect of reducing the 'Development' Group to an entity that lacked critical mass and would impact adversely on MFAT's ability to deliver its broader development goals. It would also be detrimental to the implementation of a new operating model. • Retitle to Pacific & Development Group (PDG).
<ul style="list-style-type: none"> • It was noted that the Group name would need to be adjusted to reflect the changes in responsibility for International Development and the Pacific. 		

Feedback Theme	Summary of Feedback provided	Response
<p>Configuration of the Pacific Branch</p>	<ul style="list-style-type: none"> It was noted that the proposed initial step does not address spans of control issues for PAC and SRU. It was noted that the grouping of functions sitting in the proposed Realm and Regional Team in PACDEV lacks a clear rationale. There were suggestions that further integration could be achieved immediately by integrating Pacific regional foreign policy and development functions at a Unit level. 	<ul style="list-style-type: none"> A number of changes have been made to the reporting lines in the Pacific Branch to strengthen span of control in Wellington, to strengthen engagement spans between Wellington and Posts, and to increase the level of integration across the group.
<p>Proposed roles within the Branch</p>	<ul style="list-style-type: none"> There were questions around how operational support will be provided for Pacific Posts. 	<ul style="list-style-type: none"> A new senior group administrator position is being established under the Business Operations Manager to support Pacific Posts.
	<ul style="list-style-type: none"> It was noted that state sector programme management functions and roles proposed for the new Partnerships Division would be better suited to the Pacific Branch. 	<ul style="list-style-type: none"> The structure has been amended to reflect this feedback.
	<ul style="list-style-type: none"> It was suggested that the proposed Development Manager - Pacific Research position should be a specialist research role, situated in the Evaluation and Research Team rather than the Pacific Branch. 	<ul style="list-style-type: none"> The position and location have been amended to reflect this feedback.
	<ul style="list-style-type: none"> There was support for moving functions from the Multilateral and Pacific Regional team to the new Pacific Branch. However, it was noted that the functions were not an exact match with specific roles. 	<ul style="list-style-type: none"> The duties allocated to different roles in the Multilateral team have been amended and the roles that will move to Pacific Branch have been adjusted.

III. OPERATING MODEL

Summary of Feedback provided		Response
<p>Feedback Theme</p> <p>Strengthening our country focus and improving strategies and plans</p>	<ul style="list-style-type: none"> • There was strong support from a wide range of staff on strengthening our country focus • There was strong support for strategies and operational plans that bring together foreign policy and development functions • There was support for greater resource flexibility and for the identification and allocation of departmental resources at the activity planning and operational planning phase • There was some concern that a policy/operational split might result in a loss of sector policy and advisory capability • There were questions around how activity approvals for regional and multi-country programmes would be managed 	<ul style="list-style-type: none"> • Country strategies and plans will be developed by the Pacific Branch and GDS in concert with the Adviser Strategy and Planning. • Sector policy and technical advisory functions will continue to be performed by sector specialists and will contribute to both bilateral plans and activity management policies and practices. • Regional programmes would be managed in accordance with the policy and programming direction set by regional development and or foreign policy teams. • Multi-country programmes would be guided by the policy and programming direction set at a bilateral level.
<p>Portfolio Management approach to design and</p>	<ul style="list-style-type: none"> • It was noted that the Ministry uses the term portfolio management in a range of contexts and that the term can create confusion. 	<ul style="list-style-type: none"> • In the context of this work, portfolio management refers to the management of a set of projects or activities that are grouped by sector. In this document the term is used interchangeably with sector-led design and delivery

STAFF

Feedback Theme		Summary of Feedback provided	Response
delivery	<ul style="list-style-type: none"> It was noted that a sector-led approach could work in certain sectors, such as fisheries and energy, but it was also noted that additional resources would be required in any sector team to ensure success. There were concerns with the proposal to split policy and operational functions into bilateral and sector teams. It was noted that bilateral expertise can be critical in the successful delivery of an activity – particularly where political knowledge or links are critical. There were concerns that bilateral managers would not be able to influence the delivery of programmes without retaining responsibility for activity management. There was some concern that the operating model would complicate communication lines between Wellington and Posts. 	<ul style="list-style-type: none"> A sector-led approach to design and delivery will be adopted in the Energy sector. This will be trialled and evaluated over the next 18 months. Elements of a sector-led approach may be adopted by other sectors – such as Agriculture and Fisheries – to enable modular services and to support better delivery. The operating model intends to simplify communication lines by strengthening the role of bilateral teams in overseeing and coordinating total country aid flows. Communication will be evaluated as part of trialling a sector-led approach to design and delivery in the energy sector 	
Role of Post, bilateral and sector divisions in the operating model	<ul style="list-style-type: none"> It was suggested that the roles and expectations of Posts and Wellington divisions should be better defined under the new operating model There was some concern that the new operating model will limit the influence of Posts and shift the centre of gravity from Post to Wellington 	<ul style="list-style-type: none"> The operating model will be reworked to set out respective roles and responsibilities at different stages of the investment lifecycle. As part of this process it will be confirmed that Posts should remain responsible for delivery functions where appropriate. This will also clarify the role of Post in supporting the development of country strategies and plans. 	
Process implications of the new operating model	<ul style="list-style-type: none"> Several submissions asked for further detail on how the operating model would work in practice There were concerns around changing financial management and controls and the implications this may have for business process, systems and technology 	<ul style="list-style-type: none"> Process changes will be worked through over the next 12 months. As part of trialling a sector-led approach to design and delivery, the business will identify necessary changes to processes, approval points, and financial control points. There will be no immediate changes to budget allocations and responsibilities. 	

Feedback Theme	Summary of Feedback provided	Response
<p>Difficulty of implementing the operating model incrementally</p>	<ul style="list-style-type: none"> It was identified that the current balance of resourcing across Divisions is inadequate to move towards a portfolio management approach in all sectors It was noted that taking a sector-led approach in some areas of the business and not others could create confusion amongst staff and partners There were questions around how the new operating model would work in the first phase, and clarification was sought on the timeframes for any further changes in functional responsibilities 	<ul style="list-style-type: none"> As noted above, a sector-led approach will be adopted in the energy sector in the first instance. This will allow the business to trial the approach and develop appropriate systems.
		<ul style="list-style-type: none"> Detailed processes and systems will be developed by the business to implement the energy trial and to develop country plans and strategies. There will be limited changes to business processes, systems and technology in the short term. Further information on the high level principles and processes that will be followed will be released in July and August.

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IV. CAPACITY AND CAPABILITY

Feedback Theme		Summary of Feedback provided	Response
Capability	<ul style="list-style-type: none"> There was support for the proposed advisory roles for Planning and Strategy, Pacific Evaluation and Research, Commercial Engagement and Cross-cutting Issues. It was identified that a number of capability gaps could remain in the proposed structure. In particular, it was identified that IDG requires additional advisory capability in areas of strategic planning, political economy analysis, gender, and commercial nous. It was identified that there is a need for strengthened capability in areas of leadership, project management, operational nous, and climate change. 	<ul style="list-style-type: none"> Recruitment of all new positions will consider skills required to meet broader business needs. This will include recognising capability shortages identified by staff, as well as the need to enhance policy development capabilities and project delivery capabilities. As part of the business improvement work programme professional development for all staff will be assessed and training identified in line with agreed capability gaps. 	
Capacity	<ul style="list-style-type: none"> There were strong concerns about resourcing levels in a number of areas of the business. In particular, concerns were raised with the shortage of sector specialist Development Managers, sector and bilateral Development Officers, evaluation and economic advisory capacity and administrative support. 	<ul style="list-style-type: none"> Some revisions to the proposed organisational structure have been made to include additional Development Officer resources. Across the submissions a total of 23 additional positions were identified. The business is not in a position to accommodate all of these requests. 	
	<ul style="list-style-type: none"> There was support for the proposal to introduce additional management roles to address span of control issues. It was noted that the proposed structure was top heavy at tier 3 level. 	<ul style="list-style-type: none"> Two of the proposed Divisional Manager roles will not be established. 	

V. STRUCTURAL CHANGES TO IDG

Summary of Feedback provided		Response
Feedback Theme		
Proposed roles within PHM Division	<ul style="list-style-type: none"> There was support for moving functions from the Multilateral and Regional Agency team to the new Pacific Branch. However, it was noted that the functions were not an exact match with specific roles. It was suggested that the State Sector functions that were proposed to be transferred to the Partnerships Division should instead transfer to the Pacific Branch given the relevance of state sector relationships in our Pacific Programme. It was suggested that the Donor Coordination position should remain at Development Manager level and be renamed to better reflect the function. It was also suggested that this role should be transferred to DSE or the Pacific Branch. 	<ul style="list-style-type: none"> The duties allocated to different roles in the Multilateral Unit have been amended and the roles that will move to Pacific Branch have been adjusted. State sector functions and positions will transfer to the Pacific Branch rather than the proposed Partnerships Division. The position will be renamed as Development Manager – Donor Engagement and will be located in the Development Effectiveness Unit in DSE.
Configuration of Global Development Division	<ul style="list-style-type: none"> There were concerns that the proposal to transfer scholarships into the Development Operations Division would result in management bottlenecks. It was suggested that scholarships could be located alongside Global Development Units, given the limited span of control for the Divisional Manager. 	<ul style="list-style-type: none"> The Scholarships Unit will be transferred to the Global Development Division. The Division will be renamed to Global Development and Scholarships Division (GDS).
Configuration of DSE	<ul style="list-style-type: none"> There were concerns with the proposal to establish a standalone legal/team within DSE whilst also retaining Contract Advisers within the Procurement team. There were conflicting views on whether to separate the procurement, contracting and legal functions across two Units or to locate the functions in a single Unit. 	<ul style="list-style-type: none"> The Procurement Unit will be separated into two units – Procurement and Commercial Unit focused on procurement, market engagement and supplier management, and a Legal and Compliance Unit focused on contracting and legal advice.

Summary of Feedback provided		Response
Proposed roles within DSE	<ul style="list-style-type: none"> There was support for the proposed Adviser - Strategy and Planning position. There was some support for the proposed cross cutting issue coordination and mainstreaming policy functions, but it was identified that this should not be at the expense of gender advisory capability. It was suggested that the existing Donor Coordination position should remain at Development Manager level, be renamed as Donor Engagement, and should be located in DSE or the Pacific Branch. It was suggested that the proposed Development Manager - Pacific Research position should be a specialist research role, situated in the Evaluation and Research Team rather than the Pacific Branch. It was suggested that the Principal Evaluation and Research Manager be retitled Unit Manager Evaluation and Research. It was suggested that the Development Manager Evaluation and Research should be retitled to Senior/Adviser Evaluation and Research. 	<ul style="list-style-type: none"> This position has been confirmed. The vacant Gender Adviser position will not be removed. The cross cutting issues coordination and mainstreaming policy functions will be managed by the Development Effectiveness team. The position will be renamed as <i>Development Manager – Donor Engagement</i> and will be located in the Development Effectiveness Unit in DSE. The position and location have been amended to reflect this feedback. These positions have been retitled.
The proposal to establish a Business Improvement Division	<ul style="list-style-type: none"> There was support for the establishment of a Division to oversee the improvement of business processes. However, it was noted that the Division has limited resources. There were questions around whether the Division structure would impact on PAM governance arrangements. 	<ul style="list-style-type: none"> The Division will be resourced with specialist contractors to enable the implementation of a range of business improvement projects. Some additional fixed term resources will be appointed to support the PAM project. The existing PAM governance arrangements will remain in place, with the Business Owner reporting to the Project Sponsor for the duration of the PAM project.

Summary of Feedback provided		Response
<p>Feedback Theme</p> <p>The proposal to split SED into two divisions</p>	<ul style="list-style-type: none"> There were mixed views on the proposal to establish two distinct divisions. 	<ul style="list-style-type: none"> The division will not be split into two.
<p>Proposal to reconfigure the functions of SED</p>	<ul style="list-style-type: none"> There was support for the reconfiguration of teams in SED to address span of control issues. There were various views on the ideal structure of the division. It was suggested that structural changes in some areas would enable a sector-led approach to be trialled. It was also suggested that a dedicated agriculture unit would allow new ways of delivering advice and programme support to be implemented. It was noted that some functions require a close working relationship with the regional team in the Pacific Branch. It was suggested that the proposed Economic and Private Sector Development Unit would be better named Economic Governance and Trade. 	<ul style="list-style-type: none"> An Energy Unit will be established to trial the sector-led approach to design and delivery. An Agriculture Unit will be established to deliver design advice and modular services. The Environment and Resilience functions will form part of a new Unit that also includes Fisheries. The Economic and Private Sector Development Unit will be renamed as Economic Governance and Trade. As a result of structural changes there will be six Units.
<p>Proposed roles within SED</p>	<ul style="list-style-type: none"> It was suggested that vacant PDM Environment role should be retained due to the importance of the aid programme's climate and environment work programme. There were a variety of structures and functional splits suggested to enhance the performance of SED. 	<ul style="list-style-type: none"> There is a sound rationale for retaining this role and the organisational structure has been amended accordingly. The proposed Divisional Managers IRM and EHD will not be established. The Divisional Manager SED will be retained. Five new Unit Manager positions will be established to replace the Deputy Director EIE and Deputy Director ED and support the new structure.

Summary of Feedback provided

Response

Feedback Theme

<p>Proposed roles within SED continued</p>	<ul style="list-style-type: none"> It was identified that the proposed resourcing in SED would be inadequate to move towards a portfolio management approach in all sectors. It was noted that the reconfiguration of teams had resulted in the loss of a Development Officer resource for Transport, Infrastructure and ICT It was noted that the Development Officer resource for Agriculture and Fisheries was inadequate. It was recommended that the Development Manager – Governance position would be better located in the Economic Governance and Trade Unit. There was concern that the separation of commercial relationship management from sector and thematic programming would undermine the effectiveness of commercial relationships. 	<ul style="list-style-type: none"> A sector-led approach will be trialled in Energy and an additional Development Officer role will be established to support this. This position is being reinstated. An additional Development Officer position has been established. The Development Manager – Governance will be transferred to the Economic Governance and Trade Unit. The Senior Adviser Commercial Partnerships, proposed in the Partnerships Division, will be established as part of the Economic Governance and Trade Unit.
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VI. RESPONDING TO ISSUES RAISED AS PART OF THE IDG CURRENT STATE ASSESSMENT

Feedback Theme		Summary of Feedback provided	Response
Strengthening culture and behaviours	<ul style="list-style-type: none"> It was noted that the consultation proposal did not address organisational culture and behaviour issues that had been raised by IDG staff. 	<ul style="list-style-type: none"> DS PDG will establish a Group work programme to address issues raised. Contents of the programme will be reflected back to the Group by the end of October. 	
Strengthening leadership	<ul style="list-style-type: none"> It was noted that the improved spans of control would support managers but further information was requested on how the organisation would strengthen leadership. 	<ul style="list-style-type: none"> All managers will be encouraged to participate in the full manage at MFAT training programme. Additional training will be identified as part of performance development planning. 	
Career progression	<ul style="list-style-type: none"> It was noted that the proposal did not provide detail on clearer career paths for development staff. Particular concerns were expressed around the promotion path for DO1s. 	<ul style="list-style-type: none"> A framework for career progression will be developed and implemented with support from HRG and the new Career Advisers. 	
Role clarity	<ul style="list-style-type: none"> It was noted that the proposal does not address role clarity concerns for staff. 	<ul style="list-style-type: none"> The introduction of new ways of working – including increased programme planning, strategic planning, and portfolio management are intended to clarify the roles and functions of different divisions and roles across the group. The incremental change approach may mean that this is not evident immediately. The introduction of more specialist advisory roles, and the updating of job descriptions for manager is intended to increase clarity. 	
	<ul style="list-style-type: none"> It was noted that the findings of the timesheet review did not appear to be reflected in the proposed structure. 	<ul style="list-style-type: none"> Structural changes to existing positions were limited to ensure organisational stability. New roles reflect both a need to address technical capability gaps, and a desire to move to new and improved ways of working. Some adjustments have, however, been made to ensure sufficient activity management capability. 	

Change Proposal

**PDG Global Development and Scholarships and
Sustainable Economic Development**

14 December 2016

DECISION DOCUMENT

Background

Changes in the Operating Environment for SED and GDS

When we implemented the new structure for PDG following the release of the Capability Review Decision document on 18 July 2016, we outlined this as being part of a wider incremental approach to enable us to further test elements of the new operating model. We recognised that there is no finish line at which we can stop evolving and that we needed to be flexible to manage changing needs, shift focus and respond to global events. We wanted to continue to strive for better ways of working across the Ministry.

Further, the Minister has confirmed his desire for PDG to operate under more of a portfolio management approach in the way we offer services and we have looked at this in the wider context of how we deliver SED.

In order for us to deliver on portfolio management, we need to transfer resources and activities from programme teams into SED, particularly around the flagship areas of Energy and Agriculture.

Impact of Proposed Changes

In our Change Proposal of 6 December, we proposed that:

- The position of Unit Manager Africa/Latin America/ Afghanistan/ Timor-Leste would be disestablished.
- The Development Manager ASEAN Agriculture role moved from GDS into the Agriculture unit, SED.
- A Development Officer 1 role moved from GDS into the Agriculture unit, SED.
- A Development Officer 2 role moved from GDS into the Energy Unit, SED.
- A Development Officer 2 role in GDS would be disestablished and the incumbent moved into another vacant DO2 role within PDG in line with our rotation policy of below the line roles.

Consultation Schedule

The timetable of the consultation process was as follows:

Role / Party	Impact	Type of consultation
Unit Manager Africa/Latin America/ Afghanistan/ Timor-Leste, GDS	Significant – Proposed Role Disestablished.	Full consultation and feedback sought
Unit Manager Asia, GDS	Team changes, increase in team by two.	Full consultation and feedback sought

Unit Manager Energy, SED	Team changes, increase in team by one.	Full consultation and feedback sought
Unit Manager Agriculture, SED	Team changes, increase in team by two.	Full consultation and feedback sought
Development Manager ASEAN Agriculture, GDS	Change in reporting line, not substantially affected.	Consulted with, feedback sought
Development Officer 1, Asia Unit GDS	Change in reporting line, not substantially affected.	Consulted with, feedback sought
Development Officer 2, GDS - Latin America/Caribbean - Timor Leste	Two roles impacted, however under our rotation policy for below the line roles not substantially affected.	Consulted with, feedback sought on options for vacant roles
Remaining roles in GDS	Roles impacted by reporting line changes and/or tasking reallocation within DM or DO responsibilities. Not substantially affected.	Changes communicated via manager
Other staff in SED	Small impact, changes in team.	Changes communicated via manager

Feedback Received

Verbal feedback was received at the time of staff consultation, however formal written feedback on the change proposal was received from two parties (one of which was a combined response from four individuals).

Feedback fell broadly into the following themes:

1. Is the right amount and level of resource being transferred?

The amount of activities being transferred from GDS to SED was questioned given that some of these activities are nearing completion.

We confirm that the following activities will remain in GDS until completion:

- 4 Latin American activities due to end in 2017
- 1 advanced Afghanistan activity nearing completion
- The Rakhine activity managed by ASI that is to be wound up early
- An activity in the Philippines close to completion.

The remaining 16 agriculture activities will be transferred to SED and managed by existing resources including the DM and DO roles being moved across.

We confirm that approximately 10 renewable energy activities will be transferred from GDS to SED, however as with the agriculture activities, those nearing completion will continue to be managed by GDS.

The feedback also questioned given the activities moving to SED, if the amount of DSO support was adequate. We agree that SED would benefit from having another DSO to support the wider teams, so we will be making one further change to the proposed structures and moving a DSO resource from GDS into SED.

2. Timing and transfer of staff and activities

The changes from the proposal will take effect from 30 January 2017.

3. Clarification on how we will operationalise portfolio management in practice and workforce planning

We agree that moving resources is just one part of how the portfolio management approach will work. As was indicated in the Capability Review, there is no finish line at which we can stop evolving, so our thinking around how we best resource and manage the activities under both GDS and SED, does not stop with resources changes in January.

These changes are a positive step in taking this portfolio management approach, and I will be working with Divisional Managers after the Christmas break, to support these changes across the two areas of GDS and SED, and aligning them with our overall workforce strategy which we will be developing in more detail in the coming months.

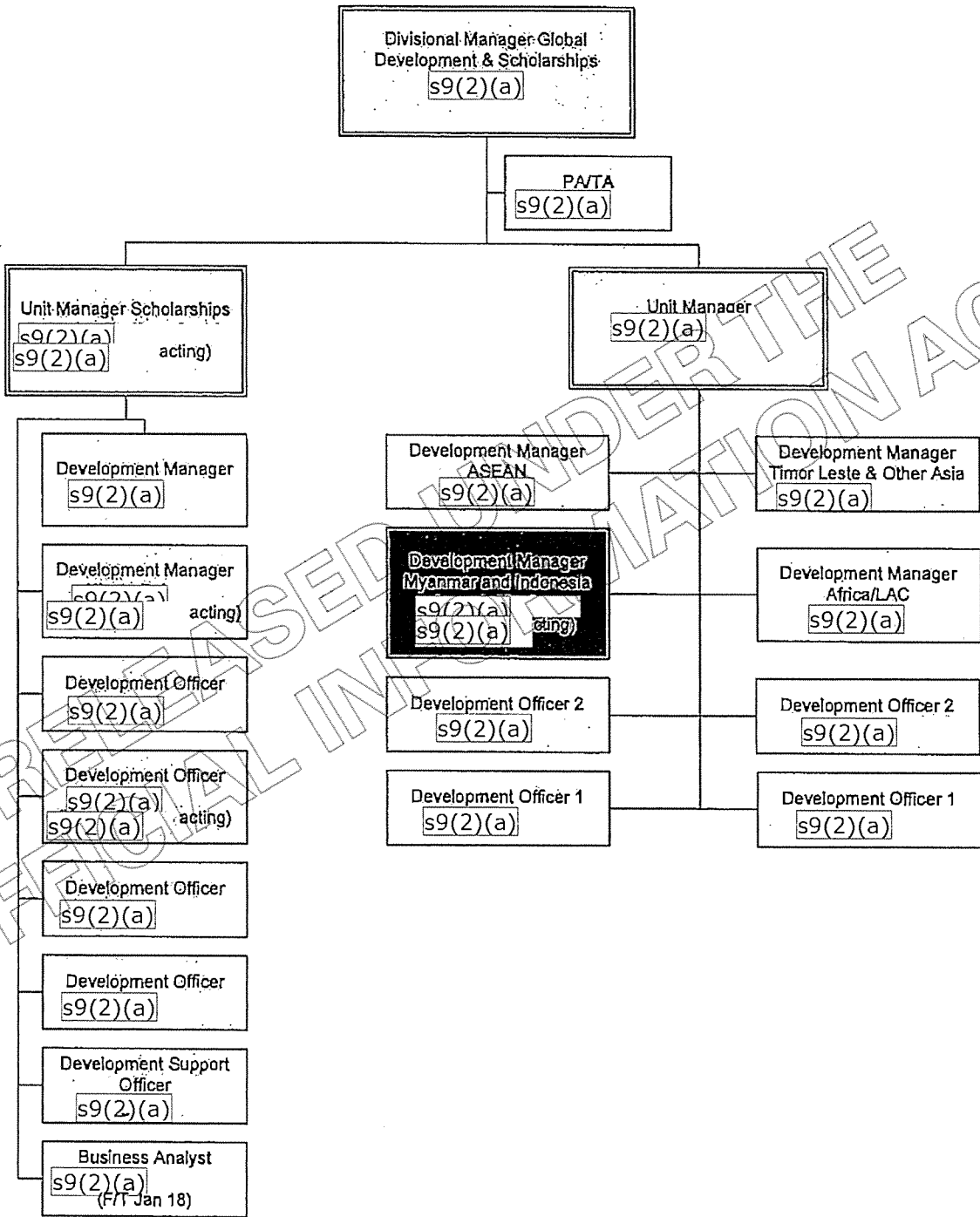
Decision on Change Proposal

In taking on board the feedback provided, the decision has been made to implement the changes as outlined in the Change Proposal document with the one added change being moving a DSO resource from GDS to SED.

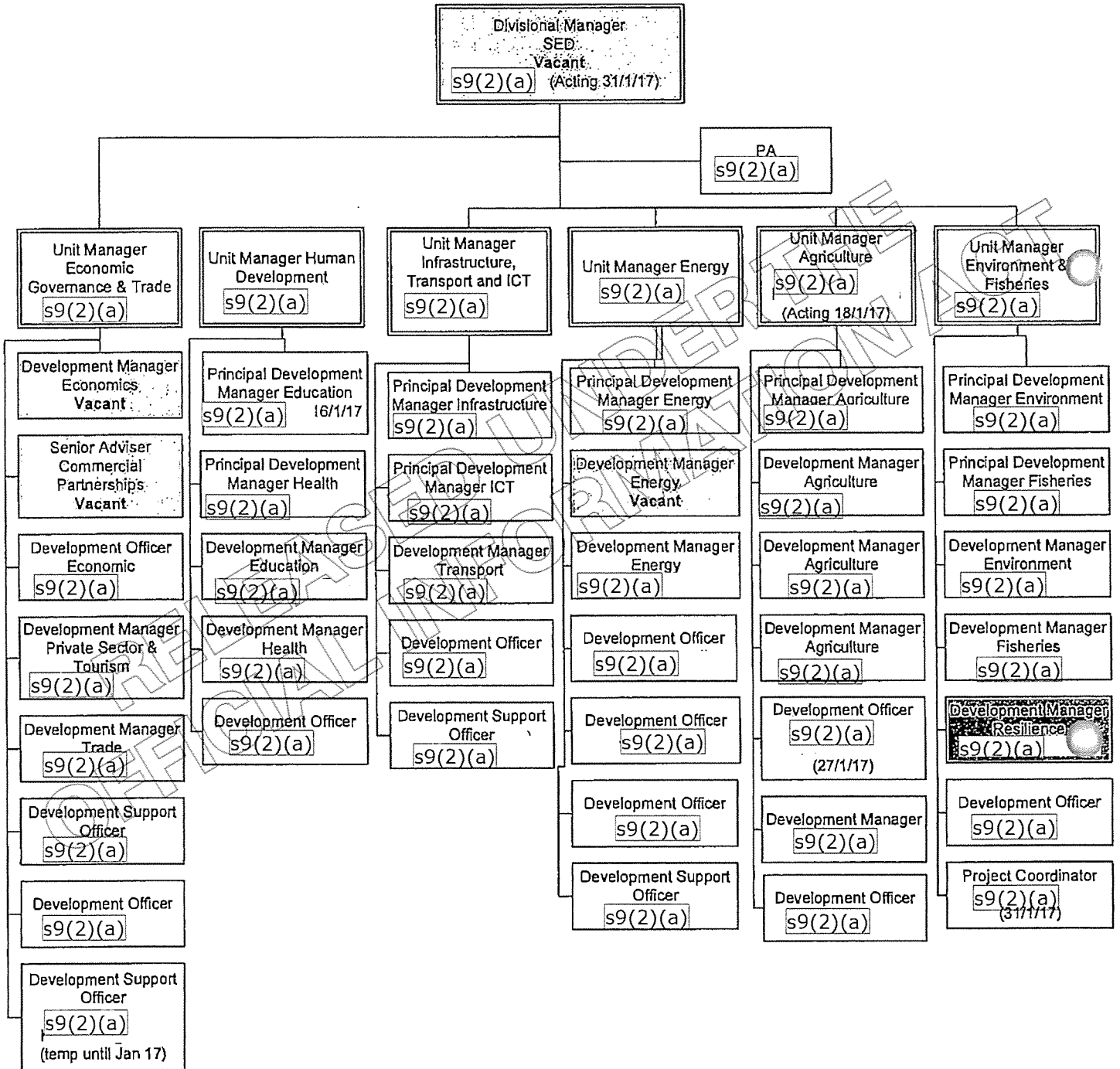
Final Staffing Impacts

Current position	New Position
Unit Manager Africa/Latin America/ Afghanistan/ Timor-Leste, GDS	Unit Manager, Infrastructure, Transport and ICT, SED
Development Manager ASEAN Agriculture, GDS	Development Manager, Agriculture, SED
Development Officer 1, GDS	Development Officer 1, Agriculture, SED
Development Officer 2, GDS	Development Officer 2, Energy, SED
Development Officer 2, GDS	Development Officer Donor Engagement, PAC
Development Support Officer, GDS	Development Support Officer, Energy, SED

Global Development and Scholarships – 30 January 2017



Sustainable Economic Development - 30 January 2017



Approval of Proposal

Jonathan Kings
Deputy Secretary, Pacific and Development Group

Date

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MINISTRY OF FOREIGN AFFAIRS AND TRADE

DECISION DOCUMENT: Review of MFAT's Communications Function

14 March 2017

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

Introduction

1. The purpose of this document is to set out the decisions made on the proposed review of the Ministry's Communications Functions following feedback from staff.
2. I would like to take this opportunity to thank everyone for their contribution to this review. The feedback has been constructive and has contributed to my confidence in the confirmed structure. This feedback has been taken into account in making adjustments to the proposal as set out in the discussion document and the way in which position responsibilities are defined.
3. The proposals outlined in the Decision Document have been confirmed by the Senior Leadership Team.

Bede Corry
Deputy Chief Executive

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Summary

In December 2016, SLT agreed to release for consultation with relevant staff a proposal for a restructure of MFAT's Communications functions, and endorsed the objective of a cohesive, flexible and well integrated communications and media function aligned with the Ministry's strategic objectives.

On 19 January 2017, a consultation paper was issued to staff containing a proposed new structure for MFAT's communications function. The most significant aspects of the proposal included re-integrating the media team into CMD, creating a dedicated digital communications team, and streamlining reporting lines.

Feedback received over the following three weeks has been taken into account in considering adjustments to the proposed structure. To achieve a more cohesive and better understood communications function, and to make a success of stakeholder engagement, it has been decided to re-merge the media and wider communications teams. In order to ensure that the division is able adequately to service the expected volume of media enquiries while also rising to expectations for greater external engagement and public outreach, an additional Senior Media Adviser has been added to the structure and adjustments made to the expectations placed on the Senior Communications Advisers.

The main rationale for the merger holds – that two teams will be stronger together and better placed to offer the Ministry seamless communications support that is connected to the Ministry's strategic framework. Other changes are outlined further in this document.

Proposed Changes

The paper provided to staff for consultation on 19 January 2017 contained the following proposals:

- The media team, presently in ESD, was proposed to be moved into CMD. The re-merger of CMD and the media team was aimed to support integrated strategic communications delivery, sound stakeholder engagement, and to maximise the skills and potential of employees.
- The role of the Chief Media Adviser was proposed to be retained, preserving existing relationships with the CEO and Beehive. The Chief Media Adviser would have management responsibility for one other fulltime Senior Media Adviser.
- A revised position description for the CMD Unit Manager (Unit Manager Corporate Communications) included responsibility for external stakeholder engagement as well as internal communications.
- Account Manager positions would be redefined and re-titled as Senior Communications Advisers. These advisers would be charged with providing strategic communications advice, handling media in their subject fields, and supporting external stakeholder engagement.

STAFF-IN-CONFIDENCE

STAFF-IN-CONFIDENCE

- Two new **Communications Adviser** positions would be established to support the Senior Communications Advisers and help ensure that CMD is able to generate content in pursuit of strategic communications objectives. One Communications Adviser position would be a fulltime rotational role within the Ministry. This would present the opportunity for junior policy officer to develop specialist communications experience, and reinforce the spirit of “one Ministry”. This would be set as a two-year fixed term position. The other Communications Adviser role will be a part-time role, set at 0.4 FTE.
- The Senior Adviser Communications responsible for internal communications was proposed to be retained and re-titled **Senior Internal Communications Adviser**. This would ensure continued capacity for internal communications. The 0.5 FTE dedicated towards WW100 commemorative work, presently undertaken by this role, would be transferred to one of the Communications Advisers, releasing the Senior Internal Communications Adviser to focus solely on internal communications needs, and meeting the reduction in time that could be dedicated to internal communications by the Unit Manager, who would then be responsible also for the externally-oriented Communications Advisers.
- The Digital Strategist position was proposed to become **Unit Manager Digital Communications** and would assume management responsibility for a single digital communications team. This team would cater for online channel management, content generation and digital analytical capability.
- Current fixed term positions for the **Digital Adviser Insights** and the **Digital Adviser Content** were proposed to be converted into permanent positions.
- The proposed digital team reflected the departure of a digital developer, a position no longer required with the arrival of the new website. A **Web Services Manager** would be responsible for both maintenance of the MFAT website and forward looking strategic use of the platform to best meet MFAT’s communications needs. This would require a re-orientation of tasks and a revised job description.

Feedback

1. A total of 10 submissions of feedback were received, in the form of both individual and group submissions. The consultation process provided a comprehensive body of feedback across a wide range of themes and issues. The following table summarises the most regularly occurring themes contained in the feedback, and describes the response to that feedback.

