

May 2019



**PHARMAC**

**Administration Support Function**

**Decision Document**

## Introduction

On 8 April 2019, I told you about my proposed changes to structure and roles within the support functions of PHARMAC. I would like to thank everyone who asked questions and provided feedback on what was proposed.

To briefly recap, the reason for the changes was to ensure PHARMAC has the right capability and structure to underpin our strategic direction and development by optimising our resources and streamlining the administrative support available within our organisation.

The proposal was to centralise the support functions of PHARMAC – Executive Assistants, Team Assistants and Office Services Administrators – to create more consistency, streamlined processes and standardisation across the organisation. This has been designed to promote a culture of collaboration across the organisation that supports and encourages conversations and planning around the provision of service, workload, activities, capability, performance and career progression.

The closing date for feedback was 26 April 2019. Thank you to all of you who provided feedback, a summary of which is included in this document. Overall, responders were supportive of the proposal but keen to know more detail as to how it would work in practice.

Following consideration of all the feedback received, I do not intend to make any changes to the proposal. The structure will be implemented unchanged and we will focus on developing how it will work going forward.

The date for this structure to be implemented is Monday 27 May 2019, though change will be incremental as vacant roles are filled. Confirmation letters will be sent to affected staff within the next week.

Again, I would like to thank you all for your participation in this change proposal. Please contact me or HR if you have any questions about the process or the decision.



**Sarah Fitt**  
Chief Executive

7 May 2019

## Summary of Feedback

20 submissions were received on this proposal, submitted both individually as a group. The feedback and my comments on them are summarised below:

Theme/Feedback	Comment
<p><b>Overall Structure</b></p> <ul style="list-style-type: none"> <li>The feedback was positive - “new structure looks good”, “looking forward to the outcome and next steps”, “agreed with the proposed changes outlined in the report”.</li> </ul>	<p>Noted.</p>
<p><b>Centralisation of Support Functions</b></p> <ul style="list-style-type: none"> <li>General support for centralisation.</li> <li>Noted there have been some frustrations in getting some things done and benefits are seen in improving consistency of process and support for teams and Team Assistants.</li> <li>Noted the success will depend on focus and implementation as much as structure.</li> <li>Important to have clarity of roles to support tasks as working this out each time is likely to affect timeliness.</li> <li>This will strengthen the connectedness of the team and provide clarity, consistency and a more easily management group of resources.</li> <li>Should hopefully make it easier to cover periods of leave with the right people in the roles and good on-going training across all positions for the various team-specific functions.</li> <li>Lack of standard organisational systems and processes needs to be addressed urgently. This will make the working environment easier for all but also has the opportunity to create numerous efficiencies.</li> <li>It may be useful to think about aligning the new structure in a way that it gives good effect to the core functions of the business plan. Admin support would work better if aligned to support core business and project work. Future skills of admin staff should include project management to better support the functions of the business.</li> <li>Need clarity of service provision and management - would be useful to agree a process that the line manager of the TAs will use to engage with the managers and directors as needed to ensure TAs are tasks and managed appropriately and in line with the priorities of the group.</li> </ul>	<p>It’s encouraging to see the general view that centralising support functions makes good sense. Of course, staff in the directorates who will no longer have a TA reporting to the group, are keen to ensure no reduction in the level of service they currently receive. Questions were asked about how this will work in practice and managers in the directorates are keen to be involved shaping the detail around this.</p>

