



Organisational Change Management Policy

Te Kaupapa Here mō te Hurihanga Nui o te Rangatōpū

Version 1 | Mahi Tuatahi

Effective Date | Whakamana tahito: April 2025 | Āpereira 2025

Next Review | ā houanga arotake: April 2028 | Āpereira 2028

Policy Owner | Rangatira Kaupapa Māhere: Chief Executive Officer

Key Accountabilities | Ngā Takonga Tuatahi: Senior Leadership Team

Introduction | Tīmatanga Kōrero

The purpose of this policy is to:

- Ensure the restructure of teams, both Kindergarten and Support Office teams, occurs in line with the strategic direction and agreed 'non negotiables' of the organisation.
- Provide clarity on the process that will be followed in the case of workplace change or restructure.
- Ensure compliance with the relevant Collective Agreements and Individual Employment Agreements.
- To ensure a fair and transparent workplace change policy for all concerned.

Applies To | Ko Wai Whakahāngaitia

This policy applies to all employees of He Whānau Manaaki o Tararua Free Kindergarten Association (Whānau Manaaki).

Definitions | Tautuhi

"Suitable Alternative" position is defined in the Kindergarten Teachers, Head Teachers and Senior Teachers Collective Agreement 2023-2026 as a position which is, in the same location or within reasonable community distance, has substantially similar terms and conditions of employment and has comparable duties and responsibilities.

General Principles | Mātāpono Whānui

1. Whānau Manaaki will always consider the restructure of teams in Kindergartens or Support Office as a result of a genuine operational and / or educational reason. This may include but is not limited to:
 - a. To ensure Kindergartens provide an effective and high-quality service that is relevant to communities.
 - b. Ensure Kindergartens operate in a manner that maintains their visibility.
 - c. More productive operational processes and improved technology.
 - d. Financial reasons such as funding for a position being withdrawn.
 - e. To ensure that Whānau Manaaki is best positioned to implement organisational objectives and strategic intentions.
2. Where an organisational or individual kindergarten review may lead to potential significant organisational change, Whānau Manaaki will ensure the following principles are applied:
 - a. A fair and transparent process including impacts on Māori and equity groups be considered as appropriate.
 - b. Uncertainty for employees is minimised.
 - c. Placement of existing employees into available positions is maximised.
 - d. Relevant provisions contained within employment agreements are observed and applied.
 - e. Minimum disruption to operations or business as usual is ensured.



- f. Employees have access to a paid confidential assistance programme and service such as EAP throughout the change process.
3. Discussion with affected individuals and teams will accompany this policy and accompanying process.

Consultation

4. Consultation will commence as early in the process as possible, no less than six weeks prior to the proposed implementation date. No final decisions regarding any proposal will be made until consultation is complete.
5. A copy of the proposal will be provided to the appropriate Union.
6. The purpose of such consultation is to allow the parties sufficient opportunity to investigate alternative options in good faith.
7. Whānau Manaaki will consult for a minimum of two weeks.

Impacts

8. Using impact assessment methodology as defined below, the impact of change to employees' positions will be assessed against one of the following categories. The below are general principles, within each level of impact.
 - a. No impact - These positions are the same as existing positions.
 - b. Minor change - A minor change such as change in position title or reporting line or minor change to accountabilities.
 - c. Disestablished - This position doesn't exist in the new structure and there are no similar alternatives.
9. Occasionally after consultation and in a final confirmed structure, it may be decided that if a position is disestablished, there is a position that is a suitable alternative.

Reassignment / Transfer

10. Employees whose positions are disestablished but have been assessed as having a suitable alternative position in the new structure will be reassigned or transferred to that position.

Redeployment

11. Where confirmation or reassignment is not possible, employees will be considered for redeployment where there is an appropriate position available.
12. Where there are reduced number of permanent positions in the new structure, e.g. three positions become two, all directly impacted incumbents will be given preferential consideration for the new position(s), and an Expression of Interest (EOI) process will apply.
13. All employees in a 'many to a few' situation will be given at least three months' notice in writing.
14. Only those employees whose positions were disestablished as a consequence of a 'many to a few' situation will be eligible to be considered for the related vacant new position in the first instance.
15. Employees who are being preferably considered for positions will have this confirmed in writing and be advised of the selection process.
16. Whānau Manaaki may appoint this group of employees, namely those in a 'many to a few' scenario to no impact or comparable positions irrespective of whether or not they have expressed interest.
17. Where there are multiple non-comparable positions as a result of changes, a process will be conducted based initially on expressions of interest.
18. Employees in disestablished positions will receive a redeployment pack with information on completing an Expression of Interest (EOI).

19. Using the EOI, employees can express interest in the vacancies. Employees will be asked to rank their preferences, but this does not guarantee they will be redeployed in this position.
20. Where an employee is redeployed, their service will be classed as continuous.

Selection Criteria

21. Selection criteria outlined in the Recruitment and Onboarding Policy will apply to EOI, shortlisting and interview processes relating to organisational change management.
22. If an employee chooses not to participate in the EOI process, they may nonetheless be offered redeployment to a suitable alternative position.