Feedback Theme	Summary of Feedback provided	Response
Relocation of Media Team from ESD into CMD	A number of staff expressed their support for the merger of the media team with CMD, citing the	A further media adviser will be added to the structure, either on a fixed term or contract basis (subject to a capability bid as part of the budget

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Feedback Theme	Summary of Feedback provided	Response
	opportunity for greater cohesion and alignment for the Ministry. Equally, some staff raised concerns about the adequate resourcing of the media management function and questioned aspects of the merger's application.	round.)
Senior Communications Adviser roles	Although some staff were enthusiastic for the opportunity to be involved in managing media in order to advance the Ministry's objectives, several staff expressed reservations about the delineation of responsibilities between specialist media advisers and senior communications advisers. A number of staff were concerned in particular that reactive media work might crowd out the communications work expected by divisions from the communications advisers.	With the addition of a further media adviser, the media team will be the primary channel for all media enquiries. Some of the Senior Communications Advisers will provide media support from time to time, including on the after-hours roster. (The details of the roster will be addressed during the implementation phase.) Senior Communications Advisers will continue to administer communications "portfolios", with each Adviser responsible for one or more Ministry groups. They will be required to have some or all of a range of skills, including: media management, stakeholder engagement skills, and speech writing. The above adjustments will be reflected in position descriptions, and Personal Development Plans, rather than the proposed structure.
Communications Adviser (1.0) role	Some staff commented on their support for the creation of this fulltime position, and expressed the hope that this may provide a management opportunity for one of the Senior Communications Advisers	MFAT's standard divisional structure does not provide for a further management tier below tier 4 level. In the absence of a formal management opportunity, there will be an opportunity to provide mentoring and support.
Fulltime sizing of senior roles	Some staff favoured all senior positions sized as full FTE positions, while retaining the scope for staff in these positions to work less than fulltime	The Unit Manager Digital Communications which was proposed as 0.8 FTE and the Senior Communications Adviser proposed as 0.85 FTE will be formally set at 1.0 FTE, while retaining the scope for staff in these positions to work less than fulltime in agreement with their managers.
Establishment of a Digital Communications Unit	Some staff commented on the opportunity for the digital communications team's work to be more closely integrated with the work of the wider function. Some staff also expressed their support for the roles of the Adviser Digital Content and Adviser Digital Insights	The divisional plan to be submitted by 31 March 2017 provides an opportunity to refine the division's priorities by reference to goals that encourage the three constituent teams (media, communications advisers and digital advisers) to combine effectively. Position descriptions for team managers and divisional staff will place an expectation to work collaboratively to ensure an integrated approach to communications.
Location of division	Some staff expressed a strong preference to be located on level 15, emphasising the strong connection between the media advisers and CE, as well as with ESD and its work on OIAs.	A plan for co-location of the entire division will be developed in consultation with FBS, and further advice will be made available as it comes to hand

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Other Feedback and adjustments made

1. In addition to the themes above, there were other areas of feedback included in submissions from one or two staff only. This feedback was also taken into account. The feedback included observation of the increased demand for internal communications and views on the roster for after-hours phones. There was also a some feedback, including from FSA and PSA, relating to the breadth of the consultation process itself, and questioning if the wider ministry should have been consulted. In the workup to the original consultation document, DCE and DM CMD had taken into account the views of a wide range of stakeholders that had been expressed in the course of normal business activities.
2. In addition to the changes made in response to feedback, the following further adjustments have been necessary:
 - The newly created Communications Adviser (1.0) role will be a fixed term position for one year, until mid-2018, not for two years as stated in the initial proposal. This is the date when the FTE cap will shrink due to withdrawal of Ministry of Culture and Heritage funding for WW100 work. The position will be open to both internal and external candidates.
 - The proposed position of Web Services Manager has been re-titled Adviser Digital Services to reflect that the role will carry responsibility for the Ministry websites as well as our in intranet and other digital services.

Final Decisions

4. Attached as Appendix One is the approved organisation chart.
5. Attached as Appendix Three are tables of those roles to be disestablished, and those roles to be established.
6. Position Descriptions are enclosed.

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Impacts

7. Attached as Appendix Two are the impacts on current permanent roles.
8. Roles in the Digital Communications Unit are to be re-checked for sizing. We are conscious that these roles operate in a rapidly changing field, and may well have changed since they were last sized. We expect this to be completed prior to those roles being advertised.

Implementation date / Next Steps

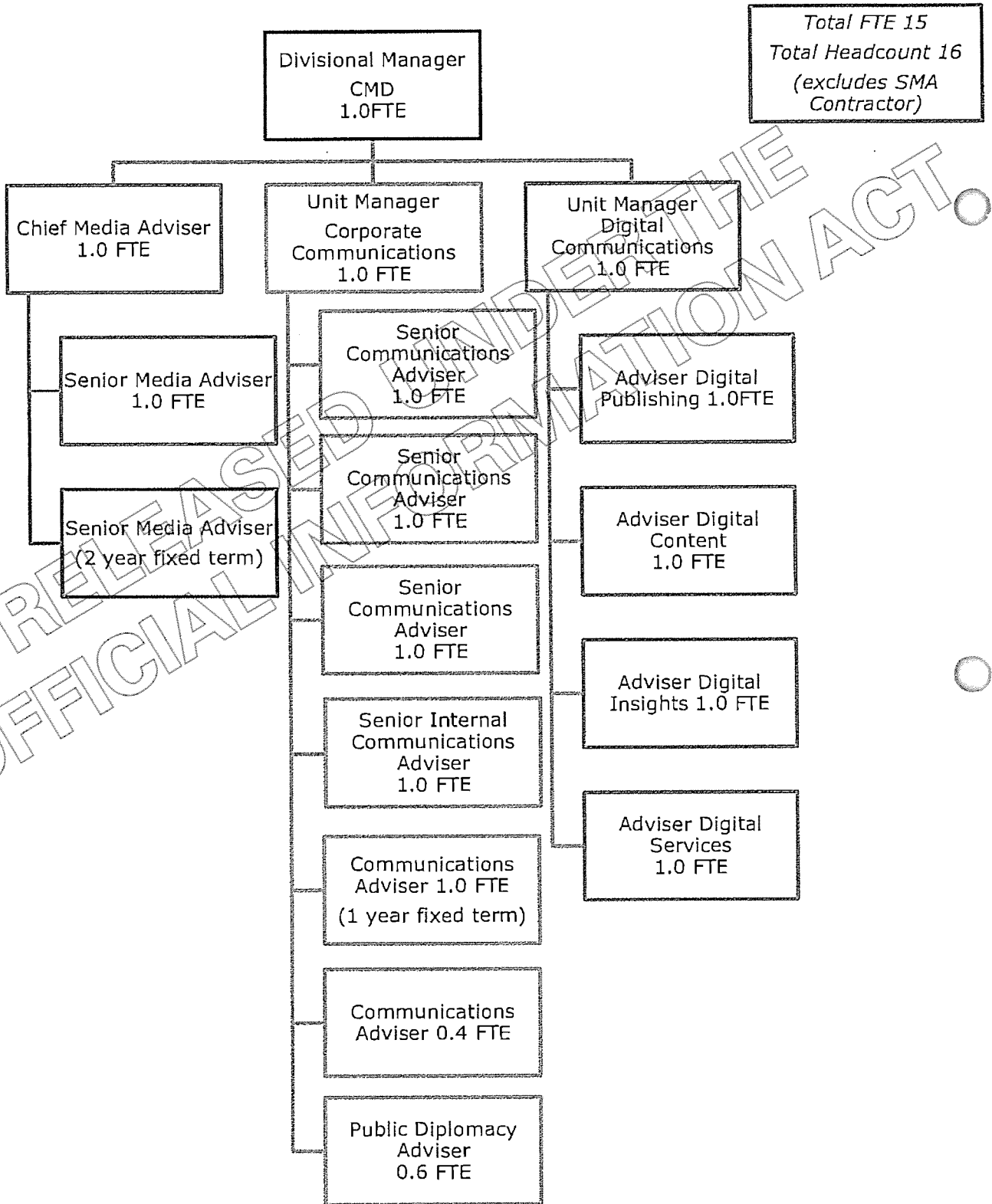
9. Staff reconfirmed in their existing roles will be advised by letter by Friday 17 March 2017.
10. Reassignment discussions will be commenced immediately with those staff that are to be reassigned.
11. The recruitment process for the vacant roles will commence in line with Appendix Four. The intention is for the structure to be fully implemented, and take effect, on Tuesday 6 June.
12. A plan for co-location of the entire division will be developed in consultation with FBS. Further advice will be made available as it comes to hand.

EAP

13. We recognise that this is a challenging time for people potentially impacted by change and for their colleagues. The Ministry is committed to supporting staff through the change process. Employee Assistance Programme (EAP) support is available to you 24 hours a day. During normal business hours Monday to Friday the contact number is . After hours, the contact number is .

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APPENDIX ONE - Communications Division – Proposed Establishment



APPENDIX TWO – Staff Impact

The 7 permanent staff are anticipated to be impacted as below.

Current substantive role	Reassignment options	Recommended offer
Divisional Manager, Communications Division	◦ Divisional Manager, Communications Division.	No change.
Chief Media Adviser, ESD.	◦ <i>Reconfirmed</i> to Chief Media Adviser, CMD.	Change of reporting line.
Unit Manager, CMD.	◦ <i>Reconfirmed</i> to Unit Manager, Corporate Communications.	Change of Title.
Account Manager, CMD.	◦ <i>Reconfirmed</i> to Senior Communications Adviser, CMD.	Change of Title.
Editorial Adviser, CMD.	◦ <i>Reconfirmed</i> to Communications Adviser.	Change of Title.
Public Diplomacy Adviser, CMD.	◦ Public Diplomacy Adviser, CMD.	No Change
Digital Publisher (Internet), CMD.	◦ Adviser Digital Publishing, CMD. ◦ Adviser Digital Services, CMD.	To be discussed

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APPENDIX THREE - Establishment and Disestablishment of Roles

The following roles are to be formally disestablished.

Role	
P3023	Senior Media Adviser 01
P4036	Digital Strategist
P4317	Digital Publisher (Intranet)
P4316	Digital Publisher (Internet)
P4315	Digital Developer

The following roles are to be formally established.

Role	Reports to	Band
Unit Manager, Digital Communications	Divisional Manager, Communications Division	B19
Adviser Digital Publishing	Unit Manager, Digital Communications	TBC
Adviser Digital Services	Unit Manager, Digital Communications	TBC
Senior Communications Adviser - Internal	Unit Manager, Corporate Communications	TBC

APPENDIX FOUR – Recruitment Process for Vacant Roles

Role	Process Outline	Advertising Dates (approx.)	Hiring Manager
Senior Media Adviser	Advertise internally, and externally via agency	31 March	s9(2)(a) CMA
Senior Communications Adviser x 2	Advertise internally, and externally via agency	31 March	s9(2)(a) UM Corp Comms
Senior Internal Communications Adviser	Advertise internally, and externally via agency	31 March	s9(2)(a) UM Corp Comms
Communications Adviser 1 Year Fixed Term	Advertise internally, and externally via Seek and jobs.govt.nz	31 March	s9(2)(a) UM Corp Comms
Unit Manager Digital Communications	Advertise internally, and externally via jobs.govt.nz	22 March	s9(2)(a) CMD DM
Adviser Digital Publishing	If not filled by reassignment, advertise internally, and externally via jobs.govt.nz	31 March	UM Digi Comms once appointed
Adviser Digital Content	Advertise internally, and externally via jobs.govt.nz	24 March	UM Digi Comms once appointed
Adviser Digital Insights	Advertise internally, and externally via jobs.govt.nz	24 March	UM Digi Comms once appointed
Adviser Digital Services	If not filled by reassignment, advertise internally, and externally via agency and jobs.govt.nz	31 March	UM Digi Comms once appointed

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11 April 2017

12/4
Brook Barrington, CEO

APEC 2021

Cabinet agreed in 2012 that New Zealand would host APEC in 2021. This is a major undertaking for the New Zealand Government - over the course of the year, we expect to host 20,000+ delegates (officials, Ministers, Leaders, business people, youth and media) at a range of meetings and events, including 7-10 ministerial-equivalent meetings and culminating in Leaders Week, to which we hope to attract leaders from most of the APEC members.

Hosting APEC creates a significant opportunity to advance specific policy agendas and influence the direction of APEC trade policy in favour of New Zealand, consistent with the objectives of Trade Agenda 2030 and the Business Growth Agenda. It also creates a platform for leveraging to achieve wider New Zealand objectives, both related to this Ministry's core responsibilities (eg through high level bilateral visits and business exposure) and to broader government objectives (eg tourism exposure and promotion).

While this Ministry has lead responsibility for hosting APEC, successful delivery of the APEC is a major cross-agency endeavour. It requires significant advance planning, given the magnitude of some of the operational tasks and the infrastructure needs.

The Ministry stood up about 6 months ago a small project team to begin scoping the task and interacting with NZ Inc agencies. The focus is on preparing a budget bid to government and associated business case (needed by 1 December) for the costs of hosting APEC and a Cabinet paper seeking approval for a range of matters requiring decision at that level (including eg policy objectives, legislative change). These products need to be informed by a good sense of the core elements of how the government will host APEC and organise itself to do so.

As the project has unfolded the magnitude of the task has become clearer. Successful delivery requires additional resource, skillsets not readily available in the Ministry and dedicated senior leadership, among other factors. The project team and budget for this planning phase need to be scaled up.

The Government's investment in hosting APEC is likely to be between \$100M and \$300M. For expenditure at this level, rigorous assurance process, including around risk, probity, legal issues and governance are required.

Against this background and consistent with our recent discussions, I recommend that you:

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Structure

1. Agree to create a Deputy Secretary APEC21 position and associated APEC21 Programme.

Yes/No

2. Agree that the current Asia Pacific Regional Integration Division (APD) and APEC project team have a change in reporting line from DS AAG to DS APEC21.

Yes/No

3. Agree to establish two additional tier 3 roles in the APEC21 Programme - a GBM APEC21 and a Manager Legacy and Leveraging.

Yes/No

4. Note that the DS APEC21 will create up to 8 additional MFAT roles in the APEC21 Programme.

Noted

People

5. Decide to appoint me (Andrea Smith) as DS APEC21.

Yes/No

6. Agree to the appointment of s9(2)(a) as GBM APEC21.

Yes/No

7. Note that HRG advice is that because the structural changes proposed involve a change in reporting line and in essence the slicing off of a proportion of two roles into additional roles there are no affected staff in a legal sense and no need to institute a formal change process.

Noted

8. Note that HRG advise that the unions will need to be informed of the change before an announcement is made, so as to provide reassurance about there being no affected staff and that this will be undertaken by HRG once the change is formally approved.

Noted

9. Note that there are three staff who are particularly impacted by this change - me, s9(2)(a) and that discussions have been held with all three staff and each is comfortable with the proposed changes.

Noted

10. Note that changes are required to the contracts of s9(2)(a) and myself and that HRG s9(2)(a) will provide necessary documentation to you in respect of me and me in respect of s9(2)(a)

Noted

11. Note that there is also a need for a letter to s9(2)(a) in light of the change in her reporting line and that this will be actioned by me.

Noted

12. Note that APD staff have had an opportunity to express views on options for dealing with the consequences of the need to enhance APEC21 resource; that in my assessment, supported by HRG, no further consultation is required with them before a formal decision is taken; and that those staff will be informed of the decision before it is announced.

Noted

13. Note that the APEC project team are currently all contractors; that the structural change proposed does not materially affect their contracts; and that they will be informed of the change before it is announced.

Noted

14. Note that the DS AAG and GBM AAG roles will become vacant as a result of these changes and recruitment processes will need to be initiated to fill them.

Noted

15. Decide to appoint Grahame Morton as Acting DS AAG in the interim.

Yes No

16. Note that s9(2)(a) and I will ensure appropriate Acting GBM AAG arrangements are put in place.

Noted

Budget

17. Agree that the APEC21 Programme's budget for 17/18 consist of the APD budget for 17/18 as to be approved through the internal budget process currently under way plus \$4.5M for controllable expenses for the APEC21 preparations phase.

Yes No

18. Note that an appropriate split of the AAG budget will be undertaken by GBM AAG/APEC21 in conjunction with FIN to manage appropriately expenditure between the stand up of the APEC21 Programme and the end of this financial year

Noted

Timing

19. Agree to formally stand up the APEC21 Programme with effect from Monday 15 May.

Yes No

20. Note that space is being prepared on the 12th floor to seat all the APEC21 Programme together and that this space is likely to be available from late June.

Noted

21. Note that until that space is fully prepared the APD team will remain on the 17th floor, with the current project team, DS APEC21 and GBM APEC21 moving to the existing 12th floor space.

Noted

Communications

22. Agree to announce the creation of the APEC21 Programme on Wednesday 27 April.

Yes No

23. Note that APD and APEC21 project teams will be advised of the change by 26 April.

Noted

24. Note that the unions will be informed of the change in the w/b 17 April.

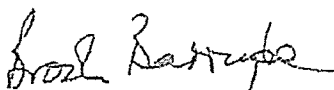
Noted

25. Note that I will advise SLT colleagues on 13 April (via email).

Noted

Andrea Smith
DS AAG

Decisions confirmed



Brook Barrington 12 April 2017.
CEO

Announcement from Brook re Standing Up of APEC21 Programme

In 2021 New Zealand will host and chair APEC (Asia Pacific Economic Cooperation). APEC [insert link to <http://www.apec.org/About-Us/About-APEC>] works to promote sustainable economic growth and prosperity, by facilitating the movement of goods, services, people and investment across and behind borders. The members of APEC represent 40% of the world's population, 59% of global GDP and almost half of world trade. 15 [check] of New Zealand's top 20 trading partners are members of APEC and between them APEC economies take more than 70% of New Zealand's goods and services exports. As such, our hosting of APEC provides a significant opportunity to pursue the outcomes New Zealand seeks as part of Trade Agenda 2030, as well as to leverage that hosting to advance New Zealand's Business Growth Agenda and Asia Pacific objectives.

Hosting APEC is a big undertaking for New Zealand and I am proud that the Ministry will lead the all-of-government effort. It presents an opportunity for us to build upon the strong international reputation that New Zealand has for hosting successful major events. Our goal is to provide a secure, quality experience for delegates that showcases the unique and warm hospitality that New Zealand is famous for. In 2021 it will be 22 years since New Zealand last hosted APEC, so it will be ripe for us to again take our turn in doing so again.

Hosting will require us to organise and host 32 events, including 7-10 Ministerial level meetings, a CEO summit and culminating in the APEC Leaders Week in November 2021 when our Prime Minister welcomes 20 Leaders from the Asia-Pacific region. We expect around 22,000 people to visit New Zealand for APEC events over the course of the year.

A small team has been working over the last few months to begin planning for our APEC year. The immediate tasks are to prepare a cross-agency budget bid, with accompanying business case, to secure funding from Government, prepare a Cabinet paper to inform key Government decisions, develop our policy approach, scope out broader leveraging opportunities and determine how we will organise ourselves across Government to host APEC. This is a major set of complex tasks requiring impactful senior leadership.

I have asked Andrea Smith to take on this leadership challenge full time as Deputy Secretary for APEC21 from 15 May. The Asia Pacific Regional Integration Division (APD) and existing APEC 2021 Project Team members will report to her.

Andrea will remain a member of SLT and retain her existing senior leadership responsibilities, including as Chair of the Coordination and Performance Committee and of the Operational Investment Board.

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Page 2 of 2

The Deputy Secretary Americas and Asia Group role will be advertised shortly. In the interim, Graham Morton will be Acting DS AAG.

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Ministry of Foreign Affairs and Trade

DECISION DOCUMENT:

Changes to Procurement Functions

August 2017

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Introduction

The purpose of this document is to set out the decisions made on the proposed review of the Ministry's Procurement Functions following feedback from staff.

I would like to take this opportunity to thank everyone for their contribution to this review. The feedback received has been constructive and this has contributed to my confidence in the confirmed structure and vision for the Commercial Division and the Commercial Framework. This feedback has been taken into account in making adjustments to the proposal as set out in the discussion document and the way in which position responsibilities are defined.

The proposals outlined in the Decision Document have been confirmed by SLT.

We propose to stand up the Commercial Division on 4 September 2017.

Nigel Prince

Deputy Secretary, Services

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1. Summary

- 1.1. In July 2017, SLT agreed to release a proposal for restructuring MFAT's Procurement functions for consultation with relevant staff and endorsed the objective of a cohesive, agile, flexible and well integrated Commercial function aligned with the Ministry's strategic objectives.
- 1.2. On 13 July 2017, a consultation paper was issued to staff containing a proposed structure for MFAT's commercial and procurement functions. The most significant aspects of the proposal included integrating the DSE Procurement Team with PRO Division to form a new Commercial Division within Services Group. The Division will have a wider scope of functional responsibility, supporting all Ministry commercial activity during the Think, Plan, Do and Review investment management cycle. An associated change programme will be developed which will simplify and improve Commercial processes, providing learning and development to increase the level of commercial acumen across the Ministry, and the implementation of a new Commercial Framework including a Commercial Gate process.
- 1.3. Feedback received over the following two weeks has been taken into account when considering adjustments to the proposed structure. To achieve a more cohesive and better positioned commercial function, the Ministry will merge the two procurement teams.
- 1.4. The main rationale for the merger holds - that two teams will be stronger together and better placed into the medium term to offer seamless commercial support in line with the Ministry's strategic framework, to achieve value for money for taxpayers and to support a lift in the Ministry's business acumen. Changes to the original consultation document are outlined in this document.
- 1.5. We would like to thank all staff who contributed to the Review of Commercial Activity project.

2. Proposed Changes

- 2.1. The paper provided to staff for consultation on 13 July 2017 contained the following proposals:
 - 2.1.1. The Ministry will implement a **cohesive and well integrated commercial vision, strategy and function**, aligned with its strategic objectives.
 - 2.1.2. A **single, flexible "Commercial Framework" will apply to all Ministry commercial activities** and transactions. This will include a classification process to determine who will be responsible, accountable, communicated to and involved in formulating the commercial strategy or procurement plan for the associated transaction(s).
 - 2.1.3. An associated change programme will simplify associated policies, processes and procedures for procurement, contracting and contract and supplier management. This transformation will be overseen by a **Commercial Leadership Group**, chaired by DS SRV.
 - 2.1.4. A **Commercial Division will be established within the Services Group combining staff from PRO Division and the DSE Procurement Team.**

2.1.5. **13 current roles within the two Procurement teams would be disestablished and replaced with 14 new roles** in the Commercial Division.

2.1.6. Current open tenure Procurement staff below Band 20 will be reassigned into new commercial roles within **3 functions: a Commercial Pool, Commercial Operations and Commercial Excellence**. New commercial roles would have a wider scope including procurement, grant funding, private sector investment, contract management and commercialisation of the Ministry's intellectual property. The Commercial Operations Team will provide support for commercial activities undertaken at Post.

2.1.7. The Commercial Division's **Divisional Manager (Chief Commercial Officer)** will be responsible for implementing and maintaining the Commercial Framework and will have oversight of the end-to-end commercial processes throughout the Ministry including contracting and contract management.

2.1.8. The **Division's Commercial Pool staff will be assigned in agile and flexible manner** to the groups with greatest needs and will adopt common practices and methodologies across all commercial processes. In the future, this may include colocation with customer groups.

2.1.9. **Commercial strategies** may be formulated at the market sector or expenditure category level or at the individual project, activity or transaction level.

2.1.10. Commercial Division staff will coach other Ministry staff in the application of the Commercial Framework to support **successful delivery of outcomes and value for money** for taxpayers and other parties providing funds to the Ministry.

2.1.11. The Commercial Excellence function will design and implement a learning and development strategy to **lift commercial acumen** and ensure good quality, consistently delivered, commercial engagement.

3. Feedback

3.1. A total of 7 submissions of individual and group feedback were received.

3.2. The consultation process provided a comprehensive body of feedback across a wide range of themes and issues. The table Appendix Eight summarises the most regularly occurring themes contained in the feedback, and describes the response to that feedback.

4. Summary of Changes to original proposals in the Consultation Document

4.1. As a result of the feedback, the proposed changes are:

4.1.1. The Senior Commercial Specialist role will be renamed Commercial Manager. These roles will focus mainly on medium to high value and risk programmes, projects and transactions.

4.1.2. The Infrastructure Commercial Specialist role will be renamed Commercial Specialist and the link to infrastructure will be removed. This role will focus on medium value and medium risk project and transactions.

4.1.3. The Corporate Counsel will be invited to join the Commercial Leadership Group.

5. Final Decisions

5.1. Attached as Appendix One is the approved organisation chart.

5.2. Attached as Appendix Two is a table of those roles to be disestablished.

5.3. Attached as Appendix Three are tables of those roles to be established.

5.4. Attached as Appendix Four is a table setting out the impact on current roles.

5.5. Attached as Appendix Five is a table of new roles available for reassignment.

5.6. Attached as Appendix Six is an implementation timeline.

5.7. Attached as Appendix Seven is the Change Protocol.

6. Position Descriptions are enclosed.

7. Impacts

7.1. Attached as Appendix Four are the impacts on current open tenure roles.

8. Implementation Dates and Next Steps

8.1. The Divisional Manager role will be advertised on Te Aka as soon as possible. The Divisional Manager role is a Tier 3 role at band 21. Because there is no affected staff already substantively at that Tier and band, and because of the seniority of the role, it is appropriate that other staff in the Ministry have the opportunity to apply for that role. We believe that there are people already in MFAT who are capable of filling that role, and we think there is insufficient benefit from external advertising to offset the extra time that would be taken if this approach were used.

8.2. All affected staff are invited to submit expressions of interest for the roles which are available for reassignment (Appendix Five). More detailed information on the reassignment process is included at Appendix Seven.

8.3. Reassignment processes will be worked through with input from the appointee to the Divisional Manager or Unit Manager roles as appropriate and where this is possible.

8.4. All affected staff will have a confirmed outcome by 1 September 2017 at the latest.

8.5. Recruitment to those roles that are not going to be filled by reassignment will commence at the latest by 4 September 2017.

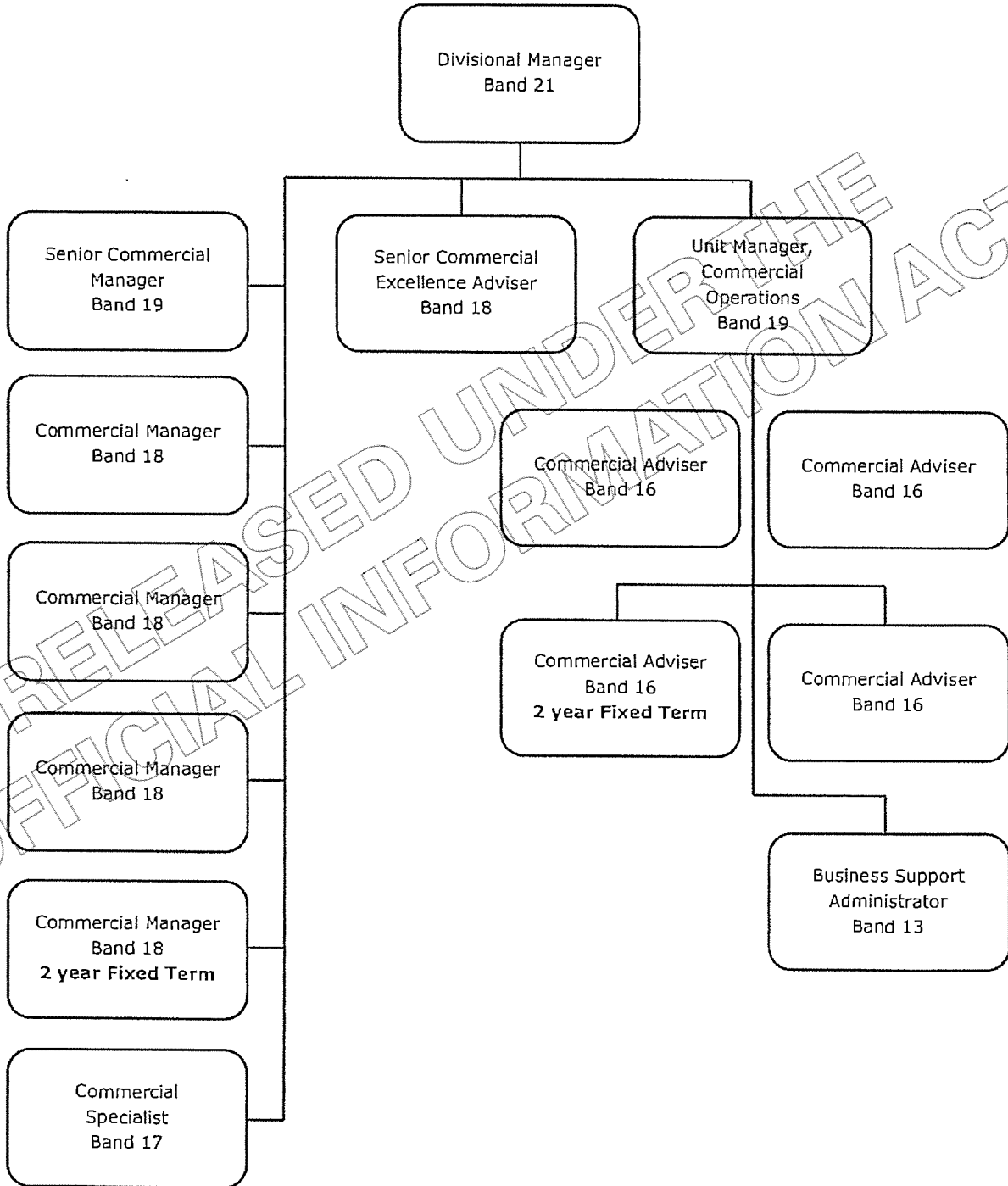
9. EAP

9.1. We recognise that this is a challenging time for people potentially impacted by change and for their colleagues. The Ministry is committed to supporting staff through the change process. Employee Assistance Programme (EAP) support is available to you 24 hours a day. During normal business hours Monday to Friday the contact number is . After hours, the contact number is

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Appendix One – Organisation Chart

Commercial Division, Services Group



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Appendix Two - Roles to be disestablished

Role	Group
P4238 - Divisional Manager Procurement	SRV
P3148 - Unit Manager Procurement	PDG
P5180 - Senior Adviser Commercial & Procurement	PDG
P4245 - Strategic Procurement Manager	SRV
P4244 - Strategic Procurement Manager	SRV
P4246 - Strategic Procurement Manager	SRV
P3159 - Strategic Procurement Manager	PDG
P3160 - Strategic Procurement Manager	PDG
P5014 - Strategic Procurement Manager	PDG
P4247 - Procurement Adviser	SRV
P3149 - Procurement Adviser	PDG
P5181 - Adviser Commercial & Procurement	PDG
P3150 - Contracts Administrator	PDG

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Appendix Three – Roles to be established**Open tenure roles to be established**

Role	Group	Reports to	Band
Divisional Manager, Commercial	SRV	Deputy Secretary, Services Group	21
Senior Commercial Manager	SRV	Divisional Manager, Commercial	19
Commercial Manager	SRV	Divisional Manager, Commercial	18
Commercial Manager	SRV	Divisional Manager, Commercial	18
Commercial Manager	SRV	Divisional Manager, Commercial	18
Senior Commercial Excellence Adviser	SRV	Divisional Manager, Commercial	18
Unit Manager, Commercial Operations	SRV	Divisional Manager, Commercial	19
Commercial Specialist	SRV	Divisional Manager, Commercial	17
Commercial Adviser	SRV	Unit Manager, Commercial Operations	16
Commercial Adviser	SRV	Unit Manager, Commercial Operations	16
Commercial Adviser	SRV	Unit Manager, Commercial Operations	16
Business Support Administrator	SRV	Unit Manager, Commercial Operations	13

Fixed term roles to be established

Role	Group	Commercial Function	Band
Commercial Manager - 2 year fixed term	SRV	Divisional Manager, Commercial	18
Commercial Adviser – 2 year fixed term	SRV	Unit Manager, Commercial Operations	16

Appendix Four - Impact on current permanent roles

Role	Group	Band	Current Status	Impact	Transition
P4238 – Divisional Manager Procurement	SRV	21	Vacant	Role Disestablished	
P3148 – Unit Manager Procurement	PDG	20	Filled Open Tenure	Role Disestablished	Reassignment
P5180 – Senior Adviser Commercial & Procurement	PDG	18	Filled Open Tenure	Role Disestablished	Reassignment
P4245 – Strategic Procurement Manager	SRV	18	vacant	Role Disestablished	
P4244 – Strategic Procurement Manager	SRV	18	Filled Open Tenure	Role Disestablished	Reassignment
P4246 – Strategic Procurement Manager	SRV	18	vacant	Role Disestablished	
P3159 – Strategic Procurement Manager	PDG	18	Filled Open Tenure	Role Disestablished	Reassignment
P3160 – Strategic Procurement Manager	PDG	18	Filled Open Tenure	Role Disestablished	Reassignment
P5014 – Strategic Procurement Manager	PDG	18	Filled Open Tenure	Role Disestablished	Reassignment
P4247 – Procurement Adviser	SRV	16	vacant	Role Disestablished	
P3149 – Procurement Adviser	PDG	16	Filled Open Tenure	Role Disestablished	Reassignment
P5181 – Adviser Commercial & Procurement	PDG	16	Filled Open Tenure	Role Disestablished	Reassignment
P3150 – Contracts Administrator	PDG	13	vacant	Role Disestablished	Reassignment

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Appendix Five - New open tenure roles available for reassignment

Role	Group	Reports to	Band
Senior Commercial Manager	SRV	Divisional Manager, Commercial	19
Commercial Manager	SRV	Divisional Manager, Commercial	18
Commercial Manager	SRV	Divisional Manager, Commercial	18
Commercial Manager	SRV	Divisional Manager, Commercial	18
Senior Commercial Excellence Adviser	SRV	Divisional Manager, Commercial	18
Unit Manager, Commercial Operations	SRV	Divisional Manager, Commercial	19
Commercial Specialist	SRV	Divisional Manager, Commercial	17
Commercial Adviser	SRV	Unit Manager, Commercial Operations	16
Commercial Adviser	SRV	Unit Manager, Commercial Operations	16
Commercial Adviser	SRV	Unit Manager, Commercial Operations	16
Business Support Administrator	SRV	Unit Manager, Commercial Operations	13

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 INFORMATION ACT

Appendix Six -- Detailed Timeline

Event	Date
Advertising of Divisional Manager Role. Intention that this is filled before 24 th August 2017	11 August 2017 to 17 August 2017
Affected staff invited to submit Expressions of Interest for those roles at Appendix Five.	9 August 2017 to 17 August 2017
Assess Expressions of Interest and make reassignment offers to staff.	21 August to 31 August
All affected staff provided written confirmation of outcome for them	1 September 2017
New structure commences	4 September 2017
Commence external recruitment to fill remaining roles	4 September 2017

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Appendix Seven

Change Protocol

1 Definitions

1.1 Affected employee

An *affected employee* is an employee whose position is to be disestablished, or a person whose position is to be reconfirmed, but with a reduction in the number of roles.

1.2 Substantive position

A substantive position is the position that the employee is appointed to on an open tenure basis and that the employee's position description and/or job title relates to.

