

14 November 2024

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OIA 29767

Thank you for your email of 21 October 2024 in which you request the following under the Official Information Act 1982 (OIA):

1. *"All documents from activities that were undertaken to document, review or assess the after-effects of change processes that involved the restructuring of an organisational unit, e.g. to gauge whether the intended objectives were met. This may include, but is not limited to:*
 - a. *Internal or external reviews, reports or assessments, formal or informal.*
 - b. *Assessments of operational markers, performance metrics and similar transactional indicators, where explicitly linked to a restructuring- or transformation event.*
 - c. *Assessment of formal KPI's that were set in relation to the structural change or transformation of an organisational unit.*
2. *If there are no documents that meet the criteria in 1., please explain whether there are any informal- or non-documented approaches to review and assess the after-effects of internal restructuring that are practiced within MFAT.*
3. *In scope for this request are the internal restructures as detailed in this table:*
 - a. *FY 18-19 Security Division*
 - b. *07.03.2019 Commercial Commission*
 - c. *09.05.2019 Governance, Risk & Assurance*
 - d. *10.07.2019 People & Operations - Senior Leadership*
 - e. *26.08.2019 Communications Division*
 - f. *11.03.2020 Maori Policy Unit*
 - g. *07.05.2020 Covid-19 Steady State*
 - h. *7/09/2020 HR & PCA Functional Review*
 - i. *20/10/2020 Trade & Economics Group*
 - j. *3/11/2020 Pacific & Development Group*

- k. 24/11/2020 Safehand Diplomatic Courier Function
- l. 17/02/2021 Scholaships Unit."

Part one of your request is refused under section 18(e) of the OIA, as the information does not exist.

Regarding part two of your request. Where a formal review of the change processes involving restructure of an organisational unit has not been undertaken, the effectiveness of those processes are instead informally monitored and assessed on an ongoing basis commencing from the date of implementation and/or at pre-determined intervals, for example 6 or 12 months post implementation.

The monitoring and assessment process varies dependent on the nature and scale of the change and typically includes a range of efficiency and outcome measures, including:

- Feedback from internal and/or external stakeholder groups.
- Feedback from managers and staff within the unit.
- Review of performance measures and or service level data (where relevant)
- Lessons learnt workshops.
- Review of goals, objectives and change criteria.
- Gap analysis.
- Cost-benefit ratio analysis.

Please note that it is our policy to proactively release our responses to official information requests where possible. Therefore, our response to your request (with your personal information removed) may be published on the Ministry website: www.mfat.govt.nz/en/about-us/contact-us/official-information-act-responses/

If you have any questions about this decision, you can contact us by email at: DM-ESD@mfat.govt.nz. You have the right to seek an investigation and review by the Ombudsman of this decision by contacting www.ombudsman.parliament.nz or freephone 0800 802 602.

Nāku noa, nā



Sarah Corbett
for Secretary of Foreign Affairs and Trade