Redundancy

23. Where all reassignment and redeployment options have been exhausted for employees whose position has been disestablished, an employee may be confirmed to be made redundant.
24. If redundancy is necessary, severance compensation may be paid in accordance with the relevant Employment Agreement.
25. Periods of Parental Leave, ACC Leave and paid and other approved leave will be counted towards continuous service for the purpose of severance compensation.
26. Any periods of leave that does not count towards continuous service for the purpose of work-related benefits including severance compensation will be confirmed with the employee in writing at the time that the leave is approved.

Minor Organisational Change

27. In some instances where only a minor change is proposed, for example only changes to a position title or reporting line, Whānau Manaaki may conduct a more informal consultation.
28. An informal consultation may include consulting with only those employees who are affected by the change.

Relevant Legislation and Regulations | [Whaitake Ture me Waeture](#)

Employment Relations Act 2000
Human Rights Act 1993
Holidays Act 2003
Education (Early Childhood Centres) Regulations 2008
Kindergarten Teachers, Head Teachers, and Senior Teacher Collective Agreement (KTCA)
Office Based Support Staff Collective Agreement
Support Staff Collective Agreement
Individual Employment Agreements
Ministry of Education Funding Handbook

Related Procedures or Processes and Documents | [Pākanga Tukanga me Pukapuka](#)

Expression of Interest Form (EOI)
Reorganisation of Kindergartens Guidelines
Whānau Manaaki Consultation Policy
Whānau Manaaki Recruitment and Onboarding Policy

Policy Review Cycle | [Kaupapa Arotake Hurihanga](#)

This policy is to be reviewed every three years. Whānau Manaaki may amend or cancel this policy or introduce a new policy, as it considers it necessary within the current cycle of the policy. Any amendments will be considered by the policy Working Group and will need to be approved by the Senior Leadership Team and the Board. The policy will continue on the same review cycle.



Reorganisation of Kindergartens Guidelines

Reorganisation of Kindergartens

'Reorganisation' can be any of the following:

- Change to the operating hours, including start/finish times and days of operation,
 - Change of 'grouping' structure eg. whānau grouping, mixed age groupings,
 - Change in number of children attending,
 - Change to number of teachers,
 - Change of licence type.
1. Whānau Manaaki will consider and support reorganisation in order to:
 - a) Ensure that kindergartens provide an effective and high-quality service to communities
 - b) Ensure that kindergartens operate in a manner that maintains their visibility.
 2. In any reorganisation every effort will be made to:
 - a) Provide quality programmes,
 - b) Employ only qualified, registered teachers in regulated positions,
 - c) Maintain a focus on child-centred learning,
 - d) Provide accessible services,
 - e) Maintain teacher non-contact time (including provision for team non-contact),
 - f) Provide professional support,
 - g) Improve teacher:child ratios,
 - h) Nurture close relationships with families/whānau; and,
 - i) Improve group size.
 3. All services will be kindergartens, i.e. teachers will be covered by the State Sector Act and will be employed on the terms and conditions of the Kindergarten Teachers, Head Teachers and Senior Teachers' Collective Agreement (KTCA).
 4. Where practicable models of operation will be determined through a process of consultation.
 5. Maximum teacher contact-time will be in line with, or more favourable than the current KTCA. There may be occasions when contact time varies from week to week, provided that when averaged over a four-week period it does not exceed the maximum.
 6. Individual kindergartens will not be required to meet the costs of items that are required by the licence change such as cots, mattresses and the like. There may be other costs, such as office furniture or laptops, that will generally be met by the kindergarten.





Reorganisation of Kindergartens Guidelines

Process

Generally, the process of reorganising kindergartens will be:

1. The need for reorganisation is identified. This could be kindergarten community, the staff of the kindergarten or Senior Teacher or Member of the Senior Leadership Team.
2. The teaching team and appropriate members of the Whānau Manaaki Support Office meet to discuss the situation. This discussion will include:
 - a) Strategies that have been implemented to address issues to date;
 - b) The ways in which the community is accessing the kindergarten currently, and any known barriers to access;
 - c) Possible changes/models that might be appropriate;
 - d) The process for consultation and decision-making (including timeframes).
3. NZEI is welcome to attend, and staff may invite them to meetings and/or to be part of the process.
4. Consultation with the kindergarten community may occur if it is deemed necessary. This may include a community meeting and/or a survey to ascertain their preferences and their comments/suggestions for kindergarten operation. The outcomes of this consultation will be considered however, it remains the Chief Executive Officer's prerogative to make the final decision in line with the Consultation Policy.
5. The community will be notified of the course of action and/or changes, including timeframes of implementation of any proposed reorganisation.
6. Preparations are made for the change, including licence application and assessment (if needed), the purchase of any new resources or equipment and any necessary changes to the environment.
7. Identified changes are implemented from the appropriate date, ensuring that provisions of relevant employment agreement conditions are met.
8. When a kindergarten is reorganised, the new model of operations will be continually monitored ascertaining how well it is working for children, families and staff. If any significant issues are identified and further change is considered, the Chief Executive Officer will determine, after discussion with Senior Teachers and the Teaching Team, the most appropriate way to approach this change.





Expression of Interest (EOI) Form

Prior to completing this form, we advise you to read through the Organisational Change Management Policy and the letter and Position Descriptions that have been provided to you with this form.

First Name:

Last Name:

Current Position:

Preference	Position Title	Closed Contestable Pool Y/N

Relevant Qualifications to any of the positions listed above