1.3 Suitable alternative position

A *suitable alternative position* is an alternative position for which the Ministry deems the employee suitable, taking into account their skills and experience, and for which the terms and conditions offered are no less favourable.

1.4 Acting positions or secondments

If an employee is undertaking an acting role or is seconded at the time that a change process commences, the impact of the restructuring proposal on the employee will be considered based on their substantive position, not the role they are acting in or seconded to. The Ministry will consult with employees on a case by case basis in relation to the timing of the completion of their acting or seconded role.

1.5 Fixed term employees

- (a) Fixed term employees will not be eligible for reassignment.
- (b) Fixed term employees whose positions are not being disestablished will continue in their existing position, on their existing terms and conditions, until the stated expiry of their fixed term agreement.
- (c) Fixed term employees will be able to apply for any positions that are advertised internally and externally, after employees affected by the restructuring have been considered for reconfirmation and reassignment.

2 Reassignment

- 2.1 All affected employees are eligible for reassignment. Reassignment occurs where an affected employee is appointed to an alternative position for which they are suitable.
- 2.2 Affected employees may apply for reassignment for new or vacant positions in the structure, through completing an EOI form and providing a CV. Where a staff member is expressing interest in more than one role, they will need to include an order of preference.
- 2.3 The reassignment process will include:

- (a) Shortlisting based on information provided in the Expression of Interest form and CV;
- (b) A panel interview; and
- (c) Reference checking where appropriate.
- 2.4 Affected part time employees, including employees in job share arrangements, will also have the opportunity to apply for reassignment to new and vacant positions. The practicability of new roles being undertaken on a part time basis, would be worked through case by case.
- 2.5 The selection criteria to be applied in respect of the positions available for reassignment are:
- Technical skills, including experience, qualifications, and knowledge.
 - The capabilities set out in the Ministry's capability framework.
- 2.6 Interviews will be based on a structured set of questions that are consistent for each candidate for the position. Panels will generally consist of:
- The appointing manager (or their substitute)
 - Another manager or subject matter expert
 - A third person who is able to provide perspective relative to the role.
- 2.7 In the event that only one affected employee expresses interest in a position, and if based on their EO1 form and CV the panel is satisfied that they are suitable, they may be appointed to that position without the need for an interview.
- 2.8 Affected employees who are not offered reassignment to their first preference will be considered for the other positions they have expressed interest in. Further interviews may be necessary, dependent on the skills required for those positions. However wherever practicable the Ministry will interview affected employees only once in relation to skills and experience common to all positions they have expressed interest in, and target further interviews at only the skills and experience specific to a particular position.
- 2.9 Training will be provided to affected employees to up-skill them to enable them to be reassigned to available positions where the panel assesses that the amount of training required is reasonable and practicable.
- 2.10 If an affected employee accepts an offer of reassignment to a position at a lower level of remuneration, an equalisation allowance will be payable by way of a lump sum to make up for the loss of basic pay for the next two years (not abated by any subsequent pay increases).
- 2.11 Affected employees who are successful in being offered a new position will be provided with a formal offer of reassignment to the new position, with a proposed variation to their letter of appointment and terms of employment. They will be asked to sign and return the variation within three working days.

EOI – Role Detail

(Please complete one of these forms for each role you are expressing an interest in)

Your name: _____

Role Title: _____ Preference (circle): 1st...2nd...3rd

What Interests you about this role?

What Skills, Knowledge and Experience do you have that are relevant to this role?

What Skills and Knowledge would you need development in to enable you to take on this role?

Please also attach your CV, and a cover letter if you would like to expand on the points made above.

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Appendix Eight – Summary of Feedback and Responses

Feedback Theme	Summary of feedback provided	Response
Advertising / Applying for Vacancies	Will new roles will be advertised internally or externally initially and when this will happen. Can an open tenure staff member apply for a fixed term position? What is the order in which these vacancies will be recruited?	The Divisional Manager role will be advertised internally as a first step. Once this role is filled, remaining roles will be filled following the Change Protocol at Appendix Seven of this document.
Change Management	What's the commercial operating model and associated opportunities?	<p>We will finalise the commercial operating model over the next few months. The opportunities are:</p> <ul style="list-style-type: none"> - all senior commercial specialists will be able to advise on private sector engagement and funding; - staff with strong commercial skills, knowledge and experience will support early advice to customers on strategic alternatives; - provision of coaching and training staff in contract and relationship management to achieve successful delivery of outcomes; - Widening the scope of Division to be focused on full commercial process, bringing in external Innovation and with enhanced negotiation skills; - Enhancing commerciality in Project and Activity processes; - Enhancing performance and relationship management post-contract award; - Driving additional value for money invested and new levels of commercial confidence; - Supply markets more attracted to the Ministry's opportunities; - Process improvement to reduce waste, improve agility and clarify accountabilities; - Commercially aware organisation, using a single end-to-end commercial framework and process excellence in execution of transactions; - Reducing Customer and supplier/partner confusion by providing consistent procurement approaches;

Feedback Theme	Summary of feedback provided	Response
		<ul style="list-style-type: none"> - involving the right people at the right time; - pipeline creation via a screening process; - accountability for functional excellence in commercial activities across the Ministry within the Investment Management lifecycle of Think, Plan, Do, Review; - Commercial Operations Manager to support excellence of Post procurement and contract management.
Change Management	Hold workshop(s) in Commercial Division to discuss how new units and roles will interact	<p>Agreed. Some workshops will also require the input of stakeholders. This could include:</p> <ul style="list-style-type: none"> - planning to meet the required scores of the Procurement Capability Index (PCI) - how new roles will work together to provide a high level of customer service, value for money and successfully deliver the Ministry's outcomes - learning and development opportunities for the Commercial Division's staff - learning and development opportunities to lift commercial acumen in other areas of the Ministry (with HR and the PDG Capability team)
Changes to roles	Confirm / clarify that all new roles are substantially different to existing roles	Confirmed. The scope of the Commercial Division has changed, including responsibility for Departmental and Crown ODA Procurement, Grant funding, private sector investment, contract management and commercialisation. Staff will undertake a wider scope of work. We will provide learning and development to current staff transitioning to new roles to allow them to succeed.
Coaching	How will Lead Commercial Specialist (now Senior Commercial Manager) coach and mentor others in Commercial Pool and Commercial Pool upskill others?	<p>The Lead Commercial Specialist (now Senior Commercial Manager) is expected to attain more advanced skills in structuring, processing and negotiating complex commercial transactions and in category management. This role will provide coaching to other members of the team and ensure that the Category Management process applied by all members of the pool is of the same consistent quality.</p> <p>By working alongside stakeholders, the Senior Commercial Specialists (now Commercial Managers) are expected to upskill other staff in commercial skills such as contract management and effective negotiations as part of the "70%" on-the-job learning component of the Ministry's 70:20:10 Learning and Development model. All Specialists and Commercial Managers in the</p>

Feedback Theme	Summary of feedback provided	Response
		Commercial Pool will receive appropriate competency based L&D opportunities to be able to undertake these roles including the Ministry's Influencing skills training.
Commercial Operations Manager	Can the Unit Manager Commercial Operations hire additional staff?	The Instrument of Delegation allows Unit Managers to authorise the contracting of Departmental consultants and contractors up to \$10,000 where they are the budget holder and the relevant Divisional budget is approved and available. A Divisional Manager may authorise up to \$50,000. The Divisional Manager will review each business case for additional contracted staff on its merits.
Commercial Pool	How will Commercial Pool provide the appropriate level of skills and experience across the desired categories?	The Commercial Pool is designed to be flexible. Pool staff can be allocated to any programme, project and/or transaction in line with availability, customer demand and requirements. Initial allocation of Pool staff to specified expenditure categories/sectors will provide time to commercial specialists for research into individual categories or sectors where they have insufficient previous experience and/or knowledge. If there are vacancies in the Commercial Pool following the matching and appointment process, we may favour external candidates with experience in unallocated categories who are flexible enough to work in other categories.
Commercial Pool	No need to have infrastructure in 2 roles	Agreed. We have removed the infrastructure component from the Band 17 Commercial Specialist role description.
Commercial Pool	How will expenditure categories be allocated to members of the Commercial Pool?	Allocation of Commercial Managers to expenditure categories/sectors in the Commercial Pool will be assigned to current staff once the members of the Pool have been appointed. If there are vacancies in the Commercial Pool following the matching and appointment process, the Ministry may favour external candidates with experience in unallocated categories.

Feedback Theme	Summary of feedback provided	Response
Competencies in Commercial Division	A key success factor for the Commercial Division is the quality of engagement and communication skills.	Agreed. We will review the job descriptions to ensure that communication and influencing skills are required at the appropriate level for each role holder.
Competency Framework for commercial acumen	Should HR implement a wider strategic capability framework using an external specialist to work at all management levels?	HRG will work with the Commercial Division to identify needs and appropriate providers to deliver a Commercial and Business Acumen programme to appropriate parts of the Ministry.
Consultation Process	Why was the ArcBlue Commercial report withheld?	The ArcBlue Commercial report was not withheld. It was supplied to the affected staff after it was requested during the consultation period. Some pages including financial estimates and sums relating to staff salaries and budgets were withheld. In the relevant meeting where the report was requested, the affected staff agreed to receive the report with the deletion of these pages.
Consultation Process	How does the Ministry intend to gain buy-in and support of current MFAT Procurement staff?	The purpose of the Consultation process is to gain affected staff's input into the proposals. The thinking behind the Ministry's proposals was explained by DS SRV and is contained within the ArcBlue report distributed during the consultation process. All Commercial Division staff will have the opportunity to be involved in future Change Management activities to achieve the new commercial vision.
Core processes	Please provide follow-up on the engagement cycle from concept through to completion, explaining how the roles and teams in the Commercial Division will interact.	Agreed. We held a meeting on 27/7 with affected staff to explain to affected staff how the roles in the Commercial Pool, the Commercial Operations Team and Commercial Excellence function are expected to interact. When the new Division is stood up, the operational practice will emerge with input from staff in these teams. The staff in the Commercial Pool and the Operations Team will work closely together to provide a high level of customer service, with members of the Pool owning the customer relationship. The Operations Unit will support transactional activity and the Manager will drive consistency between Departmental and ODA work to reduce supplier confusion.

Feedback Theme	Summary of feedback provided	Response
Divisional Manager	Reduce the number of direct reports reporting into the Divisional Manager	Consideration has been given to the nature of the roles reporting to the Divisional Manager, and there is comfort with the number of direct reports in the new structure.
Governance	Consider HR, AUR and Legal as CLG members.	Partially Agree. HR, AUR and CLU are key stakeholders for the Commercial Division. However, not all stakeholders need to be represented on the CLG and its composition will depend on the availability of senior staff. We will invite the Corporate Counsel to be a member of the CLG.
Grants	How will Templated Grant Funding be transacted or supported through the new Commercial Division	All Specialists and Managers in the Commercial Pool will give commercial advice on grant transactions as well as private sector funding and procurement. Pool staff will be upskilled to understand all contracting and funding modalities to be able to provide appropriate structuring advice to customers to optimise value for money and achieve successful delivery of the outcomes. The Commercial Pool will work with the Operations Team to ensure that grants are drafted correctly and that they are likely to achieve successful delivery of the proposed outcomes, e.g. by peer reviews of drafting undertaken in the Pool or Operations Team. Where grants need to be drafted on forms which are not Ministry standard legal templates, these will be reviewed by CLU or the PDG Legal Advisors.
Infrastructure Specialist	The Infrastructure Commercial Specialist role, should: - have less responsibility than the Senior Commercial Specialists. - not be tied to Infrastructure	Agreed. We have reviewed job description for the Commercial Specialist role accordingly and have removed the link to Infrastructure. This role will: 1) provide capacity within the Commercial Pool for medium risk and value projects; and 2) provide potential internal career progression opportunities within the Division for staff wishing to move between the Operations Team and Commercial Pool
Job Descriptions	Can MFAT recruit senior individuals with relevant experience in international procurement, contracting and funding across the	Many other NZ government departments and private sector organisations conduct international procurement, contracting and funding arrangements.

Feedback Theme	Summary of feedback provided	Response
	end to end commercial process?	
Job Descriptions	For the level of commercial skills and experience, seeking 10-15 years' relevant experience would be appropriate	Not agreed. We have assumed that this comment referred to the Senior Commercial Specialist (now Commercial Manager) role. We believe that 5 years' experience of developing and implementing commercial strategies is sufficient as this experience could not be gained in an entry level job.
Job Descriptions	Draft Job Descriptions should be edited before finalisation	Agreed. Draft job descriptions have been presented at a higher level of detail than normal to set out new responsibilities in the new Division. They will be edited before being finalised. Note some wording is standard and applied in all Ministry job descriptions.
Job Descriptions	Should require relevant NZ Government Procurement knowledge and experience in the position descriptions	Not agreed. MFAT will consider candidates with relevant commercial experience from the private sector. We have a track record of success of recruiting staff with private sector experience only into the current procurement teams.
Job Descriptions	PDG Legal is missing from the Relationships section of the position descriptions	Agreed. Will be added to the job descriptions
Job Descriptions	Avoid words like "Assist" and "Support" in the job descriptions. We need people who take accountability, take the lead and deliver	Agreed. However, assisting and supporting customers is a key role of the Commercial Division and will be used in this context. Customers hold the financial delegations so members of the Commercial Division can only provide recommendations to its customers on commercial matters.
Job Grades	Independent external review of all new Position Descriptions to ensure they are correctly job sized into a salary band	Banding decisions for roles in the new structure have been made following the usual Ministry approach to remuneration. This includes taking into account information from independent external review, and relativities with other internal roles.

Feedback Theme	Summary of feedback provided	Response
Job Titles	Can the Senior Commercial Specialist title be changed?	This role is now titled Senior Commercial Manager
Lead Commercial Specialist	Remove Lead Commercial Specialist (now Senior Commercial Manager) role and convert to a Unit Manager.	Keeping the Senior Commercial Manager position as a senior specialist, rather than a line manager, increases the number of staff in the Pool who can be deployed into other areas of the Ministry to support complex programmes, projects and transactions. It allows the Divisional Manager to have flexibility in the allocation of all senior commercial specialists to respond to emerging priorities.
Lead Commercial Specialist	Why does the job description for Lead Commercial Specialist (now Senior Commercial Manager) focus on infrastructure?	The construction, energy and property categories span a large majority of capital expenditure in Departmental projects and a high proportion of the Ministries ODA. Thus, these infrastructure related requirement form MFAT's highest value expenditure sector and the business needs for related skills and experience are highest. The sector also has more requirements for complex commercial structuring and commercial risk decisions such as design and build, Power purchase agreements, Private Public Partnerships, etc. which need to be made for each project including considering the alternative financial modalities and forms of contract used in these sectors. The role holder will support very high value projects or commercial strategies. The role holder will be expected to provide strategic commercial advice to senior Ministry officials including Divisional Managers and HOMS.
Location and upskilling of staff	Existing commitments and work needs to continue to be efficiently delivered in addition to upskilling, the recruitment and induction of existing and new staff to new Commercial team roles and focus.	A Services Group Value is: "we are committed to continual improvement, learning and development in our approach in order to adapt to change and meet future needs". Co-location of all Commercial Division staff in the first six months will build a new team and increase the opportunity for former Departmental and PDG team members to work together in a mutually supportive manner. The Ministry is committed to developing our people for the future. We want all of our people to be highly capable with the right mix of skill and expertise enabling them to be successful in their new roles whilst also setting high standards of

Feedback Theme	Summary of feedback provided	Response
		<p>achievement to enable the Ministry to achieve its objectives. Staff will undertake individualised and Team based Development activities within timescales which take into account business priorities.</p> <p>The Senior Commercial Manager is expected to become a thought leader in the application of category management techniques and more complex investment structuring models such as PPP and Private Finance. The role includes coaching and mentoring of the rest of the Commercial Pool.</p>
Matching process	What is the matching process?	The Change Protocol at Appendix Seven sets out the processes for reassigning staff into roles within the new structure.
Operations Team	Will these roles be rotational to drive commercial / procurement skills back into the business?	These Ministry roles are Specialist roles. Specialist roles do not usually rotate. However, there is nothing to stop MFAT staff with appropriate skills and experience from applying for these roles, regardless of their previous roles in the Ministry.
Review recommendations	MFAT has not implemented all previous Procurement reviews' findings. How do we prevent this happening in future?	<p>The Ministry considers its response to all consultants' reports and may not agree that all recommendations should be implemented. Changes may also be reprioritised in response to emerging situations and work pressures in our environment.</p> <p>The consultants engaged to undertake the Commercial review explored why some past recommendations had not been implemented during 40 interviews with staff and stakeholders. One of their recommendations was to employ an additional change manager to support the transformation process during the first 12 months. Another was to increase the team by one FTE. These recommendations were implemented as part of the review.</p>
Scope	Can MFAT achieve the proposed scope, structure, resourcing and intended programme of work that has been outlined for the new Commercial Division?	<p>This is a transformation programme and is designed to reposition the Ministry's commercial capability to achieve the Ministry's strategic objectives into the medium term. We expect these changes to be incremental. Additional resource has been provided to the Division including a contracted Change Manager for the first twelve months of the new Division's operation.</p>

Feedback Theme	Summary of feedback provided	Response
Senior Commercial Specialist	Make one of the Senior Commercial Specialists (now Commercial Managers) job descriptions permanently dedicated to ICT category	With the exception of the Infrastructure specialism in the Senior Commercial Manager's role (for the reasons detailed above) we are not going to differentiate between different categories of expenditure. This will allow for flexibility of assignment and reassignment of Commercial Managers between categories based on changes in demand for their services.
Structure	Why are there two x two-year fixed term positions?	The reason for the fixed term nature of the employment is that the Ministry will be undertaking further Commercial Excellence work to determine the permanent resources required to manage the commercial functions in the long term. It is expected that this work will be completed by September 2019. The employment will end at the time that permanent resource requirements are identified.
Structure	What is the status of the current procurement Co-Ordinator role?	The Procurement co-ordinator role was a temporary position providing extra resource within PRO Division to support the Commercial Review. There is no similar role in the proposed establishment of the new Commercial Division and this contract is currently estimated to end in September 2017.
Structure	Creation of an Operations Team and a role to focus on process, templates and learning improvement welcomed	Noted
Structure	Why request feedback on an organisation structure when most affected staff were not involved in its design?	Staff members in the Procurement teams were interviewed by the consultants during the Commercial Review and this feedback was used in the design process alongside feedback from customers. The thinking behind the proposals has been explained to affected staff by DS SRV and is contained within the consultant's report.

Feedback Theme	Summary of feedback provided	Response
Structure	The proposal is transformational and will enhance the Ministry's commercial activities. The structure and roles described will provide opportunities for professional and personal development.	Noted.
Structure	Using the centralised specialist function model has weaknesses and limitations. The ability to standardise and centralise is complex.	We agree that there are strengths and weaknesses in all possible structural models. The Centre Led Action Network approach was selected for the reasons outlined in Paragraph 15 of the consultation document. The proposal was accepted by the Steering Committee and endorsed by SLT and the Chief Executive. The Steering Group (including the Deputy Secretaries of PDG and SRV) are committed to a single commercial framework to be applied flexibly across the Ministry to commercial activities and that, where practicable, consistent terminology, processes and approaches should be used to reduce confusion.
Structure	How will the Ministry cope with work overload issues within Commercial Operations team	The Divisional Manager will work with the Commercial Operations Manager to ensure that work is allocated across the Division in a fair and balanced way. Where fully justified, resource can be reallocated or temporary staff added.
Structure	Commercial Excellence function to be integrated with the Commercial Pool and Commercial Operations teams	The Commercial Excellence function will work closely with other Divisional staff.
Structure	How do the roles address linkages to external delivery resources; recognise differences in the work and operating models for the PDG and the Service Group procurement	The direction of the Ministry, as emphasised in "our people strategy" is "one Ministry" with a flexible and agile workforce in order to respond to emerging organisational priorities in balance with individual circumstances. The job descriptions and structure as presented will not remove the possibility of using external resources where justified to supplement the Division for Crown ODA funded commercial activities or where the

Feedback Theme	Summary of feedback provided	Response
	teams; and enhance delivery to PDG?	<p>Ministry has insufficient skills and resources to meet business needs.</p> <p>The job descriptions have been designed to acknowledge the current and future requirements for commercial skills to support both departmental and international development work at the appropriate levels. Commercial Division staff are expected to be flexible and to respond to all work assigned by the Divisional Manager of Commercial Operations Manager.</p> <p>PDG will continue to be an important customer of the Commercial Division, accounting for over 80% of operating expenditure. The Division is currently intended to be co-located on a PDG floor to maintain this extremely important linkage. An induction programme will be available for staff that have not been exposed to PDG commercial activities before.</p> <p>The new structure has increased the Division's staffing by one FTE from 13 FTE in the previous two teams. The establishment will also be supplemented by a Change Manager in the first year.</p>
Supplier Panel Management	Clarify that existing PDG Supplier Panel Relationship Management remains with business owners not the Commercial Division.	We can clarify that existing PDG Supplier Panel Relationship Management (e.g. Agriculture, Energy, etc.) remains with business owners not the Commercial Division. However, Panels with no obvious business owners, e.g. Design and Consulting Services, may be managed by staff in the Commercial Division.
Terminology	Does the term "transaction" diminish the complex and important outputs resulting from formulated commercial strategy or procurement plan?	We confirm that "transaction" is a term commonly used in the private sector and investment banking to describe commercial structuring activity at the highest possible monetary value and commercial complexity, e.g. "a PPP transaction".



NEW ZEALAND
FOREIGN AFFAIRS & TRADE

Position Description

Position Title

Divisional Manager

Division

Commercial Division

Group

Services Group

Location

Wellington

Reports To

Deputy Secretary, Services

Date Created/ Updated

August 2017

About the Ministry

The Ministry of Foreign Affairs and Trade works to make New Zealand's voice heard overseas and contributes directly to the security and well-being of all New Zealanders.

Our purpose is to create the international conditions and connections for New Zealand and New Zealanders to thrive.

Our work:

Leadership

- amplifies New Zealand's influence and standing in the world;

Prosperity

- delivers improved prosperity for New Zealand and our region;

Kaitiakitanga

- delivers solutions to global challenges, for the benefit of present and future generations;

Stability

- delivers security and resilience to our country, our people, and our region.

Our values are professionalism, leadership, respect, collaboration and innovation.

About the Division

The Division consists of three functions: a Commercial Pool, a Commercial Operations Unit and a Commercial Excellence function. The Division is responsible for ensuring that the Ministry develops and applies an appropriate, flexible Commercial Framework to all commercial activities. The Division will continuously improve commercial policy, processes and practices to achieve value for money within the Ministry globally, whether the commercial activities are carried out with the support of the Division's specialists or elsewhere. It will ensure that commercial related learning and development allows Ministry managers and staff undertaking procurement, grant contracting, contract management, and commercialisation to demonstrate an appropriate level of commercial acumen.

About the Position

The Divisional Manager, Commercial will lead commercial specialists and advisers to develop excellence in the Ministry's commercial activities and provide professional advice, support, learning and development across all areas of the Ministry's commercial activities. The Division's staff will be mobilised in an agile and flexible manner to support business priorities, including outsourcing where justified or required on a user pays basis.

The Divisional Manager will have centre-led oversight of related functions including procurement, contracting, private sector funding, supplier relationship management, contract management, commercialisation and external provider performance management throughout the Ministry. They will lead on the application of an agreed commercial framework to Departmental and non-Departmental activities globally delivered by or through external parties such as suppliers, NZ agencies, NGOs, partners and other government or international organisations, and at all stages of the think, plan, do and review cycle.

The Divisional Manager will identify, develop and deliver leading edge commercial, procurement, contract and relationship management strategies, processes and systems. These will enable the economic, efficient and effective acquisition or funding of goods, works and services, including the delivery of projects envisaged in the Long Term Investment Plan and the New Zealand Aid Programme's Strategic Plan; and optimise value for money in the contractual and funding arrangements the Ministry enters into.

Key Accountabilities

The following key accountabilities of this role assist in delivering the Ministry's purpose.

Role Specific

- Implementing sound outcome-focused commercial strategies for sectors or supply markets and effective category management.

- Implementing commercial initiatives that increase the Ministry's capability to capture external innovation to successfully deliver required outcomes for the Ministry's customers and partners.
- Leading on the Procurement Capability Index process and any related improvement initiatives to establish and build the Ministry's commercial capability, whether internal or outsourced, ensuring it reaches and maintains NZ Government good practice standards.
- Building the commercial acumen of staff in the Ministry via learning and development strategies.
- Developing, delivering and monitoring the necessary policies, practices and standards against which the delivery of Ministry's commercial effectiveness can be benchmarked and reported.
- Continuous improvement and simplification of end-to-end processes within the Commercial Framework.
- Effective management of Ministry demand including the achievement of value for money using open international competition where possible
- Design and implementation of cost avoidance or savings initiatives where possible.
- Leading on Strategic Supplier Relationship Management and reporting on Significant Service Contract Frameworks for the Ministry.
- Leadership and decision making on the strategic direction of the Commercial function globally to enable the Ministry to achieve its Vision and its Long Term Investment Plan.
- Establishment and management of Ministry Supplier Panels and development of panel members to support commercial strategies, as required.
- Implementing measures to ensure compliance and probity by the Ministry's staff and Contractors within the agreed Commercial Framework.

People Leadership

- Recruit, retain and develop high performing commercial specialist staff to ensure the Ministry has the necessary expertise.
- Manage staff so they are empowered to make decisions, while consulting on issues that need wider consideration.
- Ensure effective flow of information occurs both vertically and horizontally, within the division and group, including post/s, and across the Ministry
- Build strong team spirit and level of engagement, acknowledging team contribution and achievement as appropriate.
- Ensure the performance management framework is implemented for self and team members, actively managing both strong and poor performance.
- Formally coach and mentor team members by fostering high standards in the quality of outputs and ensuring a culture of learning, sharing experiences and constructively challenging thinking.
- Using the Learning and Career Development Framework, policies and programmes, identify and encourage team members to develop specialised skills, knowledge and experience in priority areas as required to deliver the Ministry's Strategic Framework.
- Provide opportunities and support staff to represent the Ministry both onshore and offshore.

Business and Programme Management

- Lead the division's delivery of its planned activity stream to realise its strategic priorities and high level outcomes
- Manage the division's programme of work to ensure that resources are appropriately distributed and managed within budget
- Forecast, manage and monitor the division's budget and report against variances

- Lead the preparation and implementation of the division's strategic and business planning processes

Relationship Management

- Develop and influence a clear map of relationships with decision-makers, policy-makers and thinkers that advance the division's objectives
- Develop and maintain relationships with key internal and external stakeholders in order to advance the division's objectives
- Ensure that the division's network is regularly reviewed and refreshed in light of developments in strategic priorities

Organisational Responsibilities

- Demonstrate and lead alignment with the organisation's values, goals, policies and procedures
- Understand and apply the strategic context in which the Ministry operates, including priorities and perspectives of the Ministers, partner agencies and external stakeholders
- Actively input into and support the Ministry's strategic priorities and high-level outcomes framework
- Contribute to the preparation and reporting requirements of the Ministry's accountability documents
- Foster strong working relationships across the Ministry
- Contribute to Ministry-wide projects and emergency response situations
- Apply tikanga and Treaty of Waitangi principles, ensuring staff also have a good understanding and are able to apply the Ministry Māori dimension in a way that is relevant to the context of our business and underpinned by Ministry values
- All other duties as requested by the employer

Knowledge Management

- Contribute to the continuous development of the Ministry's knowledge base by using the Ministry's internal systems, sharing information and data with relevant internal stakeholders, including contributing to/presenting at internal learning and development opportunities

Health and Safety

The Ministry is committed to providing a safe, healthy and secure working environment for all staff, contractors and other workers, both on and offshore.

As a manager you are required to demonstrate leadership of all health and safety matters for your area of responsibility. This means ensuring that the Ministry complies with its obligations under the Health and Safety at Work Act 2015 (Act) and that workers are operating in an environment where health and safety hazards and risks are appropriately identified, eliminated and mitigated, so far as is reasonably practicable.

You are responsible for:

- ensuring that health and safety resources and processes are in place and are being appropriately used
- engaging with staff, and contractors to enable proactive participation in matters related to health and safety

- ensuring that health and safety hazards are identified (in consultation with staff), that controls are in place, that associated risks are being assessed and regularly reviewed, and an action plan determined to eliminate or mitigate the risks so far as reasonably practicable
- implementing the agreed actions to eliminate or mitigate the assessed risks and monitoring and reviewing progress
- ensuring that the group or event hazard and risk register documents are regularly updated and controls are regularly reviewed
- ensuring that all health and safety incidents, illnesses, injuries, near misses are immediately reported through the HR Kiosk and followed-up
- ensuring that significant hazards and risks or critical incidents are drawn to the immediate attention of your manager.

Qualifications, Skills, knowledge & experience

The position requires a senior manager with at least 10 years' managerial experience in developing and implementing Commercial strategies and policies internationally including procurement, grant contracting, commercialisation and capital structuring, e.g. PPPs, PFI. Ideally, this commercial experience will have been gained both within the public and private sectors. Demonstrated experience in international development, national infrastructure procurement and disaster response will be an advantage.

The role holder should hold a post graduate qualification in a commercial discipline, e.g. MBA or LLM. A relevant professional qualification such as MCIPS/FCIPS or CA/CPA would also be an advantage.

This role will work with the Ministry's executive team and influence the behavioural changes required to use the Ministry's resources wisely along with ensuring the day to day delivery of commercial services to the Ministry and its international development partners.

The job holder must demonstrate the following competencies:

- Leadership Capability
 - Highly developed leadership skills in leading a commercial function
 - Approaches issues in a strategic and pragmatic way; sees the big picture and can both develop strategy and investment structures and translate these to practice.
- People & Organisational Management Expertise
 - Proactively develops staff and provides effective feedback
 - Ability to lead and engage people through change.
 - Resilient; able to make difficult decisions and stand firm in the face of pressure; comfortably handle ambiguity, risk and change; manage multiple priorities.
- Excellent business acumen, planning and budgeting skills; and effective resource management.
 - Experience of financial structuring used within large capital projects
 - Well-developed negotiation, analytical, conceptual, interpretative and problem solving skills
 - Broad knowledge and perspective; makes connections amongst previously unrelated notions, grasps the complexities underlying an issue and directs effective action.
- Demonstrate sound judgement with the ability to balance competing drivers.
 - Broad business knowledge and process analysis, understanding the relationship between Commercial and other Business Imperatives.

- Experience and understanding of Procurement and Funding strategies processes and procedures, including international agreements, grant funding and investment management
- In-depth experience of leading strategic commercial and procurement issues in a medium to large organisation
- Experience in the public sector and knowledge of the legislative framework and other guidelines that apply to government procurement
 - Significant experience in managing and leading a team managing the provision of procurement and commercial services
 - A good understanding of the legal and financial aspects of procurement, outsourcing and PPPs
 - Outstanding communication skills; conveys information and ideas accurately and clearly in all media and in a way that meets the needs of the audience;
 - Proven ability to build and maintain relationships with a range of stakeholder's.

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Relationships

The position is required to build and maintain the following relationships:

Internal

- CEO and Deputy Secretaries
- Divisional Managers across the Ministry
- Heads of Mission, Heads of Post across the Ministry
- Group Business Managers
- Administration Managers at Posts

External

- Key suppliers and service providers
- Wide variety of senior stakeholders across public and private sectors
- Counterparts across other Government agencies including:
 - Ministry of Business Innovation and Employment
 - Department of Internal Affairs
 - Ministry of Social Development
 - Treasury
 - New Zealand Trade and Enterprise
 - New Zealand Defence Force
- Foreign Services counterparts (State Department, FCO, DFAT)

Delegations

The position is responsible for the management of a team of nine direct reports and five further indirect reports.

Delegations as set out in the Ministry's Instrument of Delegation

These include:

Human Resources

- Recruitment of all divisional staff in adherence with Ministry policy

Financial

- As delegated by Deputy Secretary, Services

Procurement

- As set out in the Instrument of Delegation, schedule 8

Additional Comments

- You must be able to obtain and maintain an appropriate New Zealand Government Security clearance.



NEW ZEALAND
FOREIGN AFFAIRS & TRADE

Position Description

Position Title

Unit Manager, Commercial Operations

Division

Commercial Division

Group

Services Group

Location

Wellington

Reports To

Divisional Manager, Commercial Division

Date Created/ Updated

August 2017

About the Ministry

The Ministry of Foreign Affairs and Trade works to make New Zealand's voice heard overseas and contributes directly to the security and well-being of all New Zealanders.

Our purpose is to create the international conditions and connections for New Zealand and New Zealanders to thrive.

Our work:

Leadership

- amplifies New Zealand's influence and standing in the world;

Prosperity

- delivers improved prosperity for New Zealand and our region;

Kaitiakitanga

- delivers solutions to global challenges, for the benefit of present and future generations;

Stability

- delivers security and resilience to our country, our people, and our region.

Our values are professionalism, leadership, respect, collaboration and innovation.

About the Division

The Commercial Division consists of three functions: a Commercial Pool, a Commercial Operations Unit and a Commercial Excellence function. The Division will apply an appropriate, flexible Commercial Framework to all commercial activities. The Division will continuously improve commercial policy, processes and practices to achieve value for money within the Ministry globally, whether the commercial activities are carried out with the support of the Division's specialists or elsewhere. It will ensure that commercial related learning and development allows Ministry managers and staff undertaking procurement, grant contracting, contract management, and commercialisation to demonstrate an appropriate level of commercial acumen.

About the Position

The Unit Manager-Commercial Operations will lead a team of 5, consisting of Advisers and an Administrator, to ensure that agreed levels of quality and customer service are met. The Manager will ensure the team delivers commercial transactions in accordance with strategies agreed between specialists in the Commercial Pool and the business. The team will utilise agreed processes for procurement, private sector investment and grants to transact higher commercial risk transactions or those estimated at \$100k or above for ODA Crown and \$50k or above for Departmental spend.

The Unit Manager-Commercial Operations will be responsible for commercial coaching and support of Posts undertaking procurement and contract management. Advisers in the unit will also provide business advice on commercial process to NZ staff undertaking grant contracting and selection for low risk, low value transactions that are below the above value thresholds.

