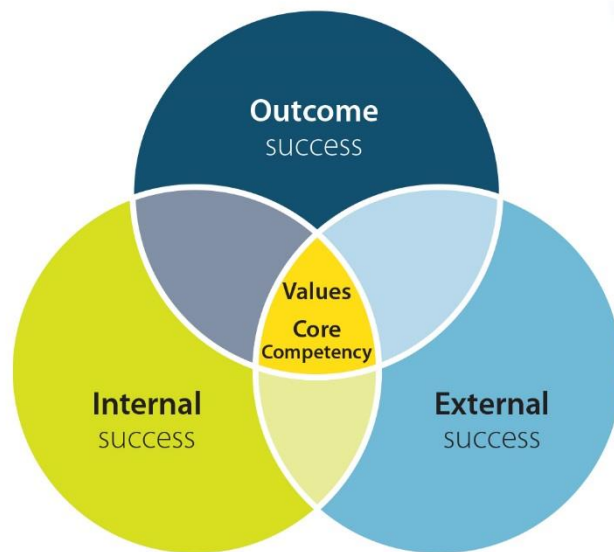


June 2018

Private & Confidential



PHARMAC Change Proposal:
Restructure of the Pharmaceutical Funding Team
June 2018

Introduction

The purpose of this document is to seek your feedback on proposed changes to the structure of the Pharmaceutical Funding Team, which, if approved, would take effect from 9 July 2018.

In summary, we are proposing to restructure the team permanently to its current temporary configuration, with some accompanying non-structural changes – specifically, amendment of position descriptions for Funding Coordinator positions and the creation of a vacant role that could be either Therapeutic Group Manager or Funding Application Advisor, with the exact nature of the role to be decided later in the year.

Details of the proposal are provided in the body of this consultation document.

I invite your feedback on the proposed changes so we can consider your views before making a final decision. Feedback can be prepared individually or as a group. Please email your feedback to change@pharmac.govt.nz by close of business on 29 June 2018.



Sarah Fitt
Chief Executive

Background

To reduce the impact of two of the three STGM/TLs¹ being absent from the workplace due to their respective parental leave and external secondment, a decision was made, after consultation, to implement a temporary structure in the Pharmaceutical Funding team in September 2017.

The temporary structure included:

- back filling one of the STGM/TL positions with a temporary internal secondment to the position of STGM/Acting TL (secondment of the STGM)
- moving the three FCs and SFC out of their respective teams led by STGM/TLs and into a new team lead by a temporary seconded position of SFC/Acting TL (secondment of the SFC)
- not backfilling the other STGM/TL position and changing the reporting lines for the TGMs who reported to that position to either the STGM/TL or the STGM/Acting TL.

In effect, this changed the sub-structure from three mixed TGM/FC teams and one Panels team to two TGM teams, one FC team and one Panels team. See later in this consultation document for team structure diagrams.

Unrelated to the temporary structure, there were two subsequent appointments of new temporary positions to cover absent staff – a fixed term FAA and a fixed-term FTPA.

Rationale for change

Recently, the non-backfilled STGM/TL position has become vacant due to the appointment of s9(2)(a) to the Manager, Pharmaceutical Funding position. This has prompted a review of the temporary structure; specifically, looking at the effectiveness and impact of the temporary structure versus the permanent structure.

Informal feedback received from members of the Pharmaceutical Funding team has provided support for retaining the temporary structure, noting benefits in terms of improved productivity and ability to focus on core business activities, as well as some improvements in intra- and inter-subteam relationships.

Overall, team members who have experienced both the permanent and temporary structures have expressed a preference for the temporary structure. No particular benefits from returning to the existing permanent structure have been raised.

On balance, we consider that the benefits in terms of team dynamics, productivity and ability of the team to focus on delivering on core functions from the temporary structure outweigh any potential drawbacks of the temporary structure or benefits from reverting to the permanent structure.

¹ Position abbreviations: Therapeutic Group Manager (TGM); Senior Therapeutic Group Manager (STGM); Senior Therapeutic Group Manager/Team Leader (STGM/TL); Funding Coordinator (FC); Senior Funding Coordinator (SFC); Panels Coordinator (PC); Senior Advisor/Team Leader (SA/TL); Funding Team Project Advisor (FTPA); Funding Application Advisor (FAA).

Organisational Impact

This proposal directly affects staff in the Pharmaceutical Funding team (Operations directorate).

Impacts on other teams and directorates are estimated to be minimal.

