



14 August 2018



Dear 

Official Information Act request relating to Restructuring at the Department of the Prime Minister and Cabinet (DPMC) over last three financial years

Thank you for your Official Information Act 1982 (the Act) request received on 20 June 2018. You requested:

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

- number of jobs disestablished
- total number of redundancies
- total number of jobs added
- total number of jobs merged
- refocusing aspects of any role
- length and type of consultation

I am also requesting details of any change management consultants that have been employed to manage the workplace change process. Who were they, for how long were they employed, what was the rate and what was the total cost?"

Below is the change processes and outcomes from 1 July 2015 to 30 June 2018, indicating the relevant DPMC business unit.

Policy 2017/2018

Number of jobs disestablished	6
Total number of redundancies	0
Total number of jobs added	6
Total number of jobs merged	2
Consultants used for workplace change management	None

Length and type of consultation:

In 2017, DPMC carried out an internal review of its policy functions and subsequently made changes to its first opinion policy functions, bringing together its National Security, National Cyber Policy Office, and Civil Defence Emergency Management Policy team in an interim structure in December 2017, pending further consideration.

The objective of the change was to deliver improvements in capability, giving greater flexibility to respond to changes in demand. The changes did not propose a reduction in staffing, although some staffing changes occurred consequently.

Discussions and communications were ongoing over the next six months up to the final announcement and then formal consultation was over 10 days.

Government House 2017

Number of jobs disestablished	9
Total number of redundancies	2
Total number of jobs added	9
Total number of jobs merged	0
Consultants used for workplace change management	Parkvale Consulting was involved in some aspects of this restructuring as they undertook other work at DPMC. The change process implementation was largely undertaken internally.
Cost	It is not possible to separate the workplace change cost incurred by DPMC for the work Parkvale Consulting undertook in relation to this restructure.

Length and type of consultation:

In May 2017, Government House underwent a review of its structure and capability. The objectives were to:

- ensure it is able to provide increased advice and support to the current and future Governors-General;
- take a strategic approach to external communication and engagement including the use of digital and social media;
- effectively engage in Auckland; and
- respond to the changing New Zealand population.

This review proposed a change to structures to achieve these objectives. The initial informal consultation was over four months. Formal consultation was then held over two weeks, following a presentation and a written document. Feedback was in groups, one on one and in writing.

It is not possible to separate the workplace change management cost incurred by DPMC for the work Parkvale Consulting undertook, as it was a small part of a wider piece of work undertaken by Parkvale Consulting for DPMC. Accordingly, I am refusing this part of your

request under section 18(e) of the Act on the basis that there is no document that contains the information you have requested.

Cabinet Office Registry and DPMC Messenger services 2016

Number of jobs disestablished	2
Total number of redundancies	2
Total number of jobs added	0
Total number of jobs merged	0
Consultants used for workplace change management	Yes - Davanti Consulting
Cost	\$26,300 excl. GST.

Length and type of consultation:

DPMC commissioned an external review of business processes and resourcing of the Cabinet Office Registry and DPMC Messenger services, following the introduction of a new online platform, CabNet. The objectives were to ensure that the right business processes were being used; and that an appropriate level of resources were being provided to ensure a high standard of service for Ministers.

The review was undertaken by Davanti Consulting between 30 May and 7 July 2016. Following the review, the Cabinet Office Registry was reorganised. There was a formal consultation process of three weeks.

MCDEM Business Support 2016

Number of jobs disestablished	3
Total number of redundancies	1
Total number of jobs added	0
Total number of jobs merged/ changed	4
Consultants used for workplace change management	No

Length and type of consultation:

In August 2016, following an internal review of the MCDEM business support function it was evident that the current structure will need to change in order to better meet the needs of the business as it continues to grow. The proposed change would allow more flexibility to support projects and urgent work.

There was a three-week formal consultation period.

Administration Review Security and Intelligence Group (SIG) 2016

Number of jobs disestablished	0
Total number of redundancies	0
Total number of jobs added	1
Total number of jobs merged	0
Consultants used for workplace change management	None

Length and type of consultation:

In June 2016 an internal review of the business support function was undertaken for the Security and Intelligence Group. The aim was to assess the current work of the Executive Assistance and the administration requirements of the Security and Intelligence Group. The review proposed a small change to resources. Formal consultation was carried out over three weeks.

There were no other restructures in DPMC in 2015/16.

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

You have the right to ask the Ombudsman to investigate and review my decision under section 28(3) of the Act.

Yours sincerely



Karen Jones
Director, Office of the Chief Executive