The Manager will ensure that members of the team support the Commercial Pool, the Commercial Excellence function, Posts and Head Office Divisions in all operational commercial activity, including managing GETS, departmental mailboxes, producing analysis and reports, publishing contract awards, capturing savings, and undertaking administration including that related to MFAT's Supplier Panels and maintaining the Departmental and Enquire Contracts Databases.

The Unit will produce procurement plans, draft RfX and template contracts using requirements and outcomes agreed with customers. They will support the evaluation and due diligence processes during selection including documenting the evaluation outcome and meeting for the relevant Commercial Manager.

Key Accountabilities

The following key accountabilities of this role assist in delivering the Ministry's purpose.

Role Specific

- Working with Commercial Managers to apply the Ministry's Commercial Framework to transact agreed outcome-focused commercial strategies for procurement, grant contracting and commercial investment projects.
- Managing a team of Advisers and an Administrator to deliver medium to high value or risk commercial transactions for customer within the Ministry.
- Supporting improvement initiatives to establish and build the Ministry's commercial capability ensuring it reaches and maintains NZ Government good practice standards.
- Providing high quality and consistent commercial and process advice to staff outside the Division undertaking low value and low risk transactions.
- Building the commercial acumen of staff at Post via individual coaching and other learning and development strategies.
- Ensuring that the team meets the requirements of all relevant policies, practices and standards, including producing reports on savings, cost benchmarks and transactions.
- Supporting the Commercial Excellence function in the continuous improvement and simplification of end-to-end processes within the Commercial Framework.
- Effective management of demand for the team's services including achieving value for money using open international competition where possible.
- Implementation of cost avoidance or savings initiatives where possible, including ensuring the team provides analysis and due diligence to support commercial negotiations.
- Supporting the reporting for engagement and performance regimes including Strategic Supplier Relationship Management and reporting on Significant Service Contract Frameworks.
- Coordination of the establishment and maintenance of Ministry Supplier Panels.
- Implementing measures to ensure compliance and probity by the Ministry's staff and Contractors within the agreed Commercial Framework.
- Ensuring that all decisions, approvals and other records relating to commercial transactions are stored in accordance with Ministry policy and can be easily retrieved for the purpose of internal and external audit.

People Leadership

- Recruit, retain and develop high performing commercial staff to meet the Ministry's desired outcomes.
- Manage staff so they are empowered to make decisions, while consulting on issues that need wider consideration.
- Ensure effective flow of information occurs both vertically and horizontally, within the division and group, including post/s, and across the Ministry
- Build strong team spirit and level of engagement, acknowledging team contribution and achievement as appropriate.
- Ensure the performance management framework is implemented for self and team members, actively managing both strong and poor performance.
- Formally coach and mentor team members by fostering high standards in the quality of outputs and ensuring a culture of learning, sharing experiences and constructively challenging thinking.
- Using the Learning and Career Development Framework, policies and programmes, identify and encourage team members to develop specialised skills, knowledge and experience in priority areas as required to deliver the Ministry's Strategic Framework.

Business and Programme Management

- Manage the Unit's delivery of the planned activity stream to realise the Ministry's strategic priorities and high level outcomes

- Manage the Unit's programme of work to ensure that resources are effectively distributed and managed within budget
- Forecast, manage and monitor the Unit's workload and report against demand for its services
- Support the preparation and implementation of the Division's strategic and business planning processes

Relationship Management

- Develop and influence a clear map of relationships with stakeholders that advance the Unit's objectives
- Develop and maintain relationships with key internal and external stakeholders in order to advance the Division's objectives
- Support the Division's management and reporting for Supplier Strategic Relationship Management and Significant Service Contract Frameworks and report on supplier performance or issues as required.

Organisational Responsibilities

- Demonstrate and lead alignment with the organisation's values, goals, policies and procedures
- Understand and apply the strategic context in which the Ministry operates, including priorities and perspectives of the Ministers, partner agencies and external stakeholders
- Actively input into and support the Ministry's strategic priorities and high-level outcomes framework
- Contribute to the preparation and reporting requirements of the Ministry's accountability documents
- Foster strong working relationships across the Ministry
- Contribute to Ministry-wide projects and emergency response situations
- Apply tikanga and Treaty of Waitangi principles, ensuring staff also have a good understanding and are able to apply the Ministry Māori dimension in a way that is relevant to the context of our business and underpinned by Ministry values
- All other duties as requested by the employer

Knowledge Management

- Contribute to the continuous development of the Ministry's knowledge base by using the Ministry's internal systems, sharing information and data with relevant internal stakeholders, including contributing to/presenting at internal learning and development opportunities

Health and Safety

The Ministry is committed to providing a safe, healthy and secure working environment for all staff, contractors and other workers, both on and offshore.

As a manager you are required to demonstrate leadership of all health and safety matters for your area of responsibility. This means ensuring that the Ministry complies with its obligations under the Health and Safety at Work Act 2015 (Act) and that workers are operating in an environment where health and safety hazards and risks are appropriately identified, eliminated and mitigated, so far as is reasonably practicable.

You are responsible for:

- ensuring that health and safety resources and processes are in place and are being appropriately used
- engaging with staff, and contractors to enable proactive participation in matters related to health and safety
- ensuring that health and safety hazards are identified (in consultation with staff), that controls are in place, that associated risks are being assessed and regularly reviewed, and an action plan determined to eliminate or mitigate the risks so far as reasonably practicable
- implementing the agreed actions to eliminate or mitigate the assessed risks and monitoring and reviewing progress
- ensuring that the group or event hazard and risk register documents are regularly updated and controls are regularly reviewed
- ensuring that all health and safety incidents, illnesses, injuries, near misses are immediately reported through the HR Kiosk and followed-up
- ensuring that significant hazards and risks or critical incidents are drawn to the immediate attention of your manager.

Qualifications, Skills, knowledge & experience

The position requires a senior specialist with at least 5 years' experience in managing high value, international commercial transactions including procurement and tendering, grants and contract management. The role holder should be able to evidence at least one years' experience of line management or supervision of staff, as well as experience of coaching and training staff in procurement, contracting and related subjects. Demonstrated experience in procurement and commercial international development, construction procurement and disaster response will be an advantage.

The role holder should hold a relevant degree in a commercial discipline, or an equivalent qualification such Membership or Chartered Membership of CIPS or IACCM.

This role will work with the Ministry's management and influence the behavioural changes required to use the Ministry's resources wisely along with ensuring the day to day delivery of commercial services to the Ministry and its international development partners.

The job holder must demonstrate the following competencies:

- Leadership Capability
 - Leadership skills in leading a commercial function
 - Approaches issues in a pragmatic way; sees the big picture and can develop appropriate documentation, contracts and commercial structures and translate these to practice.
- People & Organisational Management Expertise
 - Proactively develops staff and provides effective feedback
 - Ability to lead and engage people through change.
 - Resilient; able to make difficult decisions and stand firm in the face of pressure; comfortably handle ambiguity, risk and change; manage multiple priorities.
- Excellent business acumen, planning and budgeting skills; and effective resource management.
 - Well-developed negotiation, analytical, conceptual, interpretative and problem solving skills
 - Broad knowledge and perspective; grasps the complexities underlying an issue and directs effective action.
- Demonstrate sound judgement with the ability to balance competing drivers.

- Broad business knowledge and process analysis, understanding the relationship between commercial and other business imperatives.
- Experience and understanding of Procurement and Grant Funding strategies processes and procedures, including international agreements and grant funding.
- In-depth experience of resolving commercial and procurement issues in a medium to large organisation
- Experience in the public sector and knowledge of the legislative framework and other guidelines that apply to government procurement
 - A good understanding of the legal and financial aspects of procurement, outsourcing and grant contracting
 - Outstanding communication skills; conveys information and ideas accurately and clearly in all media and in a way that meets the needs of the audience;
 - Proven ability to build and maintain relationships with a range of stakeholders.

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Relationships

The position is required to build and maintain the following relationships:

Internal

- Divisional Managers across the Ministry
- Heads of Mission, Heads of Post across the Ministry
- Group Business Managers
- Administration Managers at Posts

External

- Key suppliers and service providers
- Wide variety of senior stakeholders across public and private sectors
- Counterparts across other Government agencies including:
 - Ministry of Business Innovation and Employment
 - Department of Internal Affairs
 - Ministry of Social Development
 - Treasury
 - New Zealand Trade and Enterprise
 - New Zealand Defence Force

Delegations

The position is responsible for the management of a team of five direct reports.

Delegations as set out in the Ministry's Instrument of Delegation

These include:

Human Resources

- Recruitment of all divisional staff in adherence with Ministry policy

Financial

- As delegated by Deputy Secretary, Services

Procurement

- As set out in the Instrument of Delegation, schedule 8

Additional Comments

- You must be able to obtain and maintain an appropriate New Zealand Government Security clearance.



NEW ZEALAND
FOREIGN AFFAIRS & TRADE

Position Description

Position Title

Senior Commercial Manager

Division

Commercial Division

Group

Services Group

Location

Wellington

Reports To

Divisional Manager, Commercial

Date Created/ Updated

August 2017

About the Ministry

The Ministry of Foreign Affairs and Trade works to make New Zealand's voice heard overseas and contributes directly to the security and well-being of all New Zealanders.

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Our work:

Leadership

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- delivers solutions to global challenges, for the benefit of present and future generations;

Stability

- delivers security and resilience to our country, our people, and our region.

Our values are professionalism, leadership, respect, collaboration and innovation.

About the Division

The Division consists of three functions: a Commercial Pool, a Commercial Operations Unit and a Commercial excellence function. The Division is responsible for ensuring that the Ministry develops and applies an appropriate, flexible Commercial Framework to all commercial activities. The Division will continuously improve commercial policy, processes and practices to achieve value for money within the Ministry globally, whether the commercial activities are carried out with the support of the Division's Commercial Managers or elsewhere. It will ensure that commercial related learning and development allows Ministry managers and staff undertaking procurement, grant contracting, contract management, and commercialisation to demonstrate an appropriate level of commercial acumen.

About the Position

The Senior Commercial Manager will be a member of the Commercial Pool. Staff in the Commercial Pool will be mobilised in an agile and flexible manner to support business priorities which may include temporary or extended co-location. When delivering commercial transactions, they will work closely with the Commercial Operations Team.

They will apply Category Management techniques to provide specialist knowledge of supply markets and value chains in one or more sectors and expenditure categories assigned by the Divisional Manager, Commercial. Commercial Managers will provide coaching, support, and advice across assigned projects and sectors advice and co-develop outcome based commercial strategies to enable other staff outside the Division to achieve commercial excellence.

The Senior Commercial Manager will provide advice on commercial structures and external capability across the Think, Plan, Do, Review project and Activity cycle. This may include procurement, contracting, private sector funding, supplier relationship management, contract management, commercialisation and external provider performance management. They will support the application of an agreed commercial framework to Departmental and non-Departmental activities globally delivered by or through external parties such as suppliers, NZ agencies, NGOs, partners and other government or international organisations.

The Senior Commercial Manager will identify, develop and deliver leading edge commercial, procurement, contract and relationship management strategies, processes and systems. These will enable the economic, efficient and effective acquisition or funding of goods, works and services, including the delivery of projects envisaged in the Long Term Investment Plan and the New Zealand Aid Programme's Strategic Plan; and optimise value for money in the contractual and funding arrangements the Ministry enters into.

Key Accountabilities

The following key accountabilities of this role assist in delivering the Ministry's purpose.

Role Specific

- For assigned categories or sectors, undertake and record supplier and partner engagement, supply market and value chain research within assigned categories to understand capabilities, segments and development needs. Scorecard provider performance.
- For assigned categories or sectors, capture demand, co-develop and deliver sound commercial strategies including considerations of the opportunities for procurement, grant contracting, private sector funding, supplier relationship and performance management, contract management and IP commercialisation.
- Assist customers in Think or Plan stage of their programmes, projects and activities on the application of a Commercial Gate filter to determine the level of Commercial Pool or Commercial Operations involvement.
- For projects or transactions, consult with internal customers to either apply existing category strategies to generate strategic options based on the desired outcomes and context, or to develop and individual commercial strategy and plans including consideration a range of strategic options that could achieve the outcomes within their specific context.
- Implement initiatives that increase the Ministry's capability to capture external innovation to successfully deliver outcomes for the Ministry and its customers or development partners.
- Support the Procurement Capability Index assessment and assist in implementing improvement initiatives to build the Ministry's commercial capability, whether internal or outsourced, to ensure it reaches and maintains NZ Government good practice standards.
- Develop negotiation strategies and lead on or support commercial negotiations.
- Support contract managers and supplier relationship managers to achieve successful delivery of outcomes following the award of contracts, including assistance with contract management plans for departmental contracts.
- Contribute to reporting on the Division and Ministry's value for money and commercial effectiveness, including savings, cost and efficiency benchmarks and other performance indicators.
- Support the continuous improvement and simplification of end-to-end processes within the Commercial Framework.
- Design and implement demand aggregation, cost avoidance or savings initiatives.
- Effective management of external demand including the achievement of value for money using open international competition where possible
- Support Strategic Supplier Relationship Management activities and reporting on Significant Service Contract Frameworks for the Ministry.
- Implementing the strategic direction of the Commercial function globally to enable the Ministry to achieve its Vision and its Long Term Investment Plan.
- Implement measures to ensure compliance and probity by the Ministry's staff and Contractors within the agreed Commercial Framework.

Learning and Development

- Enable a lift in Ministry commercial acumen via coaching and mentoring staff in Wellington.
- Coach and mentor Operations team members by fostering high standards in the quality of outputs and ensuring a culture of learning, sharing experiences and constructively challenging thinking.

Communications

- Ensure effective flow of information occurs both vertically and horizontally, within the division and group, including post/s, and across the Ministry
- Provide a high level of customer service.

Business and Programme Management

- Deliver on planned activity streams to realise the Ministry's strategic priorities and high level outcomes
- Manage the allocated programmes of work to ensure that time and effort is appropriately distributed in line with agreed priorities and managed within budget

Relationship Management

- Support the maintenance of a clear map of relationships with decision-makers, policy-makers and thinkers that advance the Division's objectives
- Develop and maintain relationships with key internal and external stakeholders in order to advance the Division's objectives
- Ensure that the Ministry's network of key stakeholders in assigned categories is regularly reviewed and refreshed in light of developments in strategic priorities

Organisational Alignment

- Demonstrate organisation's values, goals, policies and procedures
- Understand and apply the strategic context in which the Ministry operates, including priorities and perspectives of partner agencies and external stakeholders
- Ensure Commercial Strategies and plans support the Ministry's strategic priorities and high-level outcomes framework
- Contribute to the preparation and reporting requirements of the Ministry's accountability documents
- Foster strong working relationships across the Ministry
- Contribute to Ministry-wide projects and emergency response situations
- Apply tikanga and Treaty of Waitangi principles, ensuring staff also have a good understanding and are able to apply the Ministry Māori dimension in a way that is relevant to the context of our business and underpinned by Ministry values

Knowledge and Intellectual Property Management

- Implement strategies to create and capture Intellectual property within the systems to protect the Ministry's rights to reuse, distribute and exploit those rights
- Contribute to the continuous development of the Ministry's knowledge base by using the Ministry's internal systems, sharing information and data with relevant internal stakeholders, including contributing to/presenting at internal learning and development opportunities

Supplier Panel Management

- Set up MFAT supplier panels where justified.
- Manage, develop and assess the performance of AoG and MFAT supplier panel members.

All other duties as requested by the employer

Health and Safety

The Ministry is committed to providing a safe and healthy working environment for all staff, including contractors and other workers, both on and offshore.

You are responsible for:

- o taking reasonable care of your own and other's health and safety and being mindful of the effect of your actions (or lack of action) on the health and safety of others
- o complying with reasonable Ministry instructions to ensure the Ministry is able to comply with the Health and Safety at Work Act 2015
- o cooperating with health and safety policies and procedures
- o identifying and reporting hazards, injuries, illness and incidents (including near misses) that arise from your work or in the workplace
 - identifying and eliminating or mitigating health and safety risks so far as reasonably practicable and consulting with others in doing so
 - raising health and safety matters with your manager or health and safety representative (or contact as appropriate)
 - ensuring that all health and safety incidents, injuries, near misses are immediately reported through the HR Kiosk
 - ensuring that significant hazards and risks or critical incidents are drawn to the immediate attention of your Manager.

Qualifications, Skills, knowledge & experience

The position requires a senior manager with at least 5 years' experience in developing and implementing commercial strategies and plans including procurement and grant contracting. Experience of commercialisation and SME or private sector development, international development, national infrastructure procurement and/or disaster response will be an advantage.

The role holder should have a graduate qualification in a commercial discipline. A relevant professional qualification in a commercial or infrastructure management discipline such as MCIPS, CEng, CA/CPA or ability to hold a legal practising certificate would be an advantage.

This role will work with the Ministry's management team and influence the behavioural changes required to use the Ministry's resources wisely along with ensuring the day to day delivery of commercial services to the Ministry and its international development partners.

The job holder must demonstrate the following competencies:

- Strategic Capability
 - o Highly developed category management and commercial strategy skills in leading a commercial function
 - o Approaches issues in a strategic and pragmatic way; sees the big picture and can both develop strategy and investment structures and translate these to practice.
- People & Organisational Management Expertise
 - o Proactively develops staff and provides effective feedback
 - o Ability to engage people through change.
 - o Resilient; able to make difficult decisions and stand firm in the face of pressure; comfortably handle ambiguity, risk and change; manage multiple priorities.
- Good business acumen, planning and budgeting skills; and effective resource management.
 - o Experience of financial structuring used within capital projects

- Well-developed analysis, negotiation, and problem solving skills
- Broad knowledge and perspective; makes connections amongst previously unrelated notions, grasps the complexities underlying an issue and directs effective action.
- Demonstrate sound judgement with the ability to balance competing drivers.
 - Broad business knowledge and process analysis, understanding the relationship between Commercial and other Business Imperatives.
 - In-depth experience of leading strategic commercial and procurement issues in a medium to large organisation
- Experience in the public sector and knowledge of the legislative framework and other guidelines that apply to government procurement
 - Experience in the provision of procurement and commercial services
 - A good understanding of the legal and financial aspects of procurement, outsourcing and PPPs
 - Outstanding communication skills; conveys information and ideas accurately and clearly in all media and in a way that meets the needs of the audience;
 - Proven ability to build and maintain relationships with a range of stakeholder's.

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Relationships

The position is required to build and maintain the following relationships:

Internal

- Audit and Risk Division
- Corporate Legal Unit
- Finance Division
- Commercial Managers across the Ministry
- Activity, Programme, Project and Contract Managers
- Group Business Managers
- Administration Managers at Posts
- Commercial Operations Unit
- Commercial Excellence Advisers

External

- Key suppliers and service providers in assigned categories
- Panel members
- Wide variety of senior stakeholders across public and private sectors
- Counterparts across other Government agencies including:
- Foreign Services counterparts (State Department, FCO, DFAT)

Delegations

Delegations as set out in the Ministry's Instrument of Delegation

Additional Comments

- You must be able to obtain and maintain an appropriate New Zealand Government Security clearance.

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Position Description

Position Title

Senior Commercial Excellence Advisor

Division

Commercial Division

Group

Services Group

Location

Wellington

Reports To

Divisional Manager, Commercial

Date Created/ Updated

August 2017

About the Ministry

The Ministry of Foreign Affairs and Trade works to make New Zealand's voice heard overseas and contributes directly to the security and well-being of all New Zealanders.

Our purpose is to create the international conditions and connections for New Zealand and New Zealanders to thrive.

Our work:

Leadership

- amplifies New Zealand's influence and standing in the world;

Prosperity

- delivers improved prosperity for New Zealand and our region;

Kaitiakitanga

- delivers solutions to global challenges, for the benefit of present and future generations;

Stability

- delivers security and resilience to our country, our people, and our region.

Our values are professionalism, leadership, respect, collaboration and innovation.

About the Division

The Division consists of three functions: a Commercial Pool, a Commercial Operations Unit and a Commercial Excellence function. The Division is responsible for ensuring that the Ministry develops and applies an appropriate, flexible Commercial Framework to all commercial activities. The Division will continuously improve commercial policy, processes and practices to achieve value for money within the Ministry globally, whether the commercial activities are carried out with the support of the Division's Commercial Managers or elsewhere. It will ensure that commercial related learning and development allows Ministry managers and staff undertaking procurement, grant contracting, contract management, and commercialisation to demonstrate an appropriate level of commercial acumen.

About the Position

The Senior Commercial Excellence Advisor will support the Divisional Manager, Commercial to ensure that the Ministry has appropriate policy, processes, to optimise value for money in its use of Crown and other funds.

This will include delivery of a change programme which will implement a Ministry Commercial Framework and Commercial Gate process. They will also be responsible for the simplification, automation and continuous improvement of policies, processes, guidance, tools, analyses and reports. This will include the maintenance of the Business Process Portal and the implementation of a commercial body of knowledge and communities of practice.

The Senior Commercial Excellence Advisor will identify, develop and deliver leading edge learning and development in the areas of commercial, procurement, contract and relationship management. They will be responsible for defining and implementing systems strategies for the Division's and Ministry's commercial transactions, reporting and analysis, supported by the Commercial Operations Team.

Key Accountabilities

The following key accountabilities of this role assist in delivering the Ministry's purpose.

Commercial Excellence

- Implement a Ministry commercial framework and commercial gate process. Ensure that this is communicated and used consistently across the Commercial Division so that the Division can coach and enable the remainder of the Ministry to apply it correctly to achieve successful delivery of the specified outcomes.
- Lead on the Division's use of Lean Process Improvement Techniques within the Division to continuously improve processes, guidance and tools.
- Reduce duplication in, and maintain a simplified suite of policies, processes, guidance, tools, analyses and reports designed to ensure that the ministry's commercial practices are economic, efficient and effective, in line with good practice in the New Zealand public sector.

- Maintain the commercial, procurement, contracting, contract management and supplier management areas of the Business Process Portal, including the implementation of a change management process and reporting system.
- Ensure that the Ministry's systems used in commercial processes are fit for purpose, including the development of business cases for new systems and their implementation.
- Manage the Procurement Capability Index assessment and design improvement initiatives to build the Ministry's commercial capability, whether internal or outsourced.
- Record and process supplier complaints, OIAs, PQs, briefing requests for the Division.

Analysis, Monitoring and Reporting

- Track compliance of the Ministry to the Commercial Framework
- Work in collaboration with Finance, Audit and Risk, Corporate Legal Unit and the Commercial Pool to provide Annual Procurement Plans and other demand forecasts.
- Report on demand aggregation, cost avoidance or savings initiatives.
- Develop, measure and report on a suite of Key Performance indicators to track the division's volumes, performance, savings and customer service activities
- Track the budget for the Division, working with Finance.
- Report on the Division and Ministry's value for money and commercial effectiveness, including savings, cost and efficiency benchmarks and other performance indicators, including the provision of data for the Services Dashboard.
- Implement and improve tools such as cost and process benchmarks to support value for money analysis.
- Report on the performance of AoG and MFAT supplier panel members.

Learning and Development

- Support the Learning and Development programme for staff in the Commercial Division in key skills such as consultancy, category management, legal, negotiation, influencing, coaching and mentoring.
- Develop and maintain a culture of learning, sharing experiences and constructively challenging thinking across the Commercial Division.
- Design and deliver communications, and learning and development programmes to lift and sustain commercial acumen across the Ministry in defined commercial competencies, linked to identified job roles.
- Support the Commercial Operations Manager in providing Learning and Development aimed at staff at Post, including the organisation of hub training.
- Periodically refresh the Learning and Development based on customer feedback and delivered to meet the needs of the Ministry's staff rotation practices and global footprint.
- Provide Senior Commercial specialists with outcome-focused coaching materials to enable the Commercial Framework to be applied at a strategic and transactional level to achieve commercial excellence across the Think, Plan, Do, Review cycle, including procurement, contracting, contract, supplier and relationship management, private sector funding/PPPs/PFI, IP and commercialisation.

Communications

- Ensure effective flow of information occurs both vertically and horizontally, within the division and group, including post/s, and across the Ministry
- Co-ordinate external facing communications, including the maintenance of the Ministry's website aimed at suppliers and commercial partners, LinkedIn Groups and other social media.
- Provide a high level of customer service.

- Communicate the strategic direction of the Commercial function that enables the Ministry to achieve its Vision and its Long Term Investment Plan.

Business and Programme Management

- Work with the Change Manager to plan and implement a programme to deliver the outcomes of the Commercial Review in the first year of implementation and manage the programme after the first year.
- Report on the Division's programmes of work to ensure that time and effort is appropriately distributed in line with agreed priorities and managed within budget

Relationship Management

- Implement and maintain of a clear map of relationships with decision-makers, policy-makers and thinkers that advance the Division's objectives
- Maintain and report on the Strategic Supplier Relationship Management System and Strategic Service Contract Framework for the Ministry.

Organisational Alignment

- Demonstrate organisation's values, goals, policies and procedures
- Understand and apply the strategic context in which the Ministry operates, including priorities and perspectives of partner agencies and external stakeholders
- Ensure Commercial Strategies and plans support the Ministry's strategic priorities and high-level outcomes framework
- Contribute to the preparation and reporting requirements of the Ministry's accountability documents
- Foster strong working relationships across the Ministry
- Contribute to Ministry-wide projects and emergency response situations
- Apply tikanga and Treaty of Waitangi principles, ensuring staff also have a good understanding and are able to apply the Ministry Māori dimension in a way that is relevant to the context of our business and underpinned by Ministry values

Knowledge and Intellectual Property Management

- Implement initiatives that increase the Ministry's capability to capture external innovation to successfully deliver outcomes for the Ministry and its customers or development partners.
- Implement and maintain a commercial body of knowledge and community of practice, supported by the Business Support Administrator.
- Implement strategies and systems to create and capture Intellectual property created within Ministry activities, including the systems to protect the Ministry's rights to reuse, distribute and exploit those rights

All other duties as requested by the employer

Health and Safety

The Ministry is committed to providing a safe, healthy and secure working environment for all staff, contractors and other workers, both on and offshore.

As a manager you are required to demonstrate leadership of all health and safety matters for your area of responsibility. This means ensuring that the Ministry complies with its obligations under the Health and Safety at Work Act 2015 (Act) and that workers are

operating in an environment where health and safety hazards and risks are appropriately identified, eliminated and mitigated, so far as is reasonably practicable.

You are responsible for:

- ensuring that health and safety resources and processes are in place and are being appropriately used
- engaging with staff, and contractors to enable proactive participation in matters related to health and safety
- ensuring that health and safety hazards are identified (in consultation with staff), that controls are in place, that associated risks are being assessed and regularly reviewed, and an action plan determined to eliminate or mitigate the risks so far as reasonably practicable
- implementing the agreed actions to eliminate or mitigate the assessed risks and monitoring and reviewing progress
- ensuring that the group or event hazard and risk register documents are regularly updated and controls are regularly reviewed
- ensuring that all health and safety incidents, illnesses, injuries, near misses are immediately reported through the HR Kiosk and followed-up
- ensuring that significant hazards and risks or critical incidents are drawn to the immediate attention of your manager.

Qualifications, Skills, knowledge & experience

The position requires a senior commercial and procurement specialist or analyst with at least 5 years' experience in developing and implementing commercial policy, processes and reports. Experience of lean process improvement, procurement and supply chain systems and delivery of procurement and commercial learning and development will be an advantage.

The role holder should have a graduate qualification in a commercial or financial discipline. A relevant professional qualification in a commercial, financial or project management discipline such as MCIPS, CA/CPA, PRINCE2, PMI would be an advantage.

This role will work with the Ministry's management team and influence the behavioural changes required to use the Ministry's resources wisely along with ensuring the day to day delivery of commercial services to the Ministry and its international development partners.

The job holder must demonstrate the following competencies:

- Analytical Capability
 - Highly developed financial and reporting skills in a commercial function
 - Approaches issues in a strategic and pragmatic way; sees the big picture and can both develop strategy and investment structures and translate these to practice.
- People & Organisational Management Expertise
 - Proactively develops staff and provides effective feedback
 - Ability to engage people through change.
 - Resilient; able to make difficult decisions and stand firm in the face of pressure; comfortably handle ambiguity, risk and change; manage multiple priorities.
- Good business acumen, planning and budgeting skills; and effective resource management.
 - Well-developed analysis and problem solving skills

- Broad knowledge and perspective; makes connections amongst previously unrelated notions, grasps the complexities underlying an issue and directs effective action.
- Demonstrate sound judgement with the ability to balance competing drivers.
 - Broad business knowledge and process analysis, understanding the relationship between Commercial and other Business Imperatives.
 - In-depth experience of leading strategic commercial and procurement issues in a medium to large organisation
- Experience in the public sector and knowledge of the legislative framework and other guidelines that apply to government procurement
 - Experience in the provision of procurement and commercial services
 - A good understanding of the legal and financial aspects of procurement, outsourcing and PPPs
 - Outstanding communication skills; conveys information and ideas accurately and clearly in all media and in a way that meets the needs of the audience;
 - Proven ability to build and maintain relationships with a range of stakeholder's.

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Relationships

The position is required to build and maintain the following relationships:

Internal

- Audit and Risk Division
- Corporate Legal Unit
- Finance Division
- Commercial Specialists across the Ministry
- Activity, Programme, Project and Contract Managers
- Group Business Managers
- Human Resources Group
- Commercial Operations Unit
- Commercial Pool

External

- Key suppliers and service providers
- Ministry of Business, Innovation and Employment
- Wide variety of senior stakeholders across public and private sectors
- Counterparts across other Government agencies

Delegations

Delegations as set out in the Ministry's Instrument of Delegation

Additional Comments

- You must be able to obtain and maintain an appropriate New Zealand Government Security clearance.

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Position Description

Position Title

Commercial Manager

Reports to

Divisional Manager, Commercial Division

Division

Services Group

Location

Wellington

Date Created/ Updated

August 2017

About the Ministry

The Ministry of Foreign Affairs and Trade works to make New Zealand's voice heard overseas and contributes directly to the security and well-being of all New Zealanders.

Our purpose is to create the international conditions and connections for New Zealand and New Zealanders to thrive.

Our work:

Leadership

- amplifies New Zealand's influence and standing in the world;

Prosperity

- delivers improved prosperity for New Zealand and our region;

Kaitiakitanga

- delivers solutions to global challenges, for the benefit of present and future generations;

Stability

- delivers security and resilience to our country, our people, and our region.

Our values are professionalism, leadership, respect, collaboration and innovation.

About the Division

The Division consists of three functions: a Commercial Pool, a Commercial Operations Unit and a Commercial excellence function. The Division is responsible for ensuring that the Ministry develops and applies an appropriate, flexible Commercial Framework to all commercial activities. The Division will continuously improve commercial policy, processes and practices to achieve value for money within the Ministry globally, whether the commercial activities are carried out with the support of the Division's Managers or

elsewhere. It will ensure that commercial related learning and development allows Ministry managers and staff undertaking procurement, grant contracting, contract management, and commercialisation to demonstrate an appropriate level of commercial acumen.

About the Position

The Commercial Manager will be a member of the Commercial Pool and will provide professional advice, coaching, support, learning and development across the Ministry's commercial activities. All Managers within the Commercial Pool will be required to obtain a wide breadth of knowledge in one or more categories of expenditure as designated by the Divisional Manager, Commercial. The staff in the Commercial Pool will be mobilised in an agile and flexible manner to support business priorities. Commercial Managers will be required to coach and upskill internal staff in the application of the Ministry's Commercial Framework. Depending on the requirement for their services, they may work on multiple projects, or may be assigned to work embedded continuously within another Ministry Division or project team in the short to medium term.

They will lead on the application of an agreed commercial framework to Departmental and non-Departmental activities globally delivered by or through external parties such as suppliers, NZ agencies, NGOs, partners and other government or international organisations, and at all stages of the think, plan, do and review cycle.

The Divisional Manager will identify, develop and deliver leading edge commercial, procurement, contract and relationship management strategies, processes and systems. These will enable the economic, efficient and effective acquisition or funding of goods, works and services, including the delivery of projects envisaged in the Long Term Investment Plan and the New Zealand Aid Programme's Strategic Plan; and optimise value for money in the contractual and funding arrangements the Ministry enters into.

Key Accountabilities

The following key accountabilities of this role assist in delivering the Ministry's purpose.

Category Management

- Support customers in applying the Ministry commercial framework to Departmental and non-Departmental activities globally delivered by or through external parties at all stages of the think, plan, do and review cycle.
- For designated expenditure categories, undertake research, benchmarking and engagement to understand the supply markets and value chains
- Produce, implement and communicate commercial strategies, tools and templates for each designated category. These strategies must easily understood and cover the Ministry's procurement, contracting, private sector funding, supplier relationship management, contract management, commercialisation and external provider performance management.
- Perform category management including oversight and aggregation of relevant demand and reporting on the category.
- Establishment and management of Ministry or AoG Supplier Panels and development of panel members to support commercial strategies, as required.

- Work closely with the Operations Team and customers to deliver transactional procurement and grant funding to successfully deliver the outcomes required by customers or beneficiaries and to achieve value for money for taxpayers.
- Assist customers and the Operations Team in applying or adjusting these strategies to meet the outcomes required for individual transactions. They will work closely with the members of the Commercial Operations Team to ensure successful delivery of outcomes to achieve value for money for taxpayers.
- Implementing commercial initiatives that increase the Ministry's capability to capture external innovation to successfully deliver required outcomes for the Ministry's customers and partners.
- Supporting the Procurement Capability Index process and any related improvement initiatives to establish and build the Ministry's commercial capability, whether internal or outsourced, ensuring it reaches and maintains NZ Government good practice standards.
- Building the commercial acumen of staff in the Ministry via coaching.
- Continuous improvement and simplification of end-to-end processes within the Commercial Framework.
- Effective management of Ministry demand including the achievement of value for money using open international competition where possible.
- Design and implementation of cost avoidance or savings initiatives where possible.
- Supporting management and reporting to ensure the effective implementation of the Ministry's Strategic Supplier Relationship Management and Significant Service Contract Frameworks.
- Supporting the Ministry to achieve its Vision and its Long Term Investment Plan.
- Implementing measures to ensure compliance and probity by the Ministry's staff and Contractors within the agreed Commercial Framework.
- Ensure effective flow of information occurs both vertically and horizontally, within the division and group, including post/s, and across the Ministry
- Work collaboratively in teams to build strong team spirit and level of engagement, acknowledging team contribution and achievement as appropriate.
- Coach and mentor other staff team members by fostering high standards in the quality of outputs and ensuring a culture of learning, sharing experiences and constructively challenging thinking.