The Proposal

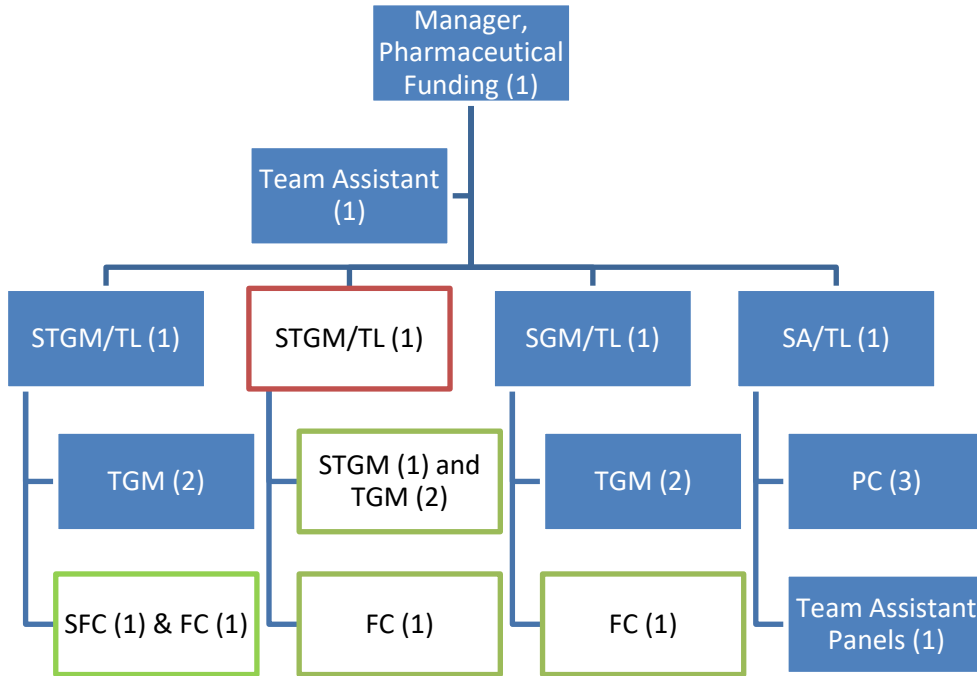
The proposal is to restructure the Pharmaceutical Funding team permanently to its current temporary configuration, without changing the total headcount. This would involve the following changes:

- disestablishing the vacant STGM/TL position.
- establishing a new vacant position (using the headcount from the above disestablished position) that could be either a TGM or FAA. This would be kept undefined and unfilled until there has been sufficient time to assess the success (or otherwise) of the trial fixed-term FAA position.
- converting the SFC/Acting TL position into a permanent SFC/TL position; proposed position description (amended from the SFC/Acting TL position description) attached in Appendix 1.²
- changing subteams for the STGM and two TGMs who reported to the proposed disestablished STGM/TL.
- changing reporting lines for the three FCs; proposed position description (amended from the current FC position description) attached in Appendix 1.
- amending the SFC position description (to allow for future promotion opportunities); proposed position description (amended from the current SFC position description) attached in Appendix 1.

² Note that the proposed changes to the PDs for FC, SFC and SFC/TL include some changes to align description and formatting of material common to multiple PDs.

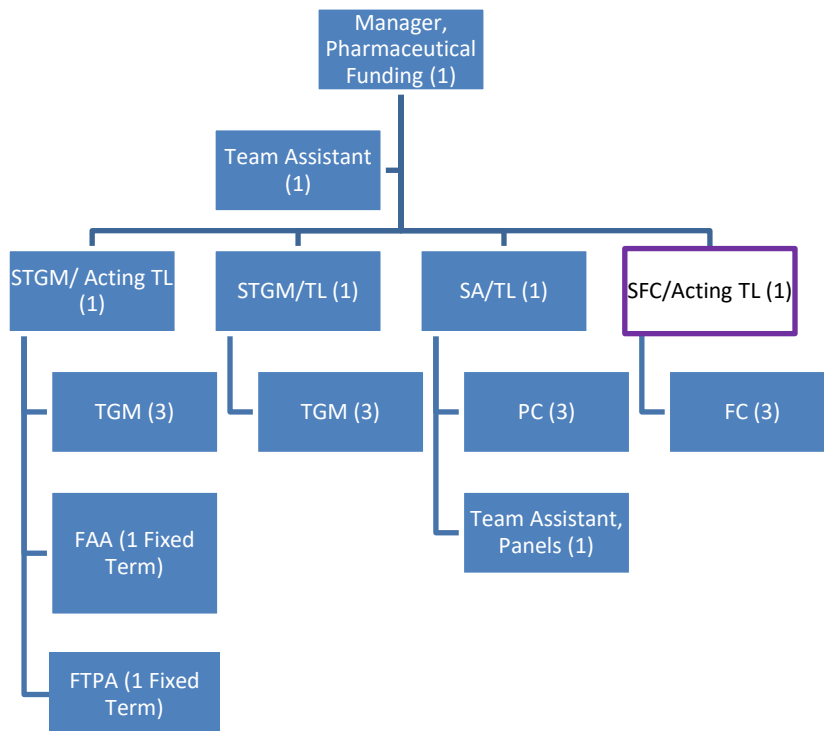
Current Permanent Pharmaceutical Funding Team Structure

The current permanent team structure is illustrated below. The position highlighted in red is proposed to be disestablished. The positions highlighted in green are those that are proposed to change their reporting line and/or subteam.