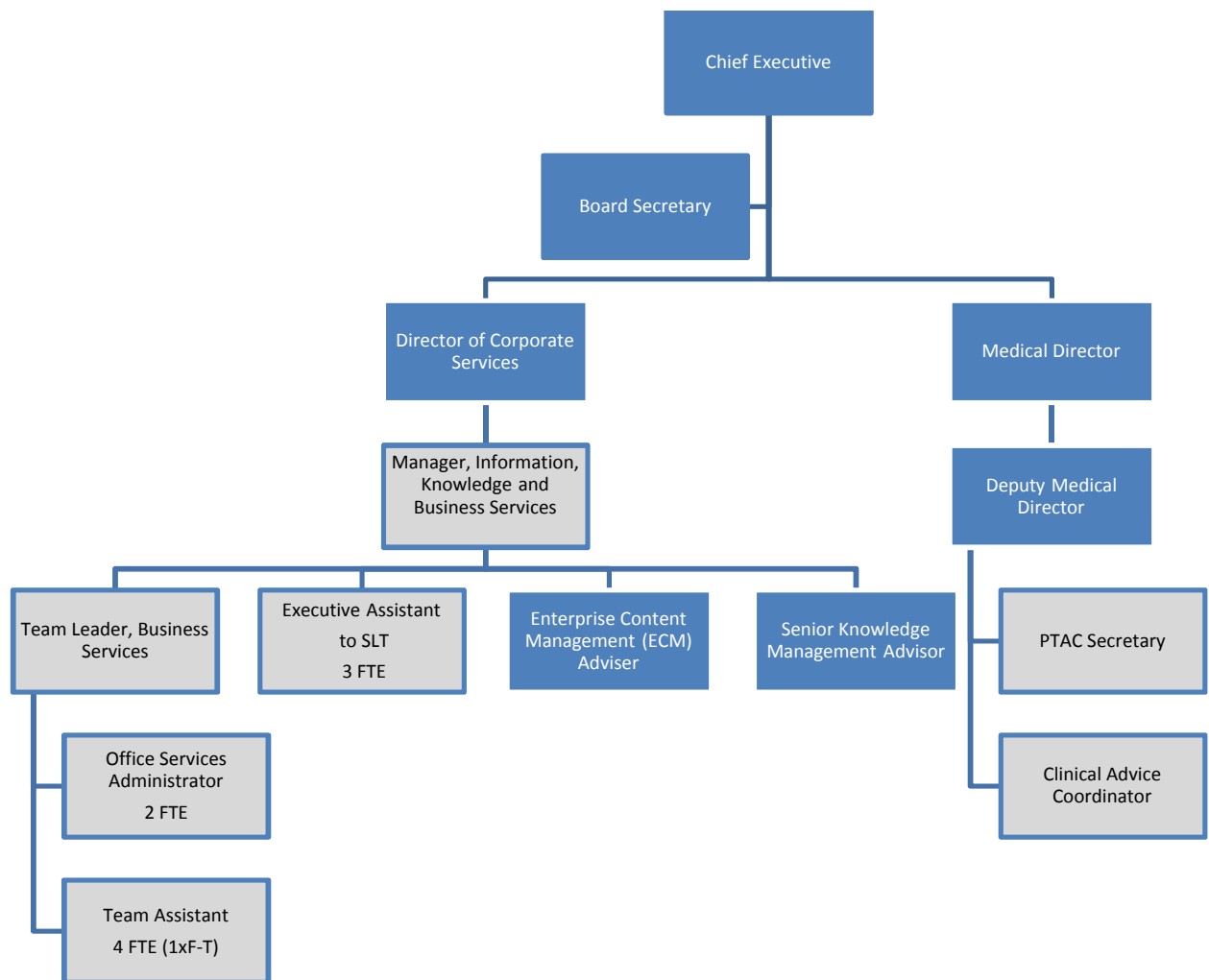
Theme/Feedback	Comment
<p><b>Team Leader Business Services</b></p> <p>There was general support for the establishment of this role.</p> <ul style="list-style-type: none"> <li>• It will benefit the TAs and the manager.</li> <li>• 100% supportive. Not only does it enable the change in direct reports to the manager but creates a great platform for internal growth and development of EAs and TAs within the business.</li> <li>• Role needs to be focused on supporting the OAs and TAs and working with the manager and EAs to create and reinforce processes for efficiency. Its other focus needs to be office management, freeing up the manager to focus on other tasks.</li> <li>• There was a comment made about the potential heavy workload of the position, with their own responsibilities in addition to leading a team of seven. It was noted that if this person is to effectively provide more joined-up leadership for the support team, there is a risk this wide range of responsibilities could dilute this effort.</li> </ul>	<p>Noted.</p>
<p><b>EA to CE/Board Secretary Split into Two Roles</b></p> <p>General support. Only question asked was whether either or both roles would attend Management Team.</p>	<p>Noted.</p>
<p><b>Board Secretary</b></p> <ul style="list-style-type: none"> <li>• There were a number of comments about the title of this role, e.g. Adviser (perhaps Senior/Principal/ Executive)/Board Secretary” to better reflect the executive, advisory support requirements to CE and SLT, in addition to the board. Another suggestion was “Advisor Governance”.</li> <li>• There was also feedback regarding the role’s responsibilities – to take the level of support from secretariat to advisor requires focus on governance and strategic issues. One suggestion was that as well as supporting the Board/CE, there needs to be greater clarity about how the role could support SLT-wide activity/projects. Expectation that position would attend attending and participate in SLT meetings, strategic planning days etc.</li> </ul>	<p>Noted. At this stage, I do not propose to change the name. The role will, however, evolve over the next few months and it may be appropriate to consider the job title and position description again at a later date.</p>