Business and Programme Management

- Support the division's delivery of its planned activity stream to realise its strategic priorities and high level outcomes
- Work in agile and flexible manner to achieve the division's programme of work to ensure that resources are appropriately distributed and managed within budget
- Forecast, manage and monitor the division's budget and report against variances
- Lead the preparation and implementation of the division's strategic and business planning processes

Relationship Management

- Develop and influence a clear map of relationships with decision-makers, policy-makers and thinkers that advance the division's objectives
- Develop and maintain relationships with key internal and external stakeholders in order to advance the division's objectives
- Ensure that the division's network is regularly reviewed and refreshed in light of developments in strategic priorities

Organisational Responsibilities

- Demonstrate and lead alignment with the organisation's values, goals, policies and procedures

- Understand and apply the strategic context in which the Ministry operates, including priorities and perspectives of the Ministers, partner agencies and external stakeholders
- Actively input into and support the Ministry's strategic priorities and high-level outcomes framework
- Contribute to the preparation and reporting requirements of the Ministry's accountability documents
- Foster strong working relationships across the Ministry
- Contribute to Ministry-wide projects and emergency response situations
- Apply tikanga and Treaty of Waitangi principles, ensuring staff also have a good understanding and are able to apply the Ministry Māori dimension in a way that is relevant to the context of our business and underpinned by Ministry values
- All other duties as requested by the employer

Knowledge Management

- Contribute to the continuous development of the Ministry's knowledge base by using the Ministry's internal systems, sharing information and data with relevant internal stakeholders, including contributing to/presenting at internal learning and development opportunities

Health and Safety

The Ministry is committed to providing a safe, healthy and secure working environment for all staff, contractors and other workers, both on and offshore.

As a manager you are required to demonstrate leadership of all health and safety matters for your area of responsibility. This means ensuring that the Ministry complies with its obligations under the Health and Safety at Work Act 2015 (Act) and that workers are operating in an environment where health and safety hazards and risks are appropriately identified, eliminated and mitigated, so far as is reasonably practicable.

You are responsible for:

- ensuring that health and safety resources and processes are in place and are being appropriately used
- engaging with staff, and contractors to enable proactive participation in matters related to health and safety
- ensuring that health and safety hazards are identified (in consultation with staff), that controls are in place, that associated risks are being assessed and regularly reviewed, and an action plan determined to eliminate or mitigate the risks so far as reasonably practicable
- implementing the agreed actions to eliminate or mitigate the assessed risks and monitoring and reviewing progress
- ensuring that the group or event hazard and risk register documents are regularly updated and controls are regularly reviewed
- ensuring that all health and safety incidents, illnesses, injuries, near misses are immediately reported through the HR Kiosk and followed-up
- ensuring that significant hazards and risks or critical incidents are drawn to the immediate attention of your manager.

Qualifications, Skills, knowledge & experience

The position requires a senior specialist with at least 5 years' experience in developing and implementing Commercial strategies and policies internationally including procurement,

grant contracting, commercialisation and capital structuring, e.g. PPPs, PFI. Ideally, this commercial experience will have been gained both within the public and private sectors.

The role holder should hold a graduate degree in a commercial discipline. A relevant professional qualification such as MCIPS/FCIPS or CA/CPA would also be an advantage.

This role will work with the Ministry's executive team and influence the behavioural changes required to use the Ministry's resources wisely along with ensuring the day to day delivery of commercial services to the Ministry and its international development partners.

The job holder must demonstrate the following competencies:

- Commercial Leadership Capability
 - Highly developed commercial skills
 - Approaches issues in a strategic and pragmatic way; sees the big picture and can both develop strategy and investment structures and translate these to practice.
- People & Organisational Management Expertise
 - Proactively develops staff and provides effective feedback
 - Ability to lead and engage people through change.
 - Resilient; able to make difficult decisions and stand firm in the face of pressure; comfortably handle ambiguity, risk and change; manage multiple priorities.
- Excellent business acumen, planning and budgeting skills; and effective resource management.
 - Experience of financial structuring used within large capital projects
 - Well-developed negotiation, analytical, conceptual, interpretative and problem solving skills
 - Broad knowledge and perspective; makes connections amongst previously unrelated notions, grasps the complexities underlying an issue and directs effective action.
- Demonstrate sound judgement with the ability to balance competing drivers.
 - Broad business knowledge and process analysis, understanding the relationship between Commercial and other Business Imperatives.
 - Experience and understanding of Procurement and Funding strategies processes and procedures, including international agreements, grant funding and investment management
 - In-depth experience of leading strategic commercial and procurement issues in a medium to large organisation
- Experience in the public sector and knowledge of the legislative framework and other guidelines that apply to government procurement
 - A good understanding of the legal and financial aspects of procurement, outsourcing and PPPs
 - Outstanding communication skills; conveys information and ideas accurately and clearly in all media and in a way that meets the needs of the audience;
 - Proven ability to build and maintain relationships with a range of stakeholder's.

Relationships

The position is required to build and maintain the following relationships:

Internal

- CEO and Deputy Secretaries
- Divisional Managers across the Ministry
- Heads of Mission, Heads of Post across the Ministry
- Group Business Managers
- Administration Managers at Posts

External

- Key suppliers and service providers
- Wide variety of senior stakeholders across public and private sectors
- Counterparts across other Government agencies including:
 - Ministry of Business Innovation and Employment
 - Department of Internal Affairs
 - Ministry of Social Development
 - Treasury
 - New Zealand Trade and Enterprise
 - New Zealand Defence Force
- Foreign Services counterparts (State Department, FCO, DFAT)

Delegations

Delegations as set out in the Ministry's Instrument of Delegation

Additional Comments

- You must be able to obtain and maintain an appropriate New Zealand Government Security clearance.

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NEW ZEALAND
FOREIGN AFFAIRS & TRADE

Position Description

Position Title

Commercial Specialist

Division

Commercial Division

Group

Services Group

Location

Wellington

Reports To

Divisional Manager, Commercial

Date Created/ Updated

August 2017

About the Ministry

The Ministry of Foreign Affairs and Trade works to make New Zealand's voice heard overseas and contributes directly to the security and well-being of all New Zealanders.

Our purpose is to create the international conditions and connections for New Zealand and New Zealanders to thrive.

Our work:

Leadership

- amplifies New Zealand's influence and standing in the world;

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Kaitiakitanga

- delivers solutions to global challenges, for the benefit of present and future generations;

Stability

- delivers security and resilience to our country, our people, and our region.

Our values are professionalism, leadership, respect, collaboration and innovation.

About the Division

The Division consists of three functions: a Commercial Pool, a Commercial Operations Unit and a Commercial Excellence function. The Division is responsible for ensuring that the Ministry develops and applies an appropriate, flexible Commercial Framework to all commercial activities. The Division will continuously improve commercial policy, processes and practices to achieve value for money within the Ministry globally, whether the commercial activities are carried out with the support of the Division's Commercial Managers or elsewhere. It will ensure that commercial related learning and development allows Ministry managers and staff undertaking procurement, grant contracting, contract management, and commercialisation to demonstrate an appropriate level of commercial acumen.

About the Position

The Commercial Specialist will work within the Commercial Pool and will be responsible for medium risk and medium value procurement, contracting and contract and supplier relationship management. The Commercial Specialist will work closely with the Senior Commercial Manager to implement Category Management strategies in specified categories. They will also provide coaching, support, and advice to Ministry staff within assigned projects and sectors and co-develop outcome based commercial and contract management strategies to enable staff outside the Commercial Division to achieve value for money and delivery of the desired outcomes.

Staff in the Commercial Pool will be mobilised in an agile and flexible manner to support business priorities which may include temporary or extended co-location. When delivering commercial transactions, they will work closely with the Commercial Operations Team.

The Commercial Specialist will provide advice on commercial structures and external capability across the Think, Plan, Do, Review project and Activity cycle. This may include procurement, contracting, supplier relationship management, contract management, and external provider performance management. They will support the application of an agreed commercial framework to Departmental and non-Departmental activities globally delivered by or through external parties.

The Commercial Specialist will identify, develop and deliver commercial, procurement, contract and relationship management strategies, processes and systems. These will enable the economic, efficient and effective acquisition or funding of goods, works and services, including the delivery of projects envisaged in the Long Term Investment Plan and the New Zealand Aid Programme's Strategic Plan; and optimise value for money in the contractual and funding arrangements the Ministry enters into.

Key Accountabilities

The following key accountabilities of this role assist in delivering the Ministry's purpose.

Role Specific

- For assigned categories or sectors, undertake supplier engagement, supply market and value chain research to understand market capabilities, segments and development needs.
- For assigned categories or sectors, capture demand, co-develop and deliver sound commercial strategies including considerations of the opportunities for procurement, grant contracting, private sector funding, supplier relationship and performance management, contract management and IP commercialisation.
- Assist customers in Think or Plan stage of their programmes, projects and activities on the application of a Commercial Gate filter to determine the level of Commercial Pool or Commercial Operations involvement.
- For projects or transactions, consult with internal customers to either apply existing category strategies to achieve the desired outcomes and context, or to develop individual commercial strategies and plans including consideration a range of options that could achieve the outcomes.
- Implement initiatives that increase the Ministry's capability to capture external innovation to successfully deliver outcomes for the Ministry and its customers or development partners.
- Support the Procurement Capability Index assessment and assist in implementing improvement initiatives to build the Ministry's commercial capability, whether internal or outsourced, to ensure it reaches and maintains NZ Government good practice standards.
- Develop negotiation strategies and lead on or support commercial negotiations.
- Support contract managers and supplier relationship managers to achieve successful delivery of outcomes following the award of contracts, including assistance with contract management plans for departmental contracts.
- Contribute to reporting on the Division and Ministry's value for money and commercial effectiveness, including savings, cost and efficiency benchmarks and other performance indicators.
- Support the continuous improvement and simplification of end-to-end processes within the Commercial Framework.
- Design and implement demand aggregation, cost avoidance or savings initiatives.
- Effective management of external demand including the achievement of value for money using open international competition where possible
- Support Strategic Supplier Relationship Management activities and reporting on Significant Service Contract Frameworks for the Ministry.
- Implementing the strategic direction of the Commercial function globally to enable the Ministry to achieve its Vision and its Long Term Investment Plan.
- Implement measures to ensure compliance and probity by the Ministry's staff and Contractors within the agreed Commercial Framework.

Learning and Development

- Enable a lift in Ministry commercial acumen via coaching and mentoring staff in Wellington.
- Coach and mentor Commercial Pool team members by fostering high standards in the quality of outputs and ensuring a culture of learning, sharing experiences and constructively challenging thinking.

Communications

- Ensure effective flow of information occurs both vertically and horizontally, within the division and group, including post/s, and across the Ministry
- Provide a high level of customer service.

Business and Programme Management

- Deliver on planned activity streams to realise the Ministry's strategic priorities and high level outcomes
- Manage the allocated programmes of work to ensure that time and effort is appropriately distributed in line with agreed priorities and managed within budget

Relationship Management

- Support the maintenance of a clear map of relationships with decision-makers, policy-makers and thinkers that advance the Division's objectives
- Develop and maintain relationships with key internal and external stakeholders in order to advance the Division's objectives
- Ensure that the Ministry's network of key stakeholders in assigned categories is regularly reviewed and refreshed in light of developments in strategic priorities

Organisational Alignment

- Demonstrate organisation's values, goals, policies and procedures
- Understand and apply the strategic context in which the Ministry operates, including priorities and perspectives of partner agencies and external stakeholders
- Ensure Commercial Strategies and plans support the Ministry's strategic priorities and high-level outcomes framework
- Contribute to the preparation and reporting requirements of the Ministry's accountability documents
- Foster strong working relationships across the Ministry
- Contribute to Ministry-wide projects and emergency response situations
- Apply tikanga and Treaty of Waitangi principles, ensuring staff also have a good understanding and are able to apply the Ministry Māori dimension in a way that is relevant to the context of our business and underpinned by Ministry values

Knowledge and Intellectual Property Management

- Implement strategies to create and capture Intellectual property within the systems to protect the Ministry's rights to reuse, distribute and exploit those rights
- Contribute to the continuous development of the Ministry's knowledge base by using the Ministry's internal systems, sharing information and data with relevant internal stakeholders, including contributing to/presenting at internal learning and development opportunities

Supplier Panel Management

- Set up and maintain MFAT supplier panels.
- Manage, develop and assess the performance of AoG and MFAT supplier panel members.

All other duties as requested by the employer

Health and Safety

The Ministry is committed to providing a safe, healthy and secure working environment for all staff, contractors and other workers, both on and offshore.

As a manager you are required to demonstrate leadership of all health and safety matters for your area of responsibility. This means ensuring that the Ministry complies with its obligations under the Health and Safety at Work Act 2015 (Act) and that workers are

operating in an environment where health and safety hazards and risks are appropriately identified, eliminated and mitigated, so far as is reasonably practicable.

You are responsible for:

- ensuring that health and safety resources and processes are in place and are being appropriately used
- engaging with staff, and contractors to enable proactive participation in matters related to health and safety
- ensuring that health and safety hazards are identified (in consultation with staff), that controls are in place, that associated risks are being assessed and regularly reviewed, and an action plan determined to eliminate or mitigate the risks so far as reasonably practicable
- implementing the agreed actions to eliminate or mitigate the assessed risks and monitoring and reviewing progress
- ensuring that the group or event hazard and risk register documents are regularly updated and controls are regularly reviewed
- ensuring that all health and safety incidents, illnesses, injuries, near misses are immediately reported through the HR Kiosk and followed-up
- ensuring that significant hazards and risks or critical incidents are drawn to the immediate attention of your manager.

Qualifications, Skills, knowledge & experience

The position requires a senior manager with at least 3 years' experience in developing and implementing procurement strategies and plans for complex projects. Experience of project management; grant funding, construction contracting, international development, and/or disaster response will be an advantage.

This role will work with the Ministry's management team and influence the behavioural changes required to use the Ministry's resources wisely along with ensuring the day to day delivery of commercial services to the Ministry and its international development partners.

The job holder must demonstrate the following competencies:

- Strategic Capability
 - Highly developed category management and commercial strategy skills in leading a commercial function
 - Approaches issues in a strategic and pragmatic way; sees the big picture and can both develop strategy and investment structures and translate these to practice.
- People & Organisational Management Expertise
 - Proactively develops staff and provides effective feedback
 - Ability to engage people through change.
 - Resilient; able to make difficult decisions and stand firm in the face of pressure; comfortably handle ambiguity, risk and change; manage multiple priorities.
- Good business acumen, planning and budgeting skills; and effective resource management.
 - Experience of financial structuring and management used within high value capital and construction projects financed by contracts and grants
 - Well-developed analysis, negotiation, and problem solving skills

- Broad knowledge and perspective; makes connections amongst previously unrelated notions, grasps the complexities underlying an issue and directs effective action.
- Demonstrate sound judgement with the ability to balance competing drivers.
 - Broad business knowledge and process analysis, understanding the relationship between Commercial and other Business Imperatives.
 - In-depth experience of leading strategic commercial and procurement issues in a medium to large organisation
- Experience in the public sector and knowledge of the legislative framework and other guidelines that apply to government procurement
 - Experience in the provision of procurement and commercial services
 - A good understanding of the legal and financial aspects of procurement, and outsourcing
 - Outstanding communication skills; conveys information and ideas accurately and clearly in all media and in a way that meets the needs of the audience;
 - Proven ability to build and maintain relationships with a range of stakeholders.

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Relationships

The position is required to build and maintain the following relationships:

Internal

- Audit and Risk Division
- Corporate Legal Unit and PDG Legal Advisers
- Finance Division
- Commercial Managers across the Ministry
- Activity, Programme, Project and Contract Managers
- Group Business Managers
- Administration Managers at Posts
- Commercial Operations Unit
- Commercial Excellence Advisers

External

- Key suppliers and service providers in assigned categories
- Panel members
- Wide variety of senior stakeholders across public and private sectors
- Counterparts across other Government agencies including:
- Foreign Services counterparts (State Department, FCO, DFAT)

Delegations

Delegations as set out in the Ministry's Instrument of Delegation

Additional Comments

- You must be able to obtain and maintain an appropriate New Zealand Government Security clearance.

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NEW ZEALAND
FOREIGN AFFAIRS & TRADE

Position Description

Position Title

Commercial Adviser

Division

Commercial Division

Group

Services Group

Location

Wellington

Reports To

Unit Manager, Commercial Operations

Date Created/ Updated

August 2017

About the Ministry

The Ministry of Foreign Affairs and Trade works to make New Zealand's voice heard overseas and contributes directly to the security and well-being of all New Zealanders.

Our purpose is to create the international conditions and connections for New Zealand and New Zealanders to thrive.

Our work:

Leadership

- amplifies New Zealand's influence and standing in the world;

Prosperity

- delivers improved prosperity for New Zealand and our region;

Kaitiakitanga

- delivers solutions to global challenges, for the benefit of present and future generations;

Stability

- delivers security and resilience to our country, our people, and our region.

Our values are professionalism, leadership, respect, collaboration and innovation.

About the Division

The Commercial Division consists of three functions: a Commercial Pool, a Commercial Operations Unit and a Commercial Excellence function. The Division will apply an appropriate, flexible Commercial Framework to all commercial activities. The Division will continuously improve commercial policy, processes and practices to achieve value for money within the Ministry globally, whether the commercial activities are carried out with the support of the Division's Commercial Managers or elsewhere. It will ensure that commercial related learning and development allows Ministry managers and staff undertaking procurement, grant contracting, contract management, and commercialisation to demonstrate an appropriate level of commercial acumen.

About the Position

The Commercial Adviser will work within a team consisting of Advisers and an Administrator, delivering procurement, commercial and grant funding transactions and documents, whilst ensuring that agreed levels of quality and customer service are met. The Adviser will transact commercial transactions in accordance with strategies agreed between Managers in the Commercial Pool and the business. The Adviser will comply with the Ministry's processes for procurement, private sector investment and grant contracting when transacting transactions estimated at \$100k or above for ODA Crown and \$50k or above for Departmental spend.

The Commercial Adviser will also be required to provide commercial coaching and support of other MFAT staff undertaking purchasing, procurement and contract management for lower risk, lower value transactions.

The Adviser will work with Commercial Managers in the Commercial Pool, the Commercial Excellence function, in operational commercial activity, including managing GETS, departmental mailboxes, producing analysis and reports, publishing contract awards, capturing savings, and maintaining MFAT's Supplier Panels, Departmental and Enquire Contracts Databases.

The Adviser will produce procurement plans, draft RfX and template contracts using requirements and outcomes agreed with customers. They will support the evaluation and due diligence processes during selection including documenting the evaluation outcome and meeting for the relevant Commercial Manager.

Key Accountabilities

The following key accountabilities of this role assist in delivering the Ministry's purpose.

Role Specific

- Working with Commercial Managers to transact agreed outcome-focused commercial strategies for procurement, grant contracting and commercial investment projects.

- Delivering medium to high value or risk commercial transactions for customer within the Ministry with a high degree of accuracy and attention to detail.
- Supporting internal customers in drafting contracts using the Ministry's templates or working with legal advisors to prepare more complex agreements.
- Supporting improvement initiatives to build the Ministry's commercial capability ensuring it reaches and maintains NZ Government good practice standards.
- Providing high quality and consistent commercial and process advice to staff outside the Division undertaking low value and low risk transactions.
- Compliance with all relevant policies, practices and standards, including producing reports on savings, cost benchmarks and transactions.
- Supporting the Commercial Excellence function in the continuous improvement and simplification of end-to-end processes within the Commercial Framework.
- Achieving value for money using open international competition where possible.
- Supporting selection and evaluation processes, including the set-up of evaluation panels, distributing materials for evaluation, collating evaluators responses, taking minutes during meetings and preparing selection reports.
- Implementation of cost avoidance or savings initiatives where possible, including the provision of analysis, benchmarking and due diligence to support commercial negotiations.
- Supporting the production of reports related to Strategic Supplier Relationship Management and reporting on Significant Service Contract Frameworks.
- Supporting the establishment and maintenance of Ministry Supplier Panels.
- Implementing measures to ensure compliance and probity by the Ministry's staff and Contractors within the Ministry's Commercial Framework.
- Drafting contract management plans for Departmental contracts.
- Advising on and drafting contract variations where required.
- Ensuring that all decisions, approvals and other records relating to commercial transactions are stored in accordance with Ministry policy and can be easily retrieved for the purpose of internal and external audit.
- Ensuring that all contracts awarded are stored on the appropriate database with accurate summary information and that contract award notices are loaded onto gets within 30 days of contract award.
- Ensuring that procurement exemptions have been achieved for all procurement which is not using open international competition or an established MFAT or AoG panel.

Business and Programme Management

- Deliver a programme of commercial work in accordance with business priorities.
- Report regularly on workload and against business requests for services.

Relationship Management

- Work with customers to provide a high level of customer service, focusing on solutions which will achieve the customer's stated outcomes.
- Work collaboratively and flexibly with other members of the Commercial Operations team to ensure that the team responds to changing priorities and international disasters in an agile manner.
- Develop and maintain relationships with key internal and external stakeholders in order to advance the division's objectives.
- Support the Division's management and reporting for Supplier Strategic Relationship Management and Significant Service Contract Frameworks and report on supplier performance or issues as required.

Organisational Responsibilities

- Demonstrate alignment with the organisation's values, goals, policies and procedures.
- Understand the context in which the Ministry operates, including priorities and perspectives of the Ministers, partner agencies and external stakeholders.
- Contribute to the preparation and reporting requirements of the Ministry's accountability documents.
- Foster strong working relationships across the Ministry.
- Contribute to Ministry-wide projects and emergency response situations.
- Apply tikanga and Treaty of Waitangi principles, ensuring staff also have a good understanding and are able to apply the Ministry Māori dimension in a way that is relevant to the context of our business and underpinned by Ministry values.
- All other duties as requested by the employer.

Knowledge Management

- Contribute to the continuous development of the Ministry's knowledge base by using the Ministry's internal systems, sharing information and data with relevant internal stakeholders, including contributing to/presenting at internal learning and development opportunities.

Health and Safety

The Ministry is committed to providing a safe, healthy and secure working environment for all staff, contractors and other workers, both on and offshore.

As a manager you are required to demonstrate leadership of all health and safety matters for your area of responsibility. This means ensuring that the Ministry complies with its obligations under the Health and Safety at Work Act 2015 (Act) and that workers are operating in an environment where health and safety hazards and risks are appropriately identified, eliminated and mitigated, so far as is reasonably practicable.

You are responsible for:

- ensuring that health and safety resources and processes are in place and are being appropriately used
- engaging with staff, and contractors to enable proactive participation in matters related to health and safety
- ensuring that health and safety hazards are identified (in consultation with staff), that controls are in place, that associated risks are being assessed and regularly reviewed, and an action plan determined to eliminate or mitigate the risks so far as reasonably practicable
- implementing the agreed actions to eliminate or mitigate the assessed risks and monitoring and reviewing progress
- ensuring that the group or event hazard and risk register documents are regularly updated and controls are regularly reviewed
- ensuring that all health and safety incidents, illnesses, injuries, near misses are immediately reported through the HR Kiosk and followed-up
- ensuring that significant hazards and risks or critical incidents are drawn to the immediate attention of your manager.

Qualifications, Skills, knowledge & experience

The position requires a commercial or procurement specialist with at least 3 years' experience in managing high value, international commercial transactions including procurement and tendering, grants and contract management. The role holder should be proactive and be able to evidence a strong record of customer service and the ability to find mutually acceptable resolutions to issues with suppliers. Demonstrated experience in procurement and/or grant processing for international development, construction and disaster response will be an advantage.

The role holder should hold a relevant degree in a commercial discipline, and/or be studying towards an equivalent qualification for a professional procurement or contracting institute such as MCIPS or IACCM.

This role will influence staff required to use the Ministry's resources wisely along with ensuring the day to day delivery of commercial services to the Ministry and its international development partners.

Skills

- Ability to convey complex information logically and concisely in both written and oral forms.
- Ability to research and analyse issues and develop appropriate recommendations
- Strong oral and written communication skills.
- Strong interpersonal skills.
- Ability to work under pressure.
- Ability to work as part of a team.
- Ability to work with staff from all levels of the organisation
- Ability to facilitate and coordinate tasks.
- Good policy formulation skills and sound judgement.
- Sensitive to and appreciative of EEO issues.
- Ability to work with people from other cultures.
- The ability to facilitate complex tasks in a multi-disciplinary environment.
- Good skills in the use of Microsoft Office products such as Word and Excel

Commercial Skills

- Ability to proactively advise customers to support their compliance with commercial process
- Demonstrated use of negotiation, analytical, and problem solving skills to solve business issues and make savings
- Business knowledge, understands the relationship between commercial and other business imperatives.
- Experience and understanding of Public Procurement and Grant Funding processes and procedures
- Experience in drafting contracts and variations
- A good understanding of the legal and financial aspects of procurement, outsourcing and grant contracting
- Proven ability to build and maintain relationships with a range of stakeholder's.

Relationships

The position is required to build and maintain the following relationships:

Internal

- Managers across the Ministry

- Staff at Post across the Ministry
- Group Business Managers
- Administration Managers at Posts
- Administrators

External

- Suppliers and service providers

Delegations

- None

Additional Comments

- You must be able to obtain and maintain an appropriate New Zealand Government Security clearance.

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Position Description

Position Title

Business Support Administrator

Division

Commercial Division

Group

Services Group

Location

Wellington

Reports To

Unit Manager, Commercial Operations

Date Created/ Updated

August 2017

About the Ministry

The Ministry of Foreign Affairs and Trade works to make New Zealand's voice heard overseas and contributes directly to the security and well-being of all New Zealanders.

Our purpose is to create the international conditions and connections for New Zealand and New Zealanders to thrive.

Our work:

Leadership

- amplifies New Zealand's influence and standing in the world;

Prosperity

- delivers improved prosperity for New Zealand and our region;

Kaitiakitanga

- delivers solutions to global challenges, for the benefit of present and future generations;

Stability

- delivers security and resilience to our country, our people, and our region.

Our values are professionalism, leadership, respect, collaboration and innovation.

About the Division

The Commercial Division consists of three functions: a Commercial Pool, a Commercial Operations Unit and a Commercial excellence function. The Division will apply an appropriate, flexible Commercial Framework to all commercial activities. The Division will continuously improve commercial policy, processes and practices to achieve value for money within the Ministry globally, whether the commercial activities are carried out with the support of the Division's Commercial Managers or elsewhere. It will ensure that commercial related learning and development allows Ministry managers and staff undertaking procurement, grant contracting, contract management, and commercialisation to demonstrate an appropriate level of commercial acumen.

About the Position

The Business Support Administrator is a key staff member in the Commercial Division and is required to provide high quality, efficient and accurate administrative assistance, combined with a high degree of professionalism and customer focus when working with internal and external stakeholders.

The Business Support Administrator will support the administrative needs of the Commercial Division including the Divisional Manager, Advisers and other commercial specialists in the Commercial Pool and the Commercial Excellence function.

Key Accountabilities

The following items are indicative of the main tasks and accountabilities for this role but are not an exhaustive list. A high degree of flexibility and agility is required as there may be variable levels of demand in addition to seasonal peaks and troughs. Other support tasks may be required to be performed as demand arises.

Procurement Administration and Support

- Provide administrative support to tender and request for quotation processes.
- GETS administration, e.g. loading notices, co-ordinating questions and answers from suppliers, posting content of award notices within timescales as required by the Government Rules of Sourcing.
- Providing excellent customer service/support, e.g. answering phones, dealing promptly with procurement and grant related queries.
- Arranging supplier briefings and feedback sessions.
- Coordinate and support selection panel processes.
- Contract checking and filing of hardcopies.
- Contract database maintenance, including progressing and reporting on outstanding unsigned contracts.
- Monitor, track and report on supplier spend, work in progress, contracts/grants progress, exemptions, letters of variations and other relevant data, recording information within Ministry databases.
- Consolidate, monitor and report on supplier performance frameworks.
- Manage email inboxes.

- Track OIAs, PQs, MQs and complaints.

Team Support

- Provide customer-focused administrative services to the procurement team including effective co-ordination of travel arrangements, meetings/events and special projects as required.
- Provide financial management administration such as invoice processing, checking spend against commitments, preparation and monitoring of budgets, and assistance with purchase order processes as required.
- Meeting administration, room bookings, preparing papers for attendees.
- Take minutes of team meetings/planning sessions and procurement evaluations.
- Assist with the creation of presentation documents training/H&S etc.
- General administration.
- Stationery purchasing.
- Manage any 'Heat' Service Portal queries.
- Recruitment and staff related administration, including for contractors and consultants.
- Other tasks as directed by the Unit Manager Commercial Operations.

Quality/Process Improvement

- Establish and maintain a focus on continuous improvement of systems, policies, processes and procedures to ensure cost effectiveness, improved efficiency and a consistent approach across the Ministry.
- Contribute to the development, improvement and quality of procurement and commercial processes and associated workflow, procedures and analytical tools.
- Implement web updates to the MFAT intranet, external website and business process portal.
- Track procurement and commercial changes and improvements on the Business Process Portal.
- Work collaboratively to standardise and utilise best practice tools, process and systems.

Relationship Management

- Develop positive working relationships with key internal staff and external suppliers.
- Ensure external suppliers are held to account for services delivered to agreed budget and timeframes.

Organisational Responsibilities

- Demonstrate alignment with the organisation's values, goals, policies and procedures.
- Understand the context in which the Ministry operates, including priorities and perspectives of the Ministers, partner agencies and external stakeholders.
- Contribute to the preparation and reporting requirements of the Ministry's accountability documents.
- Foster strong working relationships across the Ministry.
- Contribute to Ministry-wide projects and emergency response situations.
- Apply tikanga and Treaty of Waitangi principles, ensuring staff also have a good understanding and are able to apply the Ministry Māori dimension in a way that is relevant to the context of our business and underpinned by Ministry values.
- All other duties as requested by the employer.

Knowledge Management

- Contribute to the continuous development of the Ministry's knowledge base by using the Ministry's internal systems, sharing information and data with relevant internal stakeholders, including contributing to/presenting at internal learning and development opportunities.

Health and Safety

The Ministry is committed to providing a safe, healthy and secure working environment for all staff, contractors and other workers, both on and offshore.

As a manager you are required to demonstrate leadership of all health and safety matters for your area of responsibility. This means ensuring that the Ministry complies with its obligations under the Health and Safety at Work Act 2015 (Act) and that workers are operating in an environment where health and safety hazards and risks are appropriately identified, eliminated and mitigated, so far as is reasonably practicable.

You are responsible for:

- ensuring that health and safety resources and processes are in place and are being appropriately used
- engaging with staff, and contractors to enable proactive participation in matters related to health and safety
- ensuring that health and safety hazards are identified (in consultation with staff), that controls are in place, that associated risks are being assessed and regularly reviewed, and an action plan determined to eliminate or mitigate the risks so far as reasonably practicable
- implementing the agreed actions to eliminate or mitigate the assessed risks and monitoring and reviewing progress
- ensuring that the group or event hazard and risk register documents are regularly updated and controls are regularly reviewed
- ensuring that all health and safety incidents, illnesses, injuries, near misses are immediately reported through the HR Kiosk and followed-up
- ensuring that significant hazards and risks or critical incidents are drawn to the immediate attention of your manager.

Qualifications, Skills, knowledge & experience

A tertiary qualification is required. Commitment to studying towards qualifications in procurement or contracting institute such as MCIPS or IACCM would also be an advantage.

Skills and experience

- Solid administrative background with a minimum of 2-3 years in an administrative role in a professional environment.
- Effective communication and customer service skills.
- Proficient computer skills using Microsoft Office packages including Word, Excel and PowerPoint.
- Sound numeracy skills.
- Good organisational skills.
- Strong interpersonal and communication skills.
 - Ability to work under pressure.
 - Proven ability to work as part of a team.

- Ability to facilitate and coordinate tasks.
- Good policy formulation skills and sound judgement.
- Sensitive to and appreciative of EEO Issues.
- Ability to work with people from other cultures.
- The ability to facilitate complex tasks in a multi-disciplinary environment.
- Good skills in the use of Microsoft Office products such as Word and Excel

Relationships

The position is required to build and maintain the following relationships:

Internal

- Staff at Post across the Ministry
- Administration Managers at Posts
- Other Administrators

External

- Suppliers and service providers

Delegations

- None

Additional Comments

- You must be able to obtain and maintain an appropriate New Zealand Government Security clearance.

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**NEW ZEALAND
FOREIGN AFFAIRS & TRADE**

HR's Operating Model Review

DECISION DOCUMENT

September 2017

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Introduction

Thank you for your feedback on the HRG Operating Model Review Consultation Document. I am confident that this final decision document will position HRG well to support the Ministry achieve its strategic objectives. Once implemented, these changes:

- will enhance the strategic capacity of the team
- strengthen the area of career management
- facilitate the integration of work across the Group, and
- address the need for additional administrative support.

This document outlines the final operating model and structure for HRG after the consideration of your submissions.

I wish to acknowledge that this has been a long process, which has been difficult for those within HRG.

The changes outlined in this document should be implemented by early December 2017.

Julie Townley
Deputy Secretary, Human Resources

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1. Executive Summary

After considering the feedback received, the following changes can now be confirmed. Attached as Appendix A is the revised Operating Model and organisation structure. Appendix B contains the position descriptions for the new roles.

New roles

The following roles will be established:

- Manager, Strategy and Coordination
- Principal Adviser, Career Management
- Team Administrator, HR Business Partner Team, fixed term two-year and then reviewed
- Team Administrator to work across Strategy and Coordination and People Capability teams

Formalised roles

In addition, the Team Administrator currently working out of the Services Group to support HRG will formally transferred into HRG, working in the HR BP team.