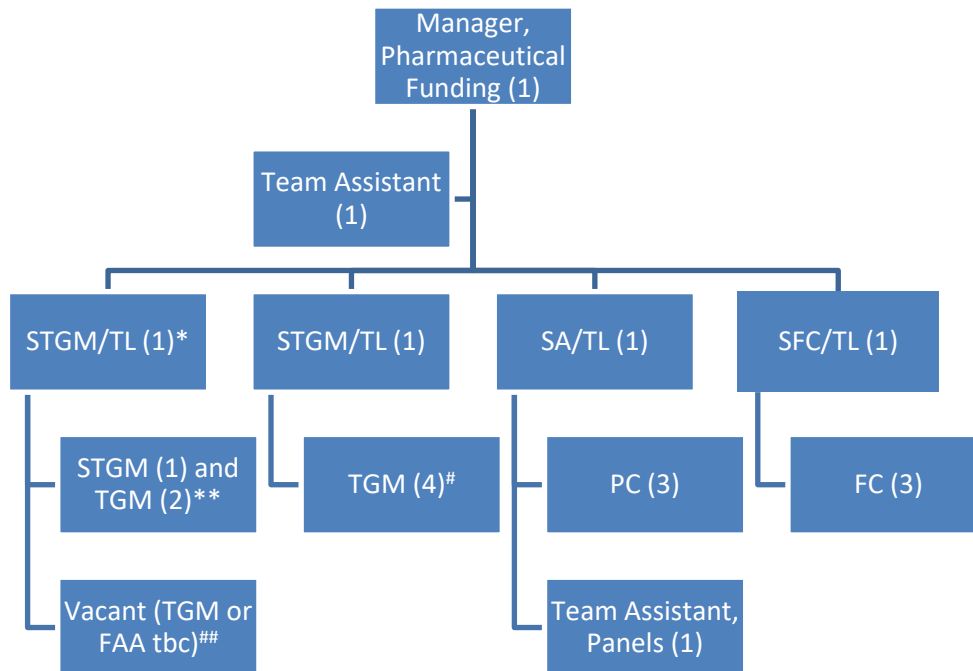
Current Temporary Pharmaceutical Funding Team Structure

The current temporary team structure is outlined below, including the acting and fixed-term positions. The position proposed for conversion to permanent SFC/TL is outlined in purple.



Proposed Future State Pharmaceutical Funding Team Structure

The proposed future state pharmaceutical funding team structure to commence from 9 July 2018 is illustrated below.



*1x STGM/TL (s9(2)(a)) currently on parental leave, role covered by STGM (s9(2)(a)).

**STGM (s9(2)(a)) and, from 31 August 1xTGM (s9(2)(a)) extended LWOP, headcount covered by secondment (s9(2)(a)) to TGM position

#1xTGM (s9(2)(a)) currently on parental leave – headcount would continue to be covered by fixed term FAA (s9(2)(a)), reporting to the STGM/TL of the other sub-team.

###Decision on role to be made once there has been sufficient time to assess the temporary FAA role. Half of this headcount is currently filled by 0.5 FTE FTPA.

Impact Assessment

The table below provides an assessment of the potential impacts of the proposed changes.

Position	Proposed Change	Detail
1 x STGM/TL	Disestablish position	Current vacant position
1 x vacant position (FAA or TGM tbc)	Establish position	Would be vacant position pending a decision on position type.
1 x STGM and 2 x TGMs	Change in subteam	From Team Nikau to Team Kotuku or Team Te Papa
1 x SFC/Acting TL	Convert to permanent SFC/TL	Change in job title, updated position description
3 x FCs	Change in reporting line	Report to SFC/TL in Team Tūhāhā. Amended position description

Consultation Process and Timeline

The table below provides an overview of the indicative timeframe for the proposal.

Date	Description
Tuesday 19 June 2018	Consultation document released, including proposed amended position descriptions.
Friday 29 June 2018	Consultation period ends.
From Monday 9 July 2018	Subject to consultation feedback, confirmation of new structure or otherwise, and notice of any confirmations in role provided to affected position holders.

Support

We acknowledge that change processes can be stressful and can cause anxiety. We would like to remind you that the Employee Assistance Programme (EAP) is available should you wish to use their services. They can be contacted on 0800 327 669.

s9(2)(a) and s9(2)(a) are also available to answer any questions or concerns you may have regarding the proposal throughout the consultation period.