Change in reporting lines

The Career Advisers will now report to the Manager, Strategy and Coordination. The Payroll Administrator will have their title changed to Team Administrator and will now report to the Manager, Organisational Capability. These are not considered to be significant changes.

Role Clarity

Role Clarity sessions will be added to the HRG Work Programme to ensure clarity regarding roles and responsibilities within HRG and the wider Ministry.

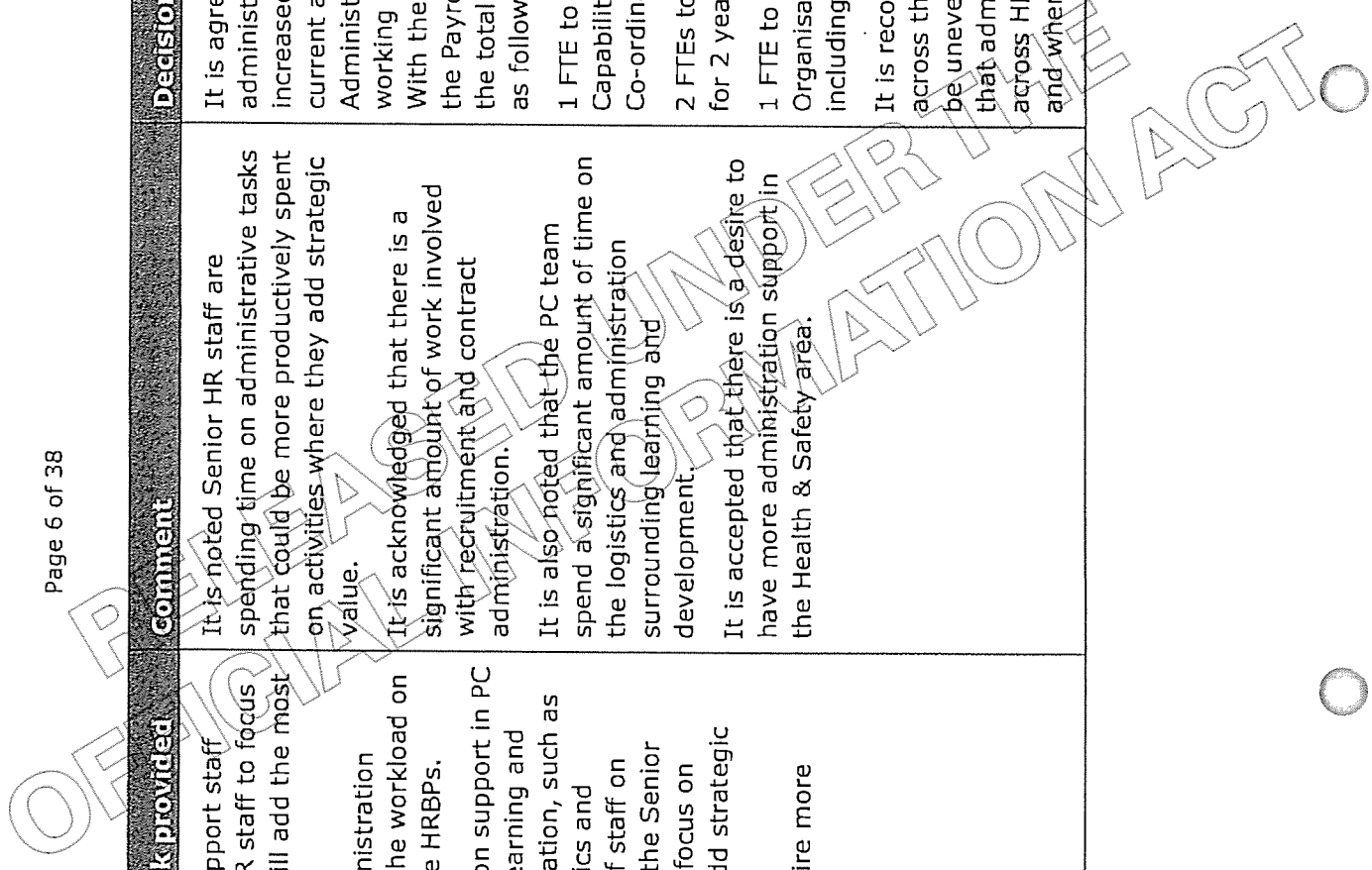
Technology

The exploration of introducing new HR-related technologies into the Ministry is intended to be part of the HR Work Programme in the next 6-18 months.

2. Feedback

Feedback Theme	Summary of feedback provided	Comment	Decision
People Capabilities	The People Capabilities team should be retitled Learning and Development.	The current accountabilities of the People Capabilities team are broader than Learning and Development.	The People Capabilities team will not be retitled.
Career Advisers	The Career Adviser roles should report to the Manager, Strategic and Co-ordination as their functions are more aligned with this team than the PC team.	It is considered that there is a strong alignment between these functions.	The Career Advisers will report to the Manager, Strategy and Co-ordination. This is not considered to be a significant change as it is only a change in reporting line.
HRG Business Acumen	In order to increase HRG's understanding of the business, HRG staff should be able to get out into the business more.	We agree that this would be of benefit along with increasing the number of FP staff working alongside staff within HRG.	We will review and potentially increase the opportunities for HRG staff to get out into the business as well as creating the FP role as Principal Adviser, Career Management.
Payroll Administrator	The current Payroll Administrator spends 30% of their time on Payroll activities and 70% providing administration support for other HRG teams. The OC team has indicated that it needs more administrative resource.	It would be more coherent for this role to provide administrative resource for the OC team: 30% for payroll and 70% for the rest of the OC team. This also addresses the OC team's need for more admin resource. The current title of this role ("Payroll Administrator") does not reflect where they spend most of their time.	This role has been included in the analysis of the wider HRG administrative support provided below. This role will be retitled Team Administrator. It will report to the Manager, Organisational Capability.

Feedback Theme	Summary of feedback provided	Comment	Decision
<p>Administration Staff</p>	<p>More administrative support staff would enable Senior HR staff to focus on areas where they will add the most value.</p> <p>More recruitment administration support would reduce the workload on the business and on the HRBPs.</p> <p>Additional administration support in PC would assist with the learning and development administration, such as arranging course logistics and maintaining registers of staff on programmes, allowing the Senior Adviser and Adviser to focus on activities where they add strategic value.</p> <p>Health and Safety require more administration support.</p>	<p>It is noted Senior HR staff are spending time on administrative tasks that could be more productively spent on activities where they add strategic value.</p> <p>It is acknowledged that there is a significant amount of work involved with recruitment and contract administration.</p> <p>It is also noted that the PC team spend a significant amount of time on the logistics and administration surrounding learning and development.</p> <p>It is accepted that there is a desire to have more administration support in the Health & Safety area.</p>	<p>It is agreed that the current number of administration support staff be increased by two FTEs, and the current arrangement of a Team Administrator from the Services Group working in HRG will be formalised. With the changes outlined above for the Payroll Administrator, this brings the total administration team for HRG as follows:</p> <ul style="list-style-type: none"> 1 FTE to be shared between People Capability (.5 FTE) and Strategy and Co-ordination (.5 FTE) 2 FTEs to support HRBPs (1 fixed term for 2 years) 1 FTE to support Payroll and the Organisational Capability team, including Health and Safety. <p>It is recognised that the workload across the administration team may be uneven at times. It is expected that administration staff will work across HRG to support other teams as and when it is appropriate.</p>



Feedback Theme	Summary of feedback provided	Comment	Decision
Health and Safety	Health and Safety should be moved to the HRBP team rather than report to a Principal Advisor.	There is limited appetite for significant structural change, however we are exploring with the Principal Adviser OC the possibility of more explicitly accounting for the Health and Safety responsibilities this role has. In addition more overall administrative support will support the Health and Safety function across the OC and BP teams.	The reporting line for the Health and Safety team will not be changed.
LES	<p>Further resources should be provided to support the Systems and Reporting team with activities associated with LES payroll and Leave management activities.</p> <p>In addition there is a need to provide further oversight around LES employment arrangements and to track and manage LES structures and data.</p>	<p>Under our People Strategy, the Ministry has made a commitment to deliver high quality people leadership and HR services to all our staff including Foreign Policy, corporate specialists and Locally Employed Staff, as "One Ministry". The management of employment terms and conditions, LES pay, learning and development and other HR services for LES is currently devolved to post managers, and we don't seek to change that. We are nevertheless conscious that there is a need for ongoing coordination and support in this area.</p>	<p>No further resourcing will be provided specifically to support LES Payroll and leave management, however additional administrative support will be available to OC as detailed above.</p> <p>In due course, we will evaluate whether it makes sense to use a capability bid approach to add further resource to provide further oversight around LES employment arrangements and to track and manage LES structures and data.</p>

Feedback Theme	Summary of feedback provided	Comment	Decision
Role Clarity	There needs to be role clarity amongst the HRG staff and also with the wider business.	We agree and propose to run Role Clarity sessions to ensure this is achieved.	Role Clarity sessions will be added to the HRG Work Programme. This will be backed up with communications to the wider business.
HRBP Team	With the recent resignations within the HRBP team, junior HR Adviser level staff should be recruited to enable the more senior HRBPs to focus on the strategic HR work.	We agree this is an opportunity to review the resourcing and job level requirements of the HRBP team.	The Manager HRBP will be reviewing the resourcing and job level requirements of her team as a matter of course given her current vacancies.
Technology	The Ministry has not invested in HR technology that has become standard across other organisations over the past 10-15 years. The introduction of an on-line Recruitment tool and a Learning Management System are just two examples.	It is recognised that the introduction of an on-line Recruitment tool and a Learning Management System would benefit the organisation, saving time and improving the availability and accuracy of information.	The exploration of these and other technologies are intended to be part of the HR Work Programme in the next 6-18 months.
Principal Adviser, Career Management	The title of Principal Adviser, Career Management is confusing for staff who will not know the difference between this role and the Career Adviser roles. It is suggest that the title be changed to Principal Adviser, FP Resourcing.	The proposed title is considered to be too narrow as this role will support the integration of wider talent management and career management.	The title will remain as proposed in the meantime, but we are open to further input on this point.



Feedback Theme	Summary of feedback provided	Comment	Decision
HR Advice Line	<p>Could HRG set up some form of HR Advice line for managers and staff to call when they have questions about HR policies, procedures or entitlements.</p>	<p>We think this idea may have merit and would like to understand better how it might operate.</p>	<p>This could be further explored as part of the Manager HRBPs level of resourcing requirements and considerations.</p>
Strategy and Coordination	<p>Retitle the Strategy and Coordination team to Strategy, Coordination – People, Careers and Talent or Strategy Coordination, Careers and Talent Management.</p>	<p>We believe Strategy and Coordination is a clear title as it coordinates all aspects of HRG strategy rather than being limited to careers and talent management.</p>	<p>The title of Strategy and Coordination will remain unchanged.</p>
PC and Strategy and Coordination	<p>The Strategy and Coordination team and the PC team should be combined.</p>	<p>We believe the Coordination and facilitation role of the Manager, Strategy and Coordination is best achieved through having a separate role from the PC team. We believe we need a Divisional Manager level role to lead important People Capability (including learning and development) work given the continued high priority of this portfolio to the organisation.</p>	<p>The functions will not be combined.</p>
Working hours vs FTE establishment	<p>The working hours of individual staff are different from the actual establishment within HRG.</p>	<p>It is considered more accurate to reflect the establishment rather than the actual hours worked by staff.</p>	<p>The organisation chart now shows as the approved establishment rather than reflecting the working hours of individual staff.</p>

Feedback Theme	Summary of feedback provided	Comment	Decision
Principal HR Adviser, PC and the Principal Adviser, Organisational Development	Combine the Principal HR Adviser, PC and the Principal Adviser, Organisational Development roles	The roles are responsible for different areas and therefore where they are currently placed is considered to be well aligned with individual role responsibilities and the respective team functions.	The roles will not be combined.

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3. Impacts

Outlined below is the impact of these changes on current roles:

Role	Change	Impact
Career Advisors	The reporting line of the two Career Advisor roles will be changed to the Manager, Strategy and Coordination.	This is not considered to be a significant change.
Team Administrator, HRBP	The reporting line for this role will change from the Services Business Group to the HRBP Manager in HRG.	This is not considered to be a significant change.
Payroll Administrator	The previous Payroll Administrator worked 30% on payroll administration and 70% on other administration work for different HRG teams. This role reported to the Manager, Payroll. The Payroll Administrator role will now change its title to Team Administrator, will now report to the Divisional Manager, OC, and will do 30% payroll administration and 70% general administration for the OC team. The change in title, reporting line and the consolidation of the administrative work to the OC team provides better role clarity and coherence but does not change the nature of the tasks undertaken by this role.	The change is not considered significant. This role will be vacant at the time of implementation.
Manager, Payroll	The previous Payroll Administrator worked 30% on Payroll Administration and the remainder 70% working across HRG completing administration work, but reported to the Payroll Manager. This change will have the role reporting to Divisional Manager, OC.	This is not considered to be a significant change.
Manager, PC	The reporting line of the two Career Advisor roles will be changed to the Manager, Strategy and Coordination.	This is not considered to be a significant change.

4. Implementation date / Next Steps

The new roles of Manager Strategy and Coordination, and Team Administrator (x 2 FTE, 1 open tenure, 1 fixed term) will be advertised internally and externally in October 2017. The role of Principal Adviser, Career Management, will be advertised internally in October 2017.

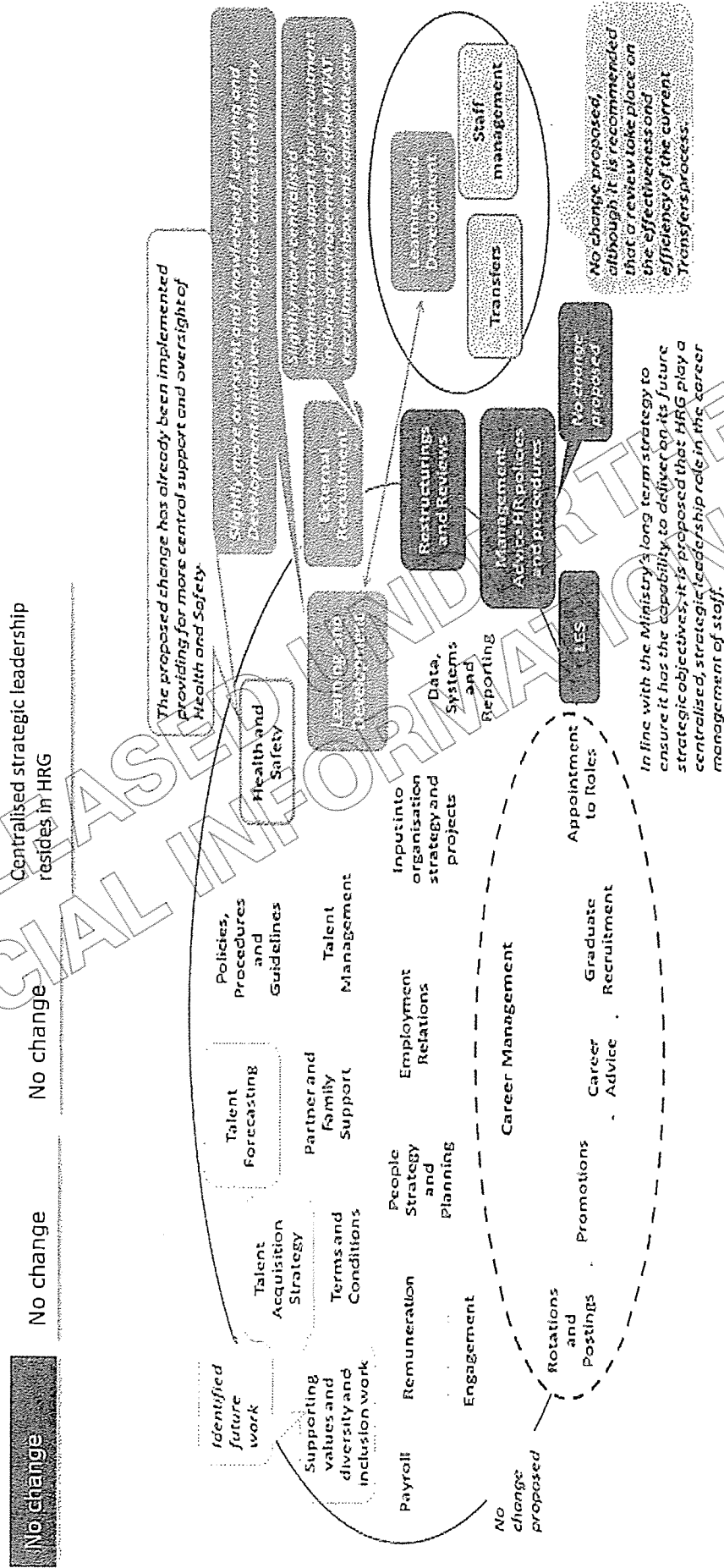
The implementation date for these changes will be early December 2017.

5. Employee Assistance Programme

Employee Assistance Programme support is available to you 24 hours a day. During normal business hours Monday to Friday the contact number is [redacted]. After hours, the contact number is [redacted].

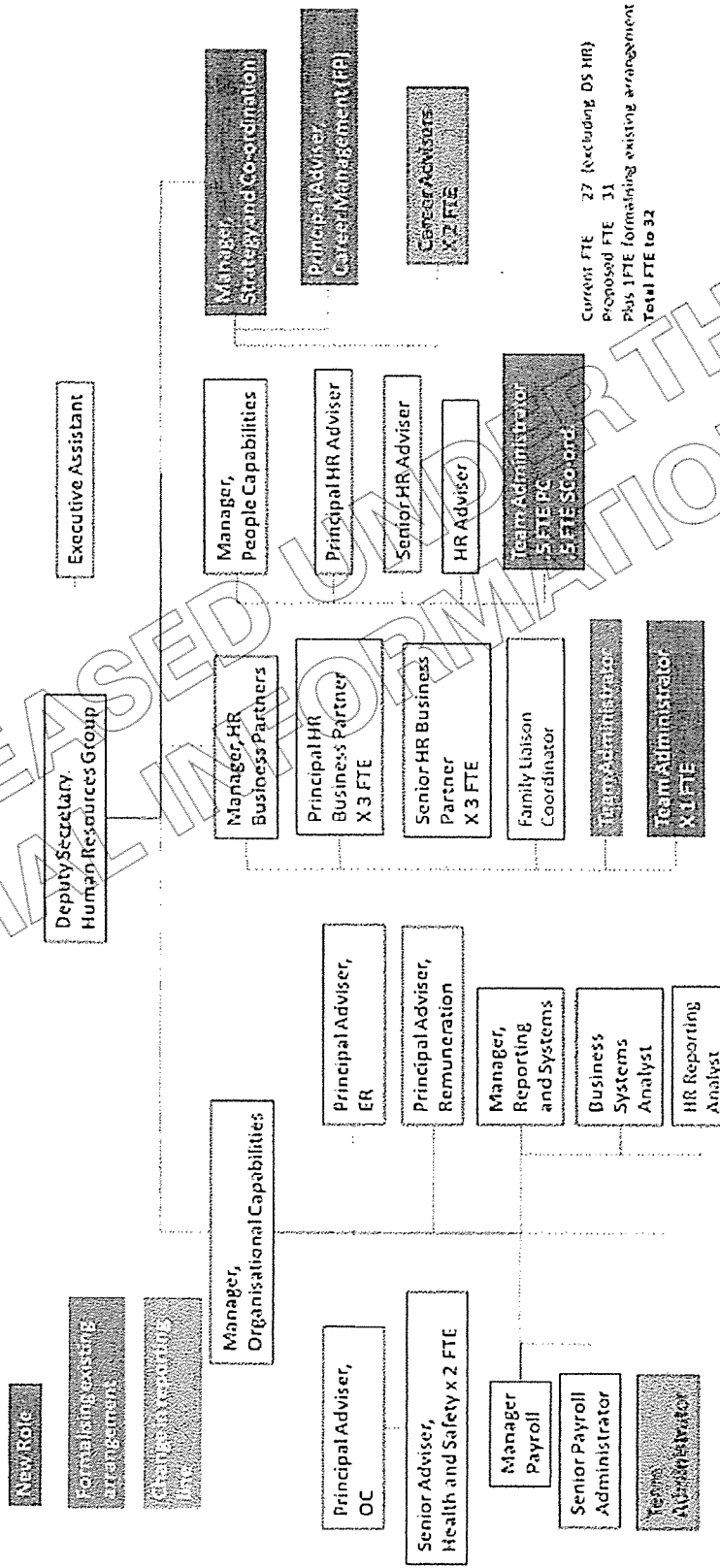
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Appendix A — Proposed operating model and organisational structure



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New structures



Appendix B — Position descriptions for new roles

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Position Description

Position Title	Manager, Strategy and Coordination
Reports to	Deputy Secretary, Human Resources
Group	Human Resources Group
Location	Wellington
Job Category	Corporate Specialist

About the Ministry

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Stability

- delivers security and resilience to our country, our people, and our region.

Our values are professionalism, leadership, respect, collaboration and innovation.

Nature and Scope

The role of the Human Resources Group (HRG) is to ensure that the Ministry has the people and culture to deliver on the Government's priorities. HR provides high-level strategic and operational advice and support to the Chief Executive Officer, the Senior Leadership Team, and Level 3 and 4 managers to ensure that effective HR strategies are developed and integrated into all business strategies and plans. This will help to build a high performing Ministry.

HR is also responsible for the design and delivery of a range of Ministry-wide HR policies, operational HR processes, and systems aimed at providing managers with access to the best possible advice, support, and systems to motivate, develop and manage their people.

Job Purpose

The purpose of this role is to support the Deputy Secretary HR to build a high performing Ministry. The Manager, Strategy and Coordination is responsible for facilitating the alignment, coordination and monitoring of the People Strategy and Strategic Objective 7 (People) and the corresponding reporting.

They will coordinate and facilitate Thought Leadership across HRG, picking up on trends, future thinking, and develop an appropriate organisational response. They will enable the cohesive and integrated development of a strategic talent forecasting plan and talent acquisition strategy applying enhanced data analytics to both.

They will lead the Ministry's Career Management Strategy with particular reference to the Foreign Policy resourcing cycle, ensuring that the expanded Talent Management process, organisation-wide career management process and the critical work of the Career Advisors are all aligned so the Ministry has the capability it requires for the immediate and longer term future.

Delegations

Staffing

Five staff members. Principal Advisor, Career Management, two Career Advisors. This role shares responsibility for a Team Administrator

Financial

Financial delegations will be the same as for the other Tier 3 Managers in HRG.

Functional Relationships

The position is required to build and maintain the following relationships:

Internal (within MFAT)

- Deputy Secretary, Human Resources
- CEO, Principal Capability Adviser and SLT members (Level 2 Ministry Managers)
- HR Divisional Managers – Organisational Capabilities, Business Partners and People Capabilities
- HR staff
- Level 3 and Level 4 Ministry Managers
- Other MFAT staff, both onshore and offshore

External (outside MFAT)

- State Services Commission
- Group Managers and other HR managers both in the public and private sector
- Consulting Companies
- Suppliers

Key Accountabilities

The following key accountabilities of this role assist in delivering the Ministry's vision and mission:

Human Resource Group Strategy and Coordination

- Provide high quality and trusted business advice and support to the DS HRG in the development and execution of Ministry People Strategy, and delivery of HRG operational outputs and priorities.
- Facilitate the alignment and coordination of the HRG reporting on the People Strategy and Strategic Objective 7 (People).
- Supporting the DS HRG in their co-ordination of HRG cross-functional activities including:
 - Management of key issues impacting on HRG's performance
 - Development of HRG strategic planning
 - Alignment between strategy and resource allocation
 - Ensuring effective governance is in place to mitigate risk
- Align the Ministry's FP Resourcing and Career Management with Ministry-wide horizon scanning, making sure shorter-term Workforce Planning is consistent with this longer term strategic approach.
- Align Talent Acquisition Strategy including employment branding and the Ministry employee offer with operational recruitment.
- Leading the successful integration of the Talent Management and Career Management work programmes.
- Interface with the Principal Capability team with regard to the refreshed values implementation and the diversity and inclusion work programme.
- Ensure the provision of technical, factual, and strategically-based advice on career management issues to the Deputy Secretary, Human Resources, HR Managers, other business managers, and SLT.

Career Management

- Lead and provide oversight of career management, agreeing requirements and priorities with the HR BP Team, the wider HR Group and the business.
- Oversee the work of the Principal Adviser, in conjunction with the HR BPs, to review, co-design, develop and implement frameworks (policies, practices, and procedures), tools, and systems for all aspects of FP Resourcing programme ensuring the alignment and integration of the Ministry's Talent Management, Succession Planning and Career Management functions.
- Take into consideration opportunities for innovation including automation and self-service.

Leadership

- Support the implementation of the HR vision and strategy

- Actively participate as an effective member of the HR Leadership Team role modelling a collaborative culture, building a shared commitment to the direction of the HR Group, and achievement of outcomes
- Ensure regular and effective performance management and active development of the team
- Encourage and support individuals to expand their capability and achieve their career aspirations
- Create a high performance and development culture in the team
- Ensure staff are able to plan for and access learning and development opportunities
- Actively coach and support team members
- Manage and report on allocated budgets
- Build team capability and ensure successors are developed for key roles
- Support change management initiatives
- Actively build the HR brand and profile of self and team members, enabling team members to spend appropriate time within the Ministry business and operations, working closely with the Business Partners team
- Actively communicate the Ministry's objectives and cascade objectives to team to support the achievement of the Ministry's strategy, vision, and values.

Relationship Management

- Initiate, develop, and maintain a range of strategic relationships and networks across the Public and Private sectors. Contribute to the alignment of programmes and activities across the Ministry and other government agencies and between external stakeholders; promote and foster cooperation and collaboration.
- Proactively identify opportunities for sharing information and learning.
- Actively seek external input and advice.
- Establish a strong working relationship with Manager HR Business Partners, Manager Organisational Capabilities and the Manager People Capabilities to ensure integrated design and delivery.
- Enhance key relationships with SLT including the Principal Capability Adviser and on DS HRG behalf, group input into SLT committees.
- On behalf of the DS HR, provide oversight of OIAs/PQs and FADTC questions.
- Actively participate as an effective member of the HR Group and "virtual teams" ensuring a collaborative culture, commitment to the direction of HR, and achievement of agreed outcomes.

Reporting

- Monitoring and report on the achievement of the People Strategy and Strategic Objective 7 (People)
- Monitor effectiveness of standard processes and procedures, identifying systemic issues and reporting to the Deputy Secretary, Human Resources

- Monitor, measure and report on achievement of the Strategy and Coordination team
- Provide organisational-wide reporting for SLT, HR Leadership Team or external organisations, e.g. SSC as required.
- Provide quality reporting on Strategy and Coordination initiatives.

Managing Projects

- Facilitate key Strategy and Coordination activities/projects as required. These projects may, from time to time, require specialist support or more capacity which may be contracted in.
- Manage relevant service providers.

Contract Management

- Ensure service providers and contractors are selected and managed in accordance with the Ministry's policies and guidelines, and the Code of Conduct
- Ensure the contracts successfully contribute to the achievement of Government outcomes and objectives as intended, and represent value for money
- Manage effective and productive relationships with service providers and contractors to ensure that the Ministry receives an agreed quality and level of service within contractually agreed rates.

Organisational Responsibilities

- Understand the Ministry's strategic priorities and high-level outcomes framework and how this role contributes to the framework.
- Understand and apply the strategic context in which the Ministry operates, including priorities and perspectives of the Ministers, partner agencies, and external stakeholders.
- Understand tikanga and Treaty of Waitangi principles and have sufficient appreciation of Te Reo Māori to be able to apply the Ministry Māori dimension, underpinned by Ministry values, in a way that is relevant to the context of our business.
- Be aware of and adhere to the Ministry's Health and Safety policies and procedures.
- Share in the responsibility for health and safety in the work environment by carrying out work-related activities in accordance with safe operating procedures and by accurately reporting all hazards, accidents, and incidents.
- All other duties as requested by the employer.

Knowledge Management

- Contribute to the continuous development of the Ministry's knowledge base by using the Ministry's internal systems, sharing information and data with relevant internal stakeholders, including contributing to/presenting at internal learning and development opportunities.

Skills, Knowledge, and Experience

To be successful in this role will require significant technical expertise in the areas of talent management, organisational development, HR Thought leadership, culture and diversity and inclusion. The incumbent will be required to provide professional leadership demonstrating the depth and breadth of knowledge and skill required to act as a highly credible internal resource. They will also have:

- The ability to use project management methodologies and approaches as a normal/daily part of work.
- Proficient in Microsoft Office suite.
- A sound understanding of tikanga and Treaty of Waitangi principles.

In addition, the following capabilities are key to the role:

Curiosity: Provide professional leadership in their area (i.e. demonstrate the depth and breadth of knowledge and skill required to act as a highly credible internal resource and external representative).

Leading strategically: Articulate a clear and compelling vision for their area's future over the next 3 years; challenge their area's status quo; align area initiatives with strategic objectives; and translate strategy into area-wide action in planned, disciplined, and agile ways.

Leading with influence: Assertively drive initiatives which chart a clear direction for their area; communicate, persuade and inspire across the agency; and demonstrate leadership gravitas (i.e. conveys energy, urgency, confidence, and a sense of ease in a leadership role).

Enhancing system performance: Provide cross-organisational leadership (i.e. contribute to their team [of peers], and create opportunities for collaboration across the organisation); and provide sector leadership (i.e. leverage strong relationships with a range of managers across the public and/or private sector to deliver organisational outcomes).

Managing Work priorities: Use sound work management systems and practices to manage their work priorities, so that they deliver on work commitments and avoid over-committing themselves; and spend time on the activities where they can make the greatest contribution to achieving short and longer-term objectives.

Enhancing organisational performance: Strengthen group performance (i.e. lead improvements to processes and systems in their area to achieve gains in effectiveness and efficiency); foster a continuous improvement culture and lead innovation across their area; and demonstrate business acumen in managing finances, procurement, projects, and HR responsibilities

Engaging others: Swiftly establish personal connections and develop an in-depth understanding of others' perspectives.

Resilience: Demonstrate resilience and composure under pressure. Demonstrate honesty and courage by making the hard and unpopular decisions; clearly stating their views on issues that are potentially sensitive. Demonstrate the highest levels of integrity and conduct and hold others to the same ethical standards.

Self-Awareness and Agility: Accurately gauge own capability and performance; adapt approach to different situations and people; and take action on specific development objectives which will assist to achieve career aspirations.

Health and Safety

The Ministry is committed to providing a safe, healthy and secure working environment for all staff, contractors and other workers, both on and offshore.

As a manager, you are required to demonstrate leadership of all health and safety matters for your area of responsibility. This means ensuring that the Ministry complies with its obligations under the Health and Safety at Work Act 2015 (Act) and that workers are operating in an environment where health and safety hazards and risks are appropriately identified, eliminated and mitigated, so far as is reasonably practicable.

You are responsible for:

- ensuring that health and safety resources and processes are in place and are being appropriately used
- engaging with staff, and contractors to enable proactive participation in matters related to health and safety
- ensuring that health and safety hazards are identified (in consultation with staff), that controls are in place, that associated risks are being assessed and regularly reviewed, and an action plan determined to eliminate or mitigate the risks so far as reasonably practicable
- implementing the agreed actions to eliminate or mitigate the assessed risks and monitoring and reviewing progress
- ensuring that the group or event hazard and risk register documents are regularly updated and controls are regularly reviewed
- ensuring that all health and safety incidents, illnesses, injuries, near misses are immediately reported through the HR Kiosk and followed-up
- ensuring that significant hazards and risks or critical incidents are drawn to the immediate attention of your manager.

Additional comments

Staff of MFAT must also:

- Have an understanding of bicultural and EEO issues.
- Hold New Zealand citizenship.
- Be able to obtain (and maintain) a New Zealand Government security clearance to the required level.

Position Description

Position Title	Principal HR Adviser — Career Management
Reports to	Manager Strategy and Coordination
Group	Human Resources Group
Location	Wellington
Job Category	Foreign Policy

About the Ministry

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- amplifies New Zealand's influence and standing in the world;

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- delivers improved prosperity for New Zealand and our region;

Kaitiakitanga

- delivers solutions to global challenges, for the benefit of present and future generations;

Stability

- delivers security and resilience to our country, our people, and our region.

Our values are professionalism, leadership, respect, collaboration and innovation.

Nature and Scope

The role of Human Resources (HR) is to ensure that the Ministry has the people and culture to deliver on the Government's priorities. HR provides high-level strategic and operational advice and support to the Chief Executive Officer, the Senior Leadership Team, and Level 3 and 4 managers to ensure that effective HR strategies are developed and integrated into all business strategies and plans. This will help to build a high performing Ministry.

HR is also responsible for the design and delivery of a range of Ministry-wide HR policies, operational HR processes, and systems aimed at ensuring that managers have access to the best possible advice, support, and systems to motivate, develop and manage their people.

Job Purpose

The purpose of the role is to develop, co-design and implement the Ministry's Career Management Strategy with particular reference to the Foreign Policy resourcing cycle. Representing the business, the role will work closely with the HR Business Partners, facilitating and coordinating these processes enabling the Ministry to have oversight of the organisation wide talent.

They will also be responsible for ensuring that the expanded Talent Management process, organisation-wide career management process and the critical work of the Career Advisors are all aligned. Develop a plan to integrate and align these processes to ensure the Ministry has the capability it requires for the immediate and longer term.

Key Areas of Decision Making

Leadership on the strategic direction for the Career Management function to enable the Ministry to achieve its Vision.

Functional Relationships

The position is required to build and maintain the following relationships:

Internal (within MFAT)

- Deputy Secretary, Human Resources
- HR Divisional Managers – Organisational Capabilities, Business Partners and People Capabilities
- HR staff
- SLT (Level 2 Ministry Managers)
- Other MFAT staff, both onshore and offshore

External (outside MFAT)

- State Services Commission and other public-sector count parts
- Suppliers
- HR practitioners
- OD specialists

Key Accountabilities

The following key accountabilities of this role assist in delivering the Ministry's vision and mission:

Career Management Strategy and Implementation

- Working closely with the business, the HRBP team and the Career Advisors, develop a Career Management Strategy that enables the Ministry to achieve its longer-term goals, aligned with individuals.
- Provide technical, factual, and strategically-based advice on career management issues to the Strategy and Coordination Manager, the Deputy Secretary, Human Resources, Managers, and SLT.

- Facilitate enhanced understanding and business acumen within the wider HRG by using professional background and expertise to coach and provide support.

FP Resourcing

- Working with HR Business Partners, review, co-design, and implement frameworks (policies, practices, and procedures), tools, and systems for all aspects of FP Resourcing programme including facilitating the alignment and integration of the Ministry's Talent Management, Success Planning and Career Management functions. This includes acting as the Business Lead, coordinating and facilitating:
 - Rotations
 - Promotions
 - Postings
- Ensure requirements and priorities are agreed with the business and HR Group.
- Undertake process improvement initiatives ensuring automation and self-service is optimised.

Technical Leadership and Advice

- Assume responsibility for initiative and thought leadership for areas of expertise and responsibility, applying leading edge thinking from own area of expertise and other disciplines, as well as own innovative reasoning.
- Share personal skills, knowledge and expertise within the HR Group and the Ministry.
- Work closely with the Business Partners team ensuring alignment in strategic thinking, frameworks development, and HR information and systems.
- Keep abreast of HR best practice and advice on the implications of best practice and business changes on the Ministry and HR management practice.
- Support change management initiatives.
- Assess effectiveness and efficiency of systems and services in sustaining delivery within the HR Group.
- Monitor effectiveness of standard processes and procedures, identifying systemic issues and reporting to the Manager Strategy and Coordination

Relationship Management

- Initiate, develop, and maintain a range of strategic relationships and networks across the Public and Private sectors. Contribute to the alignment of programmes and activities across the Ministry and other government agencies and between external stakeholders; promote and foster cooperation and collaboration.
- Proactively identify opportunities for sharing information and learning.
- Actively seek external input and advice.
- Establish a strong working relationship with Managers HR Business Partners, Manager Organisational Capabilities and the Manager People Capabilities to ensure integrated design and delivery.
- Enhance key relationships with SLT and SSC.

- Draft responses to OIAs/PQs and FADTC.
- Actively participate as an effective member of the HR Group and “virtual teams” ensuring a collaborative culture, commitment to the direction of HR, and achievement of agreed outcomes.

Reporting

- Monitor effectiveness of standard processes and procedures, identifying systemic issues and reporting to the Manager Strategy and Coordination
- Generate key reports/papers to the Manager, Strategy and Coordination, the Deputy Secretary, Human Resources and SLT as required.
- Provide organisational-wide reporting for SLT, HR Leadership Team or external organisations, e.g. SSC as required.

Managing Projects

- Facilitate key organisational development activities/projects as required
- Manage relevant service providers

Organisational Responsibilities

- Understand the Ministry’s strategic priorities and high-level outcomes framework and how this role contributes to the framework.
- Understand and apply the strategic context in which the Ministry operates, including priorities and perspectives of the Ministers, partner agencies, and external stakeholders.
- Understand tikanga and Treaty of Waitangi principles and have sufficient appreciation of Te Reo Māori to be able to apply the Ministry Māori dimension, underpinned by Ministry values, in a way that is relevant to the context of our business.
- Be aware of and adhere to the Ministry’s Health and Safety policies and procedures.
- Share in the responsibility for health and safety in the work environment by carrying out work-related activities in accordance with safe operating procedures and by accurately reporting all hazards, accidents, and incidents.
- All other duties as requested by the employer.

Knowledge Management

- Contribute to the continuous development of the Ministry’s knowledge base by using the Ministry’s internal systems, sharing information and data with relevant internal stakeholders, including contributing to/presenting at internal learning and development opportunities.

Qualifications, Skills, Knowledge, and Experience

To be successful in this role will require significant experience within the Ministry in a Foreign Policy or business role. The incumbent will be required to provide professional leadership demonstrating the depth and breadth of knowledge and skill required to act as a highly credible internal resource. They will also have:

- The ability to use project management methodologies and approaches as a normal/daily part of work.
- Proficient in Microsoft Office suite.
- A sound understanding of tikanga and Treaty of Waitangi principles.

In addition, the following capabilities are key to the role:

- **Curiosity:** Integrate wide ranging information, generate innovative ideas and fresh thinking, and make strategic decisions within their technical area.
- **Leading strategically:** See Ministry issues through a range of lenses and stakeholder perspectives; progress strategic thinking across their group, engage Ministry staff and managers in robust strategy development which aligns with Ministry strategic objectives; and translate strategy into group-wide action.
- **Managing Work priorities:** Plan, organise, and prioritise projects and personal workload to deliver outcomes and invest in important longer-term priorities.
- **Achieving ambitious goals:** Demonstrate proactivity, set and pursue ambitious goals with drive and tenacity, demonstrate a strong outcome focus, and consistently deliver high quality, fit-for-purpose work.
- **Enhancing organisational performance:** Suggest improvements to processes to achieve gains in effectiveness and efficiency
- **Leading with influence:** Assertively drive initiatives which chart a clear direction for their area; communicate, persuade and inspire across the agency; and demonstrate leadership gravitas (i.e. convey energy, urgency, confidence, and a sense of ease in a leadership role).
- **Enhancing system performance:** Provide cross-organisational leadership (i.e. contribute to their team [of peers], and create opportunities for collaboration across the organisation); and provide sector leadership (i.e. leverage strong relationships with a range of managers and other senior people across the public and/or private sector to deliver organisational outcome
- **Engaging others:** Swiftly establish personal connections and develop an in-depth understanding of others' perspectives.
- **Honesty and Courage:** Make the hard and unpopular decisions; clearly state their views on issues that are potentially sensitive; demonstrate the highest levels of integrity and conduct; and hold others to the same ethical standards.

Health and Safety

The Ministry is committed to providing a safe and healthy working environment for all staff, including contractors and other workers, both on and offshore.

You are responsible for:

- taking reasonable care of your own and other's health and safety and being mindful of the effect of your actions (or lack of action) on the health and safety of others.
- complying with reasonable Ministry instructions to ensure the Ministry is able to comply with the Health and Safety at Work Act 2015.
- cooperating with health and safety policies and procedures.

- identifying and reporting hazards, injuries, illness and incidents (including near misses) that arise from your work or in the workplace.
- identifying and eliminating or mitigating health and safety risks so far as reasonably practicable and consulting with others in doing so.
- raising health and safety matters with your manager or health and safety representative (or contact as appropriate).
- ensuring that all health and safety incidents, injuries, near misses are immediately reported through the HR Kiosk.
- ensuring that significant hazards and risks or critical incidents are drawn to the immediate attention of your Manager.

Additional comments

Staff of MFAT must also:

- Have an understanding of bicultural and EEO issues.
- Hold New Zealand citizenship.
- Be able to obtain (and maintain) a New Zealand Government security clearance to the required level.

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Position Description

Position Title	Team Administrator
Reports to	Manager, Organisational Capability
Group	Services Group
Location	Wellington

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- delivers solutions to global challenges, for the benefit of present and future generations;

Stability

- delivers security and resilience to our country, our people, and our region.

Our values are professionalism, leadership, respect, collaboration and innovation.

Nature and Scope

The role of the Human Resources Group (HRG) is to ensure that the Ministry has the people and culture to deliver on the Government's priorities. HR provides high-level strategic and operational advice and support to the Chief Executive Officer, the Senior Leadership Team, and Level 3 and 4 managers to ensure that effective HR strategies are developed and integrated into all business strategies and plans. This will help to build a high performing Ministry.

HR is also responsible for the design and delivery of a range of Ministry-wide HR policies, operational HR processes, and systems aimed at providing managers with access to the best possible advice, support, and systems to motivate, develop and manage their people.

Job Purpose

Team Administrators provide a variety of general and specialised administrative support services to the Organisational Capability team including Payroll administration support. This role will on occasion be required to undertake work for other teams depending on workload demands.

Relationships

The position is required to build and maintain the following relationships:

Internal (within MFAT)

- Divisional Managers within the Services and HR Group
- Ministry staff within Groups
- Executive Assistants and other Team Administrators across the Ministry

External (outside MFAT)

- Government departments/agencies
- MFAT travel provider
- Business sector
- Members of the Diplomatic Corps and their staff
- Service Providers and Vendors

Key Accountabilities

The following key accountabilities of this role assist in delivering the Ministry's vision and mission.

Administrative support

- Provide administrative support to enable the smooth operation and maintenance of office systems, resources and equipment and supports the Group work programmes
- Support to the HR Group includes but is not limited to:
 - scheduling appointments
 - timesheet records
 - internal mail
 - clearing joint mail boxes.
- Coordinate the collation and dissemination of management reports.
- Arrange and organise functions, meetings, presentations and workshops including room set up, catering and associated documents as appropriate.
- Support official MFAT publications, particularly in relation to HR.
- Support the intranet for HR Group.
- Develop and maintain effective team administration networks across the Ministry.
- Provide back up and assistance across the Ministry Groups as required.

- Take minutes and ensure the allocation of action points for governance committees.

Travel Coordination

- Liaise with the Ministry's travel provider to arrange all domestic and international flights and accommodation within Ministry travel policies and procedures.
- Arrange passport issue and visas as appropriate.
- Support travel reconciliation processes.

Payroll Administration

- Prepare and process data related to payment of salaries, allowances, and deductions for new, permanent, temporary, and casual staff in the Ministry, including processing final pays; payroll changes and manual payments; ensuring all necessary documentation is maintained to provide the required audit trail.
- Assist with leave recording including manual leave recording where necessary.
- Assist with processing ACC claims, completing ACC forms, and processing this through the payroll.
- Ensure all personnel filing is delivered to Documents and Records on a fortnightly basis.
- Resolve inquiries wherever possible; escalate to the Payroll Manager where necessary.

Financial and Procurement Administration

- Arrange appropriate signoff for invoices within agreed timeframes.
- Ensure appropriate approvals for travel are being sought in accordance with existing policies and financial approvals.
- Order goods using approved procurement channels and providers and as specified and approved by managers.
- Coordinate equipment dispatch as needed
- Check and deliver receipted goods as needed, and reconcile with invoices.
- Assist with forecasting and budgeting processes.
- Maintain the Procurement contracts database for all contracts.
- Assist with the management and reconciliation of credit and taxi cards.
- Liaise with suppliers to provide advertising services.

Group Responsibilities

- Participate in continual service improvement initiatives across the group.
- Drive process improvement as it relates to administrative process.
- Support and assist Managers to meet all their organisational/group responsibilities that relate to administration.
- Coordinate response to key external compliance processes.
- Manage small projects from time to time as required.

- Maintain key documents including staff contact details, security clearances.
- Assist in the recruitment and induction processes for both staff and contractors within the Groups and across the Ministry.
- Monitor the Ministry recruitment systems to ensure that it is being managed appropriately.
- Co-ordination of policy review processes.
- Coordinate all responses to OIA, Parliamentary Questions (PQs) and Ministerial requests for the team and ensure that the Group meets their deadlines.

Organisational Responsibilities

- Understand the Ministry's strategic priorities and high-level outcomes framework and how this role contributes to the framework.
- Understand tikanga and Treaty of Waitangi principles, and have sufficient appreciation of Te Reo Māori to be able to apply the Ministry Māori dimension, underpinned by Ministry values, in a way that is relevant to the context of our business.
- Contribute to Ministry-wide projects, consular and emergency response situations
- Using the Ministry's Capability and Leadership Frameworks, identify and participate in opportunities for learning and development, including through regular coaching and mentoring.

Knowledge Management

- Contribute to the continuous development of the Ministry's knowledge base by using the Ministry's internal systems, sharing information and data with relevant internal stakeholders

Health and safety

The Ministry is committed to providing a safe and healthy working environment for all staff, including contractors and other workers, both on and offshore.

You are responsible for:

- taking reasonable care of your own and other's health and safety and being mindful of the effect of your actions (or lack of action) on the health and safety of others
- complying with reasonable Ministry instructions to ensure the Ministry is able to comply with the Health and Safety at Work Act 2015
- cooperating with health and safety policies and procedures
- identifying and reporting hazards, injuries, illness and incidents (including near misses) that arise from your work or in the workplace
- identifying and eliminating or mitigating health and safety risks so far as reasonably practicable and consulting with others in doing so
- raising health and safety matters with your manager or health and safety representative (or contact as appropriate)
- ensuring that all health and safety incidents, injuries, near misses are immediately reported through the HR Kiosk

- ensuring that significant hazards and risks or critical incidents are drawn to the immediate attention of your Manager.

Qualifications, Skills, Knowledge and Experience

- You must have the following qualifications, skills and experience:
- A good understanding of financial management and good numeracy skills
- Ability to contribute to and work within a team
- Ability to build and maintain effective relationships with a range of people
- Well-developed planning and organisational skills, including ability to prioritise tasks effectively and work under pressure
- Minimum of two to three years' experience in an administrative role or relevant qualification
- Expert in Microsoft Office suite, including Outlook, Word and Excel
- Sound written and oral communication skills
- Strong customer focus
- Strong focus on quality and attention to detail
- Sound judgement and decision making skills
- Commitment to continuous improvement and ability to anticipate issues and problems and think of creative solutions
- Demonstrates the drive and ability to improve own capability. Includes self-awareness and self-improvement focus
- Demonstrates integrity, discretion and an ethical approach
- Sound understanding of tikanga and Treaty of Waitangi principles
- A good understanding of how government works

Additional Comments

You must also:

- Hold New Zealand citizenship
- Be able to obtain and maintain an appropriate New Zealand Government Security clearance

Position Description

Position Title	Team Administrator
Reports to	The Team Administrator role will report to one of the following Divisional Managers: Manager, HR Business Partners Manager, People Capability Manager, Strategy and Coordination Manager, Organisational Capability
Group	Services Group
Location	Wellington

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The role of the Human Resources Group (HRG) is to ensure that the Ministry has the people and culture to deliver on the Government's priorities. HR provides high-level strategic and operational advice and support to the Chief Executive Officer, the Senior Leadership Team, and Level 3 and 4 managers to ensure that effective HR strategies are developed and integrated into all business strategies and plans. This will help to build a high performing Ministry.

HR is also responsible for the design and delivery of a range of Ministry-wide HR policies, operational HR processes, and systems aimed at providing managers with access to the best possible advice, support, and systems to motivate, develop and manage their people.

Job Purpose

Team Administrators provide a variety of general and specialised administrative support services to their allocated team(s) within HR Group and will on occasion be required to undertake work for other teams depending on workload demands.

Relationships

The position is required to build and maintain the following relationships:

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- Divisional Managers within the Services and HR Group
- Ministry staff within Groups
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- Arrange and organise functions, meetings, presentations and workshops including room set up, catering and associated documents as appropriate
- Support official MFAT publications, particularly in relation to HR.

- Support the intranet for HR Group
- Develop and maintain effective team administration networks across the Ministry
- Provide back up and assistance across the Ministry Groups as required
- Take minutes and ensure the allocation of action points for governance committees

Travel Coordination

- Liaise with the Ministry's travel provider to arrange all domestic and international flights and accommodation within Ministry travel policies and procedures
- Arrange passport issue and visas as appropriate
- Support travel reconciliation processes

Financial and Procurement Administration

- Arrange appropriate signoff for invoices within agreed timeframes
- Ensure appropriate approvals for travel are being sought in accordance with existing policies and financial approvals
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- Coordinate equipment dispatch as needed
- Check and deliver receipted goods as needed, and reconcile with invoices
- Assist with forecasting and budgeting processes
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- Participate in continual service improvement initiatives across the group
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- Manage small projects from time to time as required
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- Assist in the recruitment and induction processes for both staff and contractors within the Groups and across the Ministry
- Monitor the Ministry recruitment systems to ensure that it is being managed appropriately
- Coordination of policy review processes
- Coordinate all responses to OIA, Parliamentary Questions (PQs) and Ministerial requests for the team and ensure that the Group meets their deadlines

Organisational Responsibilities

- Understand the Ministry's strategic priorities and high-level outcomes framework and how this role contributes to the framework
- Understand tikanga and Treaty of Waitangi principles, and have sufficient appreciation of Te Reo Māori to be able to apply the Ministry Māori dimension, underpinned by Ministry values, in a way that is relevant to the context of our business
- Contribute to Ministry-wide projects, consular and emergency response situations
- Using the Ministry's Capability and Leadership Frameworks, identify and participate in opportunities for learning and development, including through regular coaching and mentoring

Knowledge Management

- Contribute to the continuous development of the Ministry's knowledge base by using the Ministry's internal systems, sharing information and data with relevant internal stakeholders

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- cooperating with health and safety policies and procedures
- identifying and reporting hazards, injuries, illness and incidents (including near misses) that arise from your work or in the workplace
- identifying and eliminating or mitigating health and safety risks so far as reasonably practicable and consulting with others in doing so
- raising health and safety matters with your manager or health and safety representative (or contact as appropriate)
- ensuring that all health and safety incidents, injuries, near misses are immediately reported through the HR Kiosk
- ensuring that significant hazards and risks or critical incidents are drawn to the immediate attention of your Manager.

Qualifications, Skills, Knowledge and Experience

You must have the following qualifications, skills and experience:

- A good understanding of financial management and good numeracy skills
- Ability to contribute to and work within a team
- Ability to build and maintain effective relationships with a range of people

- Well-developed planning and organisational skills, including ability to prioritise tasks effectively and work under pressure
- Minimum of two to three years' experience in an administrative role or relevant qualification
- Expert in Microsoft Office suite, including Outlook, Word and Excel
- Sound written and oral communication skills
- Strong customer focus
- Strong focus on quality and attention to detail
- Sound judgement and decision making skills
- Commitment to continuous improvement and ability to anticipate issues and problems and think of creative solutions
- Demonstrates the drive and ability to improve own capability. Includes self-awareness and self-improvement focus
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Additional Comments

You must also:

- Hold New Zealand citizenship
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Meeting paper Resources Committee

Title of paper: Corporate Accounting Unit Review

Meeting date 22 September 2017

Status New proposal

Action required For noting

Submitted by Phil Goulin

FIN

s9(2)(a)

Meeting attendee/s Tom Roach

FIN

Summary of issue and purpose of paper

A review of the Corporate Accounting Unit within Finance Division has been undertaken to ensure that the Unit is well placed to provide the Ministry with strategic financial management and investment advice now and in the future, and continue to support the Ministry meet its public sector financial management accountability requirements.

The purpose of this paper is to advise the results of the review that impact on the structure of the Unit and how those changes will be implemented, noting that the changes are within DS SRV's delegated authority.

Major risks

- The affected staff member may not accept reassignment and therefore the standard surplus staffing process would be followed.

MFAT units affected

- Corporate Accounting Unit

Resource implications
(including cost of proposal)

- Nil

Consultation undertaken

Consultation mandatory if any implications exist for FIN, AMD, IMD and HRG.

- Consultation has been undertaken with HRG and they advised the proposed change approach.

Other relevant internal units and external stakeholders

- Nil

Recommendations

It is recommended that SLT:

1. **Note** the findings of Finance Division's Corporate Accounting Unit review; **YES / NO**
2. **Note** that the proposed new structure is neutral in both FTE and financial terms; **YES / NO**
3. **Note** the intended change process including obligation to offer reassignment **YES / NO**
4. **Note** that Deputy Secretary Services has delegated authority to implement the changes, including establishment of new positions, disestablishment of positions (vacant and occupied), and reassignment. **YES / NO**
5. **Agree** that FIN report back on the outcome of the change process. **YES / NO**

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Report

Introduction

A review of the Corporate Accounting Unit (CAU) within Finance Division has been undertaken to ensure that the Unit is well placed to provide the Ministry with strategic financial management and investment advice now and in the future, and continue to support the Ministry meet its public sector financial management accountability requirements.

2 The review, undertaken by Ernst and Young (EY), considered the impact of functions no longer carried out by the Unit; process improvement opportunities and the capability required to meet increasing demands for strategic financial management and investment information and advice.

3 This paper focuses on the proposed changes to the structure of the Unit.

Current State Assessment: Capability

4 EY reported that they had identified strengths within the Unit but that there were also key improvement opportunities involving customers, policy and processes and capability. With respect to the latter EY observed that FIN needed to:

- Address the challenge of increased expectation of changing to partnering and providing strategic advice;
- To address the capability gap in financial capital management;
- To prioritise investment and capital projects alongside compliance and financial reporting roles, with business partnering and strategic advice role requiring comparable priority;
- To promote providing strategic/value adding insights in addition to fulfilling the compliance role;

Future State: Capability

5 The current state assessment identified that a new operating model was required for CAU and that it should take the opportunity to create a centre of expertise with specialist skills applied to areas such as capital management and strategic financial management, and integrated investment advice, specifically increase capability for capital and investment advice, analysis and support for long term strategy; and to operate as a strategic business adviser.

6 EY further advised that the lift in capability could be achieved within the existing establishment of the Unit.

Proposed New Structure

7 The current structure and proposed new structure of the CAU is summarised in the following table:

Position Title	Current	Band	Proposed	Band
Unit Manager	1	20	1	20
Corporate Financial Accountant	1	18	1	18
Corporate Accountant - Financial	1	17	1	17
Corporate Management Accountant	1	18	0	-
Corporate Capital and Asset Accountant	1	18	0	-
Corporate Strategic Management Accountant	0	-	1	18
Corporate Accountant - Management	0	-	1	17
Total	5		5	

Roles Impacted

Two positions will be disestablished:

8 Corporate Capital and Asset Accountant - the key change is moving the function from capital accounting to investment information and advice. The day-to-day capital budgeting and reporting support will be picked up by the Group Business Accountants in the Group Business and Financial Support Unit (the Positions Descriptions already provide for this) so that posts and divisions have a one-stop shop for all budgeting and financial reporting support. The capital accounting and fixed asset reporting will be undertaken by the new Corporate Accountant position. This position is presently filled by a full time open tenure staff member.

9 Corporate Management Accountant - the role will change significantly as several responsibilities have been moved to PPPM and other parts of Finance Division. Residual responsibilities will revert to an accounting support role rather than having lead responsibilities hence smaller size. This position is presently filled by a full time fixed term staff member.

Two Roles will be established

10 Corporate Strategic Management Accountant - responsible for providing medium and long-term investment and financial information to support decision makers and to produce the Long Term Investment Plan and the financial component of the Four Year Plan;

analysis and advice for investment and divestment decisions; capital asset planning; vote and appropriation management; maintaining output costing and pricing strategies.

11 Corporate Accountant – Management – the role will continue to perform tasks associated with vote and baseline management, agency services costings, maintaining financial forecasts etc. but in a support role not lead role. The position will also pick up responsibilities for capital accounting, reconciliations and fixed asset reporting.

Staff Affected

12 Only the staff member presently in the role of Corporate Capital and Asset Accountant will be affected as the other position is filled by a fixed term staff member.

13 HR advice is that if we are reasonably confident that the affected staff member could meet the requirements of a new role in a reasonable amount of time then there is an obligation to appoint i.e. offer reassignment. Subject to this consultation, our assessment is that the affected staff member may be able to meet the requirements of the Corporate Accountant – Management role. We are not confident that they would be able to meet the requirements of the Corporate Strategic Management Accountant role, even with a reasonable amount of training. This is because the role requires a different skill set including strategic thinking, and excellent relationship management and communication skills.

Change Process

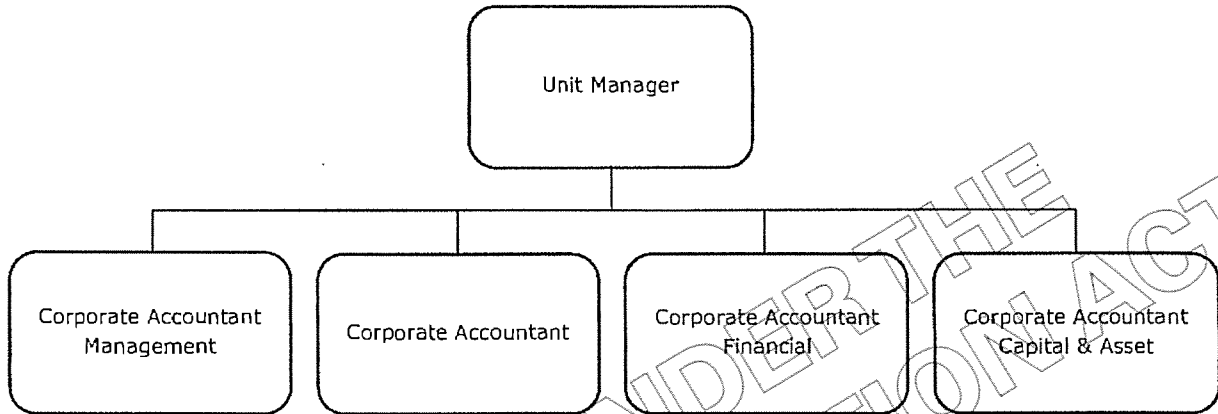
14 As noted above we are required to offer reassignment to the affected staff member and as the role is smaller than their current position provide for their remuneration to be grand parented for two years.

15 The following process will be followed (refer annex 2):

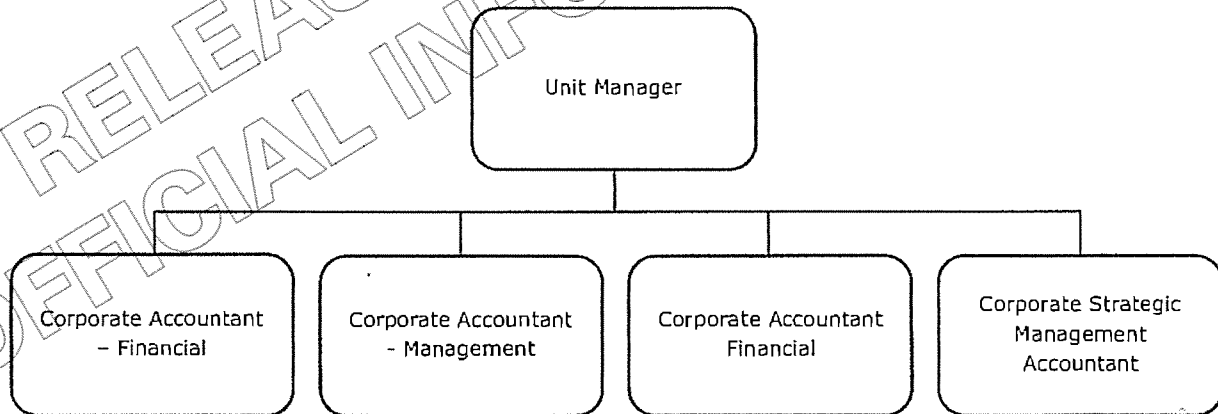
- Meet with the union and consult on the proposal and outline approach for the affected staff member.
- Meet with the affected staff member and consult on the proposal.
- If unions and staff member have no concerns then offer reassignment to the affected staff member.
- If any concerns are raised, address those as appropriate.

Annex 1

Corporate Accounting Unit, Services (Existing)

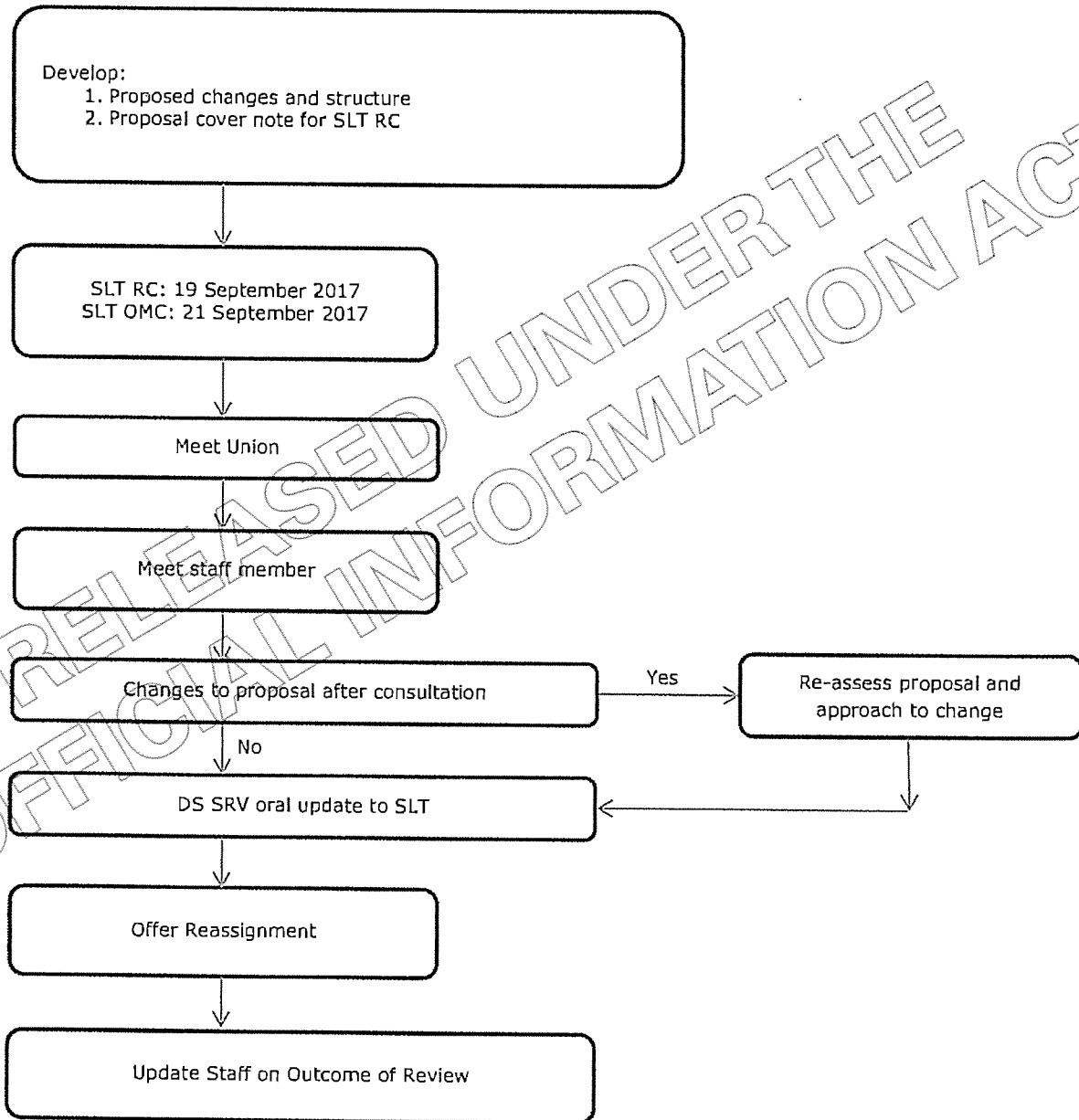


Corporate Accounting Unit, Services (Proposed)



Annex 2

Proposed Change Process for CAU



Ministry of Foreign Affairs and Trade

Proposal to Restructure the Asia
Pacific Regional Integration Division
(APD)

Decision Document

Andrea Smith

Deputy Secretary, APEC21 Programme

Ben King

Deputy Secretary, Americas and Asia Group

27 March 2018

Introduction

1. The purpose of this document is to set out the decisions made on the proposed restructuring of the Asia Pacific Regional Integration Division (APD).
2. The feedback received has been highly constructive and has contributed to ensuring we have confidence in the structure to be implemented and the way in which position responsibilities are defined.
3. The feedback will also be helpful in ensuring, as the Ministry moves to to implement a refreshed strategic framework from 1 July 2018, that achievement against the strategic goal to "Embed New Zealand as an active and integral partner in building Asia-Pacific regional stability and economic integration" is able to be maximised.
4. We would like to thank everyone for their contribution to this review, both in relation to the discussions that took place before a formal restructuring proposal was put forward and for the feedback on the specific proposal. Those contributions have been of high quality, thoughtful and valuable.

Background

5. Following discussions internally within the APEC21 Programme (primarily the Asia Pacific Regional Integration Division) and with the Deputy Secretary for the Americas and Asia Group in the latter part of 2017 about how best to ensure that both the APEC and non-APEC aspects of APD's current work load are able to be led and progressed effectively as preparations for New Zealand's hosting of APEC in 2021 ramp up, a formal proposal to restructure APD into two Divisions was communicated to impacted staff in the APEC21 Programme and the Americas and Asia Group on 16 February 2018.
6. Information about the proposal under consultation was communicated to all staff via Te Aka on 20 February 2018.

Feedback

7. Feedback was received from five individuals and one group of staff. The following table summarises the key themes contained in the feedback and the response to that feedback.
8. In summary all the feedback is supportive of restructuring APD, with a number of suggestions about the role, vision, structure and quantum of resource for the Asia Regional Division and a request that the restructuring occur earlier than 1 July 2018.

Feedback Theme	Summary of Feedback provided	Response
Split APD into two teams	<ul style="list-style-type: none">• All feedback was supportive of the split.	
Timing	<ul style="list-style-type: none">• Restructure needs to occur as soon as possible, rather than on, even if that means temporary acting arrangements for	<ul style="list-style-type: none">• Agree. Restructure will be implemented on xx April.

Feedback Theme	Summary of Feedback provided	Response
	<p>leadership positions while recruitment is undertaken.</p>	
<p>Spread of level of policy staff in the APEC Policy Division</p>	<ul style="list-style-type: none"> APD has always had a PO1 position for APEC which is useful way of ensuring a pipeline of talent into APEC work at various policy officer levels. This should continue for the APEC Policy Division. 	<ul style="list-style-type: none"> Agree that talent pipeline into APEC work is very important. APD's formal establishment is 3 SPOs, 4 PO2s, 1 PO1, although it has tended to have one of the PO2 roles filled by a PO1 – there are two PO1 staff in the Division currently. APEC Policy Division desk officer establishment will be reviewed by the end of 2018.
<p>Role of Asia Regional Division</p>	<ul style="list-style-type: none"> Should have a clear purpose and vision. Suggestions of coverage of that vision included: <ul style="list-style-type: none"> - Being a centre of excellence on Asia Pacific regional issues; - Implementing NZ's objectives through the regional architecture; - Playing a key role in strategic assessments and identification of regional trends that impact NZ's interests; - Having a holistic view of NZ's relationship with Asia; - Leading Asia-wide regional issues; - Focusing fully on the challenges and opportunities presented by the region and driving for action. - Driving (and being a client of) reporting from psts on regional issues, including bringing greater structure into that. Division needs to be involved in regional economic architecture and integration issues, including those aspects of the ASEAN Mission's work (proposal implies division will do regional political and security only). 	<ul style="list-style-type: none"> Agree that Asia Regional Division should have a clear purpose and vision – this needs to be consistent with DS AAG's expectations of the Division. DS AAG will work with the Divisional Manager and team to develop a shared understanding (including across AAG more broadly) on these points. Agree that Asia Regional Division has a role in respect of regional trade and economic issues (other than APEC). The description of the split of APD in the consultation document did give the impression that this would not be the case, so the wording has been changed in the final decisions. (Whether the Division's role is different from what is currently undertaking by APD is a matter for discussion with DS AAG as part of the setting of the Division's purpose and vision.)
<p>Asia Regional</p>	<ul style="list-style-type: none"> The Division is not staffed with 	<ul style="list-style-type: none"> The proposed restructuring

Feedback Theme	Summary of Feedback provided	Response
Division Resourcing	<p>sufficient desk policy officers to discharge its likely responsibilities effectively, particularly in light of the new Asia Pacific strategic goal.</p> <ul style="list-style-type: none"> The division requires a dedicated Team Administrator. 	<p>represents a 25% increase in policy resource applied to Asia regional issues, deliberately targeted at a Lead Adviser level to provide the necessary strategic thinking and policy leadership, including in light of the new Asia Pacific strategic goal. DS AAG (in his role as SRO for the strategic goal) is considering on a Ministry-wide basis what resourcing is required to achieve that strategic goal.</p> <ul style="list-style-type: none"> GBM AAG will assign appropriate team administrator support to the Asia Regional Division from the AAG team administrator pool.
Work distribution in Asia Regional Division	<ul style="list-style-type: none"> The addition of FEALAC and SEA's ASEAN responsibilities to the Asia Regional Division, as well as the need to assign appropriate work to the Lead Adviser, will likely mean changes to the current responsibilities of APD desk policy officers moving to the Asia Regional Division. 	<ul style="list-style-type: none"> There may be some changes to desk policy officers' responsibilities, though changes that are a direct consequence of this restructuring will be minor. (That this was not specifically referenced in the consultation document was an inadvertent oversight, for which we apologise.) Any changes in duties will be considered by the Divisional Manager in consultation with staff.
Leadership of Asia Regional Division	<ul style="list-style-type: none"> Concern about the ability of a Divisional Manager/Lead Adviser combination to lead the division appropriately, given: <ul style="list-style-type: none"> the amount of Divisional Manager travel; the possible need for both to travel at the same time; the Lead Adviser's focus on policy and strategic leadership; desk policy staff reporting to the Divisional Manager; desk policy staff, especially at PO1 level, requiring appropriate guidance and support. Consequential suggestion of 	<ul style="list-style-type: none"> The thoughtful feedback is acknowledged and appreciated. On balance, however, it remains the view that a Divisional Manager and Lead Adviser combination is appropriate at this time, given the particular need for strategic and policy leadership in the Division. The Divisional Manager will have 5 direct reports in total which is a manageable level and, together with policy leadership support from the Lead Adviser, should be able to ensure appropriate guidance and support, including to the PO1. The Lead Adviser will be Acting Divisional Manager when the Divisional Manager is travelling. If

Feedback Theme	Summary of Feedback provided	Response
	having a Unit Manager.	both are absent, DS AAG will appoint an appropriate alternative Acting DM (which may on occasion come from within the wider AAG team).
ASEAN Mission - APEC Policy Division Relationship	<ul style="list-style-type: none"> An effective Asia Regional Division – APEC Policy Division relationship needs to extend to an effective relationship between APEC Policy Division and the ASEAN Mission in Jakarta. 	<ul style="list-style-type: none"> Agree. DS AAG and DS APEC21 will pick this up as part of agreeing processes for managing inter-relationships.
ASEAN Mission Jakarta	<ul style="list-style-type: none"> The ASEAN Mission should have an identity that allows it to be more clearly distinguished from the Jakarta bilateral mission (eg their own identifier acronym rather than also using JAK). Concern about implications of a FIN proposal to merge ASEAN JAK and JAK's budget into a single cost centre. [Since overtaken by events.] Additional local engaged staff required to free up seconded policy staff's time. 	<ul style="list-style-type: none"> These issues are outside the scope of this restructuring. They can be picked up in other contexts.
MFAT representative to the Pacific Economic Cooperation Council (PECC)	<ul style="list-style-type: none"> Current representative is Principal Adviser TEG. Given PECC is an important track 2 partner for APEC, having the APEC Senior Official as the NZ representative would provide a closer connection between the two areas of work. 	<ul style="list-style-type: none"> This is outside the scope of this restructuring. It is, however, an idea worth exploring further, particularly in the context of considering the respective roles of the APEC21 Programme and the Trade and Economic Group.
EAS Senior Official - level	<ul style="list-style-type: none"> Should our EAS Senior Official be a more senior role, given other countries' are tier 1 or 2 and the EAS events provide opportunities for strategic engagement with those officials on a wide range of issues. 	<ul style="list-style-type: none"> The thoughtful feedback is acknowledged and appreciated. On balance, however, it is the view that having our EAS Senior Official at tier 3, with attendance by DS AAG or the CEO where there is value in that, has served us well.

Final Decision

9. The final decisions are to:

- (a) Split the Asia Pacific Regional Division (APD) into two teams.

- (b) Create an Asia Regional Division to handle the non-APEC aspects of APD's current work (e.g. ASEAN, East Asia Summit, South China Sea).
- (c) Locate the Asia Regional Division (including ASEAN Mission Jakarta) in the Americas and Asia Group (AAG).
- (d) Create an APEC Policy Division (within the APEC21 Programme) to handle the APEC aspects of APD's current work.
- (e) Disestablish:
 - i. Divisional Manager, Asia Pacific Regional Integration Division (band 22)
 - ii. Unit Manager, Asia Pacific Regional Integration Division (band 20)
- (f) Establish:
 - i. Divisional Manager, APEC Policy Division (band 22)
 - ii. Unit Manager, APEC Policy Division (band 20)
 - iii. Divisional Manager, Asia Regional Division (band 22)
 - iv. Lead Adviser, Asia Regional Division (band 19)
- (g) Move full responsibility for the Asia Europe Meeting (ASEM) to the Asia Regional Division.
- (h) Move full responsibility for the Forum for East Asia Latin America Cooperation (FEALAC) to the Asia Regional Division.
- (i) Move those aspects of South East Asia Division's work programme that relate to the ASEAN collective to the Asia Regional Division.

10. Attached as Annex A is the approved organisation chart as a result of these final decisions.

Impacts

- 11. The Divisional Manager APD is formally affected by this restructuring and will be reconfirmed into the role of Divisional Manager, Asia Regional Division. The Unit Manager APD is formally affected by this restructuring and will be reconfirmed into the role of Unit Manager, APEC Policy Division. Both staff have been provided with formal letters advising them of this in conjunction with the release of this decision document.
- 12. Nine staff (current APD policy staff and the HOM ASEAN) have changes in reporting line as a result of these decisions. The reconfirmation of these staff in their current roles will be formally confirmed in writing to them.
- 13. Several staff have minor changes in their job responsibilities or team within which it sits is moving into the Americas and Asia Group. These staff will receive a copy of this decision document. Changes in their responsibilities will be reflected as appropriate in their Performance and Development Plans – this will be discussed with them by their manager.

Implementation Date and Next Steps

- 14. The structural changes that result from these final decisions will be implemented on 30 April 2018.

15. The recruitment process for the vacant leadership roles will commence immediately. If those processes are not completed by 30 April, appropriate acting arrangements will be put in place.

16. The change in responsibilities for ASEM will take place on 29 October 2018. Any change to this will be determined by DS AAG.

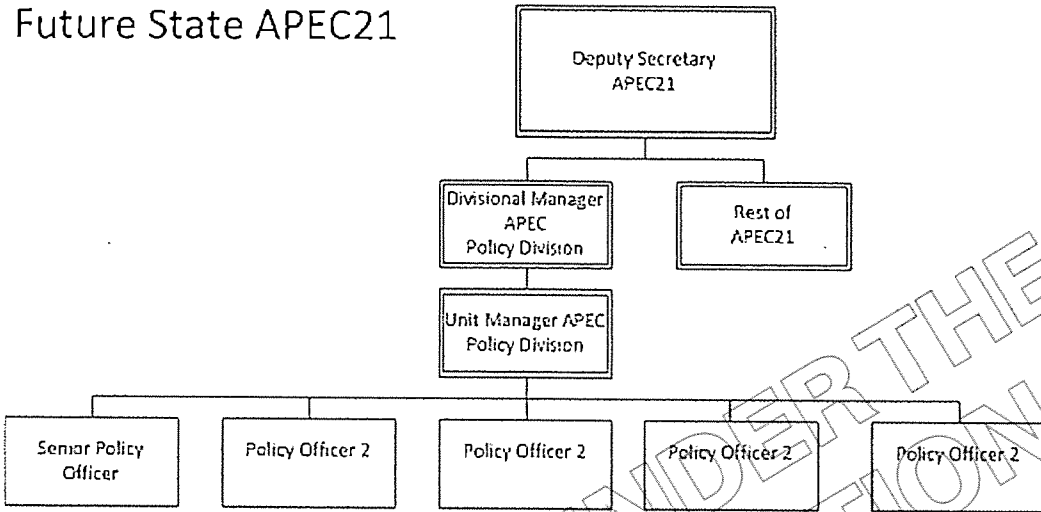
Employee Assistance Programme Support

17. Employee Assistance Programme support is available to you 24 hours a day. During normal business hours Monday to Friday the contact number is [redacted]. After hours, the contact number is [redacted].

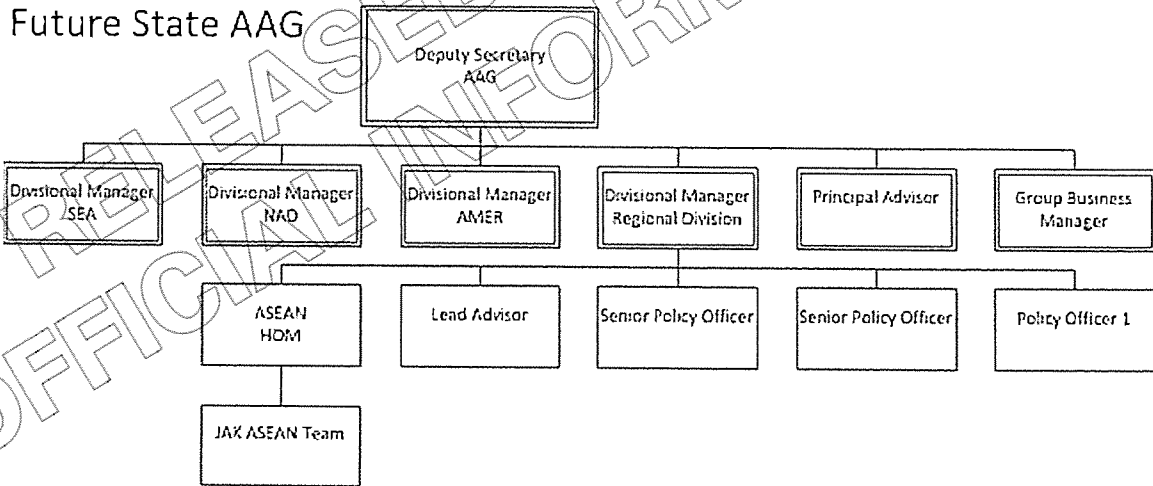
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Annex A

Future State APEC21



Future State AAG



MINISTRY OF FOREIGN AFFAIRS AND TRADE

DECISION DOCUMENT

Proposal to merger DSE, DBI and PAM

April 2018

Introduction

1. The purpose of this document is to set out the decisions made on the proposed merger of DSE, DBI and PAM following feedback from staff.
2. The feedback received has been highly constructive and has contributed to ensuring we have confidence in the confirmed structure to be implemented and the way in which position responsibilities are defined.
3. We would like to take this opportunity to thank everyone for their contribution to this review which was of a high quality, thoughtful and valuable feedback on the proposal as set out in the consultation document.
4. The proposal outlined in the Decision Document has been confirmed with the exception of some name changes, and the reporting lines of the Lead Adviser Results & Planning which will now report to the Divisional Manager DCI.

Jonathan Kings
Deputy Secretary Pacific and Development Group

Background

5. The proposal was seeking to continue the work that started with the Capability review in 2015 when DSE and DBI were created. These business units were created by bringing together support and policy functions, project activities and oversight (including PAM), and as a vehicle to support the upcoming Business Case approach.
6. The key design principles when considering the any proposed PDG changes are:
 - a. To position ourselves to meet future needs using the four functions
 - b. Improve role clarity within teams and provide clear hand-off points by creating centres of excellence
 - c. Strengthen the capability and capacity of teams to deliver value in the new way of working
 - d. Ensure an appropriate span of control for managers
 - e. Enable workforce flexibility to engage the right people, on the right priorities, at the right time
7. The proposal for the merger of DSE, DBI and PAM was communicated to impacted groups on the 20th of March 2018. This was followed by wider communication to all staff via Te Aka for consideration within their Groups.

Feedback

8. A number of staff and groups took the opportunity to provide feedback on the proposals. The following table summarises the key themes contained in the feedback and the response to that feedback.
9. In summary, the majority of feedback was supportive of the direction and substance of the proposals. The summarised feedback is below:

Feedback Theme	Summary of Feedback provided	Response
Strategy and Planning function	<p>The current Strategy and Planning role no longer exists in the new Insights team, and there is concern about who will carry out these functions in the new structure.</p> <p>An option was raised to have the strategy and planning function move to the Development Policy and Effectiveness team.</p> <p>A question was raised, does the proposed structure sufficiently support the areas the new BCA and strategic architecture seeks to strengthen at 4YP level and Activity level, i.e. strategy, planning, problem analysis, intervention logic, outcomes focus</p>	<p>The planning role has been removed from the current structure with responsibilities for performing this function split across multiple roles in the new structure. The functions would be performed by:</p> <ul style="list-style-type: none"> • The new Senior Data & Reporting Analyst, providing reporting and data analytics to support programme staff undertake bilateral, regional, multilateral, and humanitarian planning • The new Business Practice roles, maintaining the planning architecture and framework, and facilitating managers to regularly refresh content within their strategies and plans • The existing Lead Adviser Planning & Results, supporting PDG to engage with the Ministry's broader planning and reporting cycle, and working with FIN to support the Ministry's budget bid and estimates reporting.
Naming conventions	<p>The proposed name of the new division and units within it do not reflect their purpose.</p>	<p>Agreed. Change the Division and Unit names as suggested to better align with the functions:</p> <ul style="list-style-type: none"> • Development Capability & Insights Division (DCI) • Insights, Monitoring & Evaluation Unit (IME) • Business Practice & Capability Unit (BPC)

Feedback Theme	Summary of Feedback provided	Response
		<ul style="list-style-type: none"> Development Systems & Projects Unit (DSP)
Reporting lines	<p>A suggestion has been made to change the reporting line of the Lead Advisor P&R and having them report directly to the Division Manager.</p>	<p>Agreed.</p> <p>The wider Ministry has adopted reporting lines where Lead Advisers report directly to Division Managers.</p> <p>This provides the opportunity for the DM to have access to a resource which can be targeted at specific problem areas across the breadth of the newly formed team.</p> <p>This may also alleviate the issue of the number of direct reports assigned to the UM Insights, Monitoring and Evaluation</p> <p>We will change reporting lines for the Lead Advisor P&R to report directly to the DM.</p> <p>The status of this role, currently Fixed Term, will become permanent as at 30 June and advertised accordingly.</p>
Business Process management function	<p>Concern has been raised that there is no specialist role in the new structure to manage business processes across PDG, and no structured process to make changes to business processes.</p> <p>Currently there is a DO role fulfilling this function.</p>	<p>Noted.</p> <p>There is an expectation that this function will be funded through projects in the future as required (i.e. will be the responsibility of future projects to account for this in their budgets as required).</p> <p>The Business Practice & Capability Adviser role within the Business Practice & Capability unit will play a role in managing business process changes.</p>
Insights, Monitoring and Evaluation Unit	<p>There is concern that the combination of Planning & Results and Evaluation & Research will reduce the Independence of the Evaluation team. This is likely to be raised as an issue with the DAC review planned for May.</p>	<p>Noted, however this can be managed through following good procedure.</p>
	<p>Concern has been raised that not enough thinking has been done about how a combined ER and DPR team will function in the future.</p>	<p>Noted.</p> <p>There are sufficient indicators that this is the correct direction of travel, and the expectation is that</p>

Feedback Theme	Summary of Feedback provided	Response
		how all units within the division function effectively in the future is an ongoing BAU activity.
	<p>There is a suggestion that the current level of ER resourcing is insufficient to meet current demand for ER services and with the expected increase to fulfil the objectives of the BCA, and the "Evaluation Expansion" signalled by the CE, the ER team will need to increase by at least 2 FTE.</p> <p>This is aligned to the suggestion that the DM Pacific Research be role be re-aligned back into the team.</p> <p>Once the new unit is established there will need to be work done to ensure an appropriate career progression path is in place.</p>	<p>Noted.</p> <p>Increasing the FTE count within the overall divisions is outside the scope of this review.</p> <p>This should be managed as a BAU activity once the change is imbedded.</p> <p>It is highly likely that this unit will have access to Crown funding to augment ER work in the future.</p>
	Some transactional functions currently carried out by the ER and DPR could be transferred elsewhere within the Ministry.	<p>Noted.</p> <p>Increasing the scope of work carried out by teams outside PDG is not part of the scope of this review.</p> <p>This should be managed as a BAU activity once the change is imbedded.</p>
Legal Unit	A proposed outcome suggested that the Legal team report directly into the office of the PDG DS.	<p>This suggestion can be considered as and when the subject of the legal team's location is determined as part of the ongoing PDG functional design.</p> <p>It was noted we received numerous comments for customer groups stating the service they receive from, and access they have to, the Legal team is of a very high calibre.</p>
Policy Unit	Recommendation to transfer to Development Policy and Effectiveness Unit in to the Office of the PDG DS.	This suggestion can be considered as and when the subject of the legal team's location is determined as part of the ongoing PDG functional design.
	Recommendation to retain the Development Policy and Effectiveness unit in the new DCI division.	The Development Policy function is intended to move into the strategic policy space and away from business practice, frameworks and operational policy, which will be the

Feedback Theme	Summary of Feedback provided	Response
		<p>responsibility of the Business Practice & Capability Unit.</p> <p>This is a central design principle. It distinguishes between the <i>why</i> and what questions which are typically (strategic) policy and programming functions, and the <i>how, who</i> and <i>when</i> questions which are operational functions (operational policy, process design, and business practice).</p> <p>It also enables the Ministry to strengthen performance in both of these domains, which is critical to improving our strategic policy profile and ongoing efficient process design.</p> <p>The two Units would be expected to engage to ensure that strategic policy principles are understood and can be reflected in operational policies and business practice. However, process and business practice design decisions would reside with the Business Practice and Capability Unit.</p>
	<p>Concern that some Policy unit responsibilities are not being met now.</p>	<p>The future proposal should provide the unit with additional capacity to address these issues.</p>
<p>Development Systems and Projects Unit</p>	<p>A question has been raised about whether this unit would take on responsibility for other NZ Aid systems, in particular the scholarships system (SAM).</p>	<p>Noted.</p> <p>The new Development Systems & Projects unit would have responsibility for enhancing and maintaining PDG's technology investments and ensuring the SAAS benefits of Enquire are realised by the business. The ongoing Enquire support function is not dissimilar to the ongoing support functions needed to maintain SAM.</p> <p>It would make sense from an accountability and resource efficiency perspective to have the support function for all NZ Aid systems, and any future system development work, located in one business unit. This will be developed into a design principle as we move forward.</p>

Feedback Theme	Summary of Feedback provided	Response
	<p>A question was raised about the split of functional responsibilities for managing PDG's business intelligence and reporting tools.</p>	<p>The technical, system administrator support, and database management support, is the responsibility of the Development Systems & Projects Unit.</p> <p>Assessing, manipulating and validating that data to support business practice is the responsibility of the Data Analysts in the Insights, Monitoring & Evaluation Unit.</p> <p>Specifying and designing new system-generated reports is the responsibility of the Data Analysts in the Insights, Monitoring & Evaluation Unit.</p>
<p>Business Practice (ex-Quality Assurance)</p>	<p>Concern has been raised about whether the team is sufficiently resourced to manage the governance process with the 4YP Boards, and take on the additional responsibilities of the Strategy and Planning role.</p>	<p>Noted.</p> <p>The Business Practice function is critical to the success of the Business Case Approach and our new way of working. There is overwhelming support for the function as designed, with questions raised regarding the ability to support across PDG, at least initially while the practitioners in other teams are coming up to speed.</p>
<p>Change Management function</p>	<p>There is concern that the new structure does not allow for a Change Manager to manage change across PDG (the new structure has a Change Manager (FT) for system changes only). This is seen as critical in a division with a mandate for continuous improvement.</p>	<p>A suggestion has been made to include this as a function of the BPC unit however that will apply further pressure on this team (as discussed previously).</p> <p>It is agreed this function is a critical part of the new division's mandate, and the expectation is that the division collectively will take ownership of that function (i.e. the role of the organisational change manager will be assigned to existing resources depending on the situation. This can be reassessed after a period of time.</p>

Other Feedback

10. In addition to providing feedback on the actual proposal outlined in the consultation document, some staff also provided views on other improvements that could be made moving forward. Primarily these were related to additional functions that could be added to the proposed new division, or functions that could be moved to other areas within MFAT. Increasing overall FTE within the division or impacting other business units outside of PDG was out of scope of this review, however the information and views provided will be extremely useful, and will be considered as we move forward.

Final Decisions

11. With the exception of some name changes, and the Lead Adviser Results & Planning which will now report to the Divisional Manager DCI, the final decisions are unchanged from the proposals outlined in the discussions document of 20 March 2018.
12. Attached as Annex A is the approved organisation chart as a result of these final decisions.
13. Attached as Annex B are the functional descriptions of each unit, plus, for clarity, the Lead Adviser Planning & Results.

Post implementation review

14. In line with best practice, it is intended that the new Divisional Manager will assess the effectiveness of the new structure, circa 3 months after being appointed and once the changes have been implemented and imbedded, to ensure that the outcomes that we expect have been achieved.
15. In light of the feedback we have received, this post implementation review will specifically include the resourcing profiles across the Insights, Monitoring and Performance unit and the Business Practice and capability unit.

Next Steps

16. The following positions will be disestablished:
 - a. Divisional Manager, Development Business Improvement
 - b. Divisional Manager, Development Strategy & Effectiveness (vacant)
 - c. Unit Manager, Planning & Results (vacant)
 - d. Planning and Strategies Adviser, Planning & Results Unit (vacant)
 - e. Development Manager Development Practice (vacant)
17. The Unit Manager Evaluation & Research will transfer into the role of Unit Manager, Insights, Monitoring and Evaluation.

18. The following changes in reporting lines will be confirmed.
- a. Reporting to the Divisional Manager DCI:
 - i. The Unit Manager Development & Effectiveness
 - ii. The Senior Lawyer
 - iii. The Lead Adviser Planning & Results
 - iv. The Unit Manager, Development Systems & Projects
 - b. Reporting to the Unit Manager Insights, Monitoring & Evaluation:
 - i. The Senior Adviser Evaluation & Research
 - ii. The Adviser Evaluation & Research
 - iii. The Knowledge Adviser
 - iv. The Adviser Planning & Results
 - v. The Data & Analytics Adviser
 - c. Reporting to the Unit Manager, Business Practice & Capability:
 - i. The Development Officer Business Process
 - ii. The L&D Adviser
 - iii. The Administrator Online Tools

19. It is expected the changes detailed above will be completed by the 7th of May.

20. Recruitment of the following new positions will commence as soon as practicable:

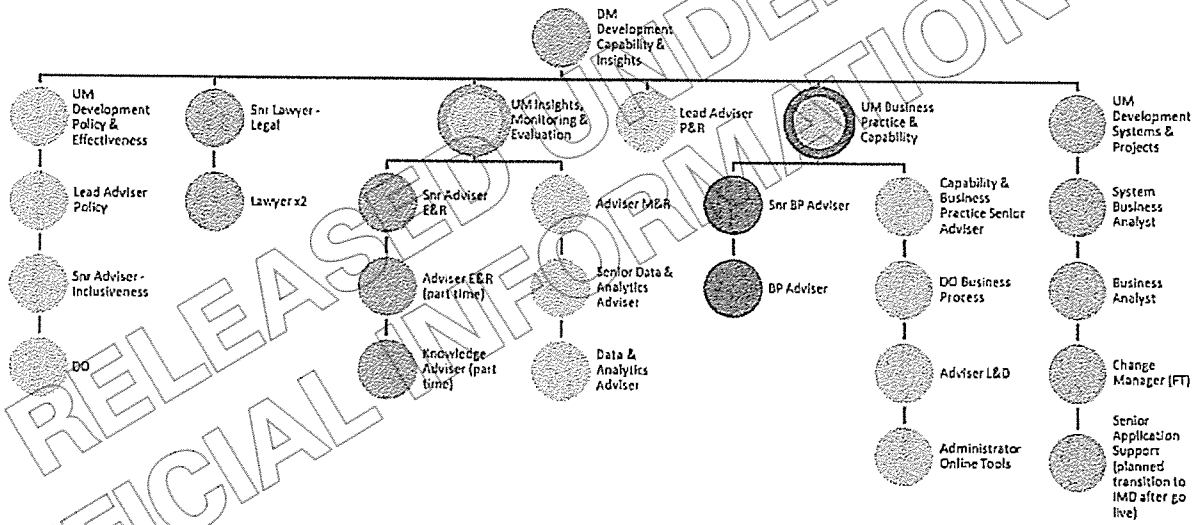
- a. Divisional Manager, Development Capability & Insights (DCI)
- b. Unit Manager, Business Practice & Capability
- c. Senior Business Practice Adviser
- d. Business Practice Adviser
- e. Lead Adviser Planning & Results
- f. Capability and Business Practice Senior Adviser
- g. Senior Data & Analytics Adviser
- h. Unit Manager, Development Systems & Projects

21. It is expected the new Divisional Manager role will be advertised immediately, and the other new roles will be advertised by the 7th of May. Position Descriptions will be available as part of the recruitment process.

EAP

22. We recognise that this is a challenging time for people potentially impacted by change and for their colleagues. The Ministry is committed to supporting staff through the change process. Employee Assistance Programme (EAP) support is available to you 24 hours a day. During normal business hours Monday to Friday the contact number is . After hours, the contact number is

ANNEX A: APPROVED ORGANISATION CHART



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ANNEX B: FUNCTIONAL DESCRIPTIONS

Development Policy & Effectiveness Unit

Frameworks, policy and reporting

- Development policy architecture
- Development Policy including Policy coherence for development
- Policy framework for Sustainable Development and 2030 Agenda
- Strategic Framework (20 year strategies)
- Development cooperation quality and standards

Capability

- Improve capability in core development cooperation policy and NZ's policy agenda
- Provide briefings and ministerials on Development policy

Key Relationships

- PDLT and SPC
- NZ Ministers and Government agencies
- OECD-DAC
- DEVNET
- NZADDs

Trusted Adviser

- Sector Leadership in development effectiveness and policy advice, including cross cutting issues, gender and human rights
- Represent NZ's development cooperation interests at international for a
- Inclusiveness, Development, Gender and Humanitarian Response advice

Legal Unit

Frameworks, policy and reporting

- Maintain contract templates
- Maintain a Legal framework and engagement structure
- Procurement process to obtain external legal advice
- Ensure PDG does not breach its domestic and international legislative obligations

Capability

- Build capability in the preparation and negotiation of legal contracts, risk mitigation, and commercial acumen
- Enhance people and capability through training sessions and education
- Review business practices and procedures to identify improvements

Key Relationships

- SED
- PAC Branch
- PHM
- GLO
- CLU

Trusted Adviser

- Provides legal, commercial and policy advice on a wide range of issues relevant to PDG, which includes an appraisal function to support developing designs and options
- Provides a risk management function to assist PDG with assessing the appropriate scale of risk and impact to MFAT and partners, and suitable mitigants
- Takes a lead role in partnering with PDG programme teams on drafting and finalising complex and bespoke legal agreements and managing issues that arise during the course of the contract
- Provision of post-contract advice

- Transactional shaping of the deal in consultation with sector leads
- Provide early advice on appropriate grant or contracting approaches
- Provide a professional and independent sounding board to PDG teams

Business Practice and Capability Unit

Frameworks, policy and reporting

- Programme and Activity Governance Systems and Advisory support
- PDG Capability model
- L&D framework programme
- L&D course content, delivery and evaluations
- Business process management
- Business process change framework
- Business Practice framework and process (Concept Note and Better Business Case)
- Management of Intranet channel content

Capability

- Train the trainer activities
- L&D training materials

Key Relationships

- PDLT
- Governance Boards
- SED
- PAC Branch
- PHM
- GDS

Trusted Adviser

- Provide collateral and expert support for Governing Board discussion
- Provide collateral and expert support for 4YP Board discussion
- Support for Concept Pitching Panel discussion
- Providing targeted training support and supporting other units in DCI to provide specialised training

Development Systems and Projects Unit

Frameworks, policy and reporting

- PDG Systems strategic planning and benefits management
- PDG systems change management framework and approach
- Vendor Relationship and Contract Management
- Budgeting, licences and escrow management
- Management of ongoing PDG systems and integrations maintenance and enhancements (Patches, Releases, Upgrades, Service Level Agreements)
- System Incident Management
- Systems configuration and template change management
- Database management and system support for PDG business intelligence and reporting tools
- Management of ongoing PDG systems enhancements

Capability

- Enabling effective and efficient aid management through programme and activity lifecycle
- Providing global access to and visibility of data and information to support sound decision making

Key Relationships

- PDLT
- DCS

- SED
- PAC Branch
- PHM
- GDS
- IMD
- FIN
- External Vendors

Trusted Adviser

- Leadership on PDG system strategic planning and implementation
- Enquire and other system design, analysis and support
- Enquire and other system business process updates

Insights, Monitoring and Evaluation Unit

Frameworks, policy and reporting

- Manage and deliver the strategic ER programme
- Maintain activity evaluation programme
- Evaluation panel and MER pool, and procurement of evaluation and research providers
- Advice and support for NZIPR

Frameworks

- Evaluation and Research system architecture
- Maintain AMA/ACA master database
- Maintain evaluation & research master database
- Maintain Transparency (IATI)

Policy

- Lead the development of PDG multi-year strategic ER programme based on PDG policy, strategy and plans
- Develop and maintain ER policy, standards, guidance material and resources
- Develop and maintain policy, standards, guidance material and templates on AMAs and ACAs, activity evaluations, and research projects

Reporting

- Dashboard reports and ad hoc report
- OECD evaluation reporting
- Performance results insights and commentary on PDG performance to wider MFAT
- Report against agency level reporting obligations
- Assessing, manipulating and validating data to support business
- Specifying and designing new system-generated reports

Capability

- Provide ER advice, coaching, feedback and support for program & activity evaluation & research
- Provide advice, coaching and feedback to staff on problem analysis, intervention logic, evaluative thinking, monitoring & evaluation frameworks, for 4YPs and Activity(business case), including approaches to support adaptive management, evaluation types and approaches, AMAs, ACAs
- Develop and deliver resources and training modules specific to Insights: problem analysis, intervention logic, evaluative thinking, monitoring & evaluation for 4YPs and Activity (business case), Activity Monitoring Assessments (AMAs) and Activity Completion Assessments (ACAs), activity evaluation and research
- Develop and deliver resources for strategic evaluation & research
- Develop and deliver resources for external evaluation providers and QA roles, such as IEAs

- Provide In-Depth Results Support to programme teams (covers Activity design, monitoring and evaluation support to staff including visit to Post to provide in-person training & guidance)
- Develop & maintain ER QA processes and procedures

Key Relationships

- PDLT
- SED
- PAC Branch
- PHM
- GDS
- Finance
- MFAT (in particular ER function)
- NZ Ministers and Government agencies
- External evaluation, research and monitoring providers
- Monitoring, evaluation and research practitioners in partner governments and agencies (in NZ and overseas)
- Partner governments and key stakeholders (in relation to strategic evaluation and research work)
- OECD-DAC: EvalNet/Results/Comm
- Professional evaluation and research agencies

Trusted Adviser

- Build a trusted evidence base that provides analysis/insights/ lessons that stimulate critical thinking and reflection (the what, the so what and the now what)
- Knowledge Broker to fill gaps in our knowledge, problems and solutions and enhance our understanding of the contexts we operate in
- Lead on international and national evaluation practice and standards
- Manage international reporting standards
- Lead and engage PDG in embedding critical and evaluative thinking, including applying this to programme and business case development
- MFAT lead in evaluation and research
- Sector lead in insights and results, and MFAT engagement to improve Pacific Statistics
- Represent NZ at national and international fora
- Disseminate evaluation, research findings/lessons/ insights and results to internal and external audiences for improved decision-making, programme and activity management and investment opportunities, policy development and Accountability

Lead Adviser P&R

Responsible:

- Performance System architecture
- PDG strategic architecture and planning cycle
- FAP structure and allocations
- Support for macro funding allocations
- Budget and programme allocations
- PDG Annual report
- NZ Government compliance reporting (Treasury, Minister, etc)

Supporting:

- Performance results insights and commentary on PDG performance to wider MFAT
- Report against agency level reporting obligations

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OFFICIAL INFORMATION ACT.