Theme/Feedback	Comment
<p><b>EA to SLT</b></p> <ul style="list-style-type: none"> <li>• Support for reporting line change</li> <li>• There was feedback there was a lack of clarity around the differences in the EA and TA roles and that the resources in the two areas seemed unbalanced.</li> <li>• Suggestion that EA to CE should include that in the job title, reflecting the additional responsibilities and level of support required to assist a chief executive.</li> <li>• Agreement that Strategic Initiatives requires EA support.</li> </ul>	<p>Centralisation of resources and sitting in one team will lead to greater clarification between the EA, TA and Office Services Administrator roles, resulting in stronger back-up support.</p>
<p><b>Team Assistant</b></p> <ul style="list-style-type: none"> <li>• It was asked how the four Team Assistants will be allocated and tasks assigned and there was concern that some directorates/teams could receive less support than at present.</li> <li>• There was feedback that a dedicated TA Corporate was not required and that these activities could be picked up by the Office Assistants.</li> <li>• There were suggestions of tasks the admin team could take on from other teams, noting the increasing administrative needs across the organisation.</li> <li>• Noted flexibility would be needed to take into account the fact that teams need quite different types of support.</li> </ul>	<p>One of the things we've been unclear about is what the different admin/support needs are in different directorates/teams. One of the first jobs for the new Manager, Business Services and Team Leader will be to meet with all interested parties to establish business needs across the organisation and how they can best be met. This new model adds the potential for greater flexibility.</p>
<p><b>Team Assistant Panels</b></p> <p>General support for disestablishment of the position, while noting there are tasks that will need to be picked up elsewhere.</p>	<p>Noted.</p>

Theme/Feedback	Comment
<p><b>Contracts Administrator</b></p> <ul style="list-style-type: none"> <li>• General support for establishment of this position.</li> <li>• One piece of feedback suggested that with the current workload, it would be preferable to have additional Contract Manager resource and for the contract management support workload to be picked up by Business Services.</li> </ul>	<p>Noted. Resource allocation is always challenging and is under constant review.</p>
<p><b>PTAC Secretary/Clinical Advice Coordinator</b></p> <p>There was a suggestion that the PTAC Secretary and the Clinical Advice Coordinator should be part of the support team structure.</p>	<p>Noted.</p>

### **Confirmed Structure of Support Services**

The confirmed future structure of PHARMAC's support services is depicted over in the grey boxes.



## Summary of Decisions

Confirmed that

- Executive Assistants (3) will report to the Manager, Business Services
- Team Assistants (4) will report to the Team Leader, Business Services
- Office Services Administrators (2) will report to the Team Leader, Business Services
- The role of EA to CE/Board Secretary will be split into two roles
  - Board Secretary
  - EA to CE/SLT
- The following roles will be created
  - Team Leader, Business Services
  - Contracts Administrator
- The following roles will be disestablished
  - one Team Assistant position
  - Team Assistant Panels

## Impact on Individual Roles

The impact of this change on each role is as noted below:

Position	Proposed Change	Impact
<b>Changed Positions</b>		
Manager, Information, Knowledge and Business Services	<ul style="list-style-type: none"><li>• Change in number of direct reports</li></ul>	<ul style="list-style-type: none"><li>• Permanent staff member confirmed in role; fixed-term employee appointed for the period of the secondment</li></ul>
Executive Assistant to CE/ Board Secretary	<ul style="list-style-type: none"><li>• Change of job title</li><li>• Change of reporting line</li><li>• Change of responsibilities</li></ul>	<ul style="list-style-type: none"><li>• Permanent staff member confirmed in role of Board Secretary</li><li>• Recruitment to commence for permanent role of EA to CE/SLT</li></ul>
Executive Assistant to SLT	<ul style="list-style-type: none"><li>• Change of reporting line</li></ul>	<ul style="list-style-type: none"><li>• Two permanent staff members (one on internal secondment until February 2020, one on parental leave until March 2020) confirmed in role</li></ul>
Team Assistant	<ul style="list-style-type: none"><li>• Change of reporting line</li></ul>	<ul style="list-style-type: none"><li>• Two permanent staff members confirmed in role</li></ul>
Office Services Administrator	<ul style="list-style-type: none"><li>• Change of reporting line</li></ul>	<ul style="list-style-type: none"><li>• Two permanent staff members confirmed in role</li></ul>

## Next Steps

- The Manager, Business Services commences in her fixed-term role on Monday 27 May 2019
- Before then, we will be seeking internal expressions of interest for the new and vacant roles of
  - Team Leader, Business Services
  - Team Assistant x 2
  - Contracts Administrator
  - EA to CE/SLT
- Any roles that are not filled internally, will be advertised externally
- Implementation of this new structure commences Monday 27 May 2019, though change will be incremental as vacant roles are filled

## Support

People react differently to change situations, often depending on what is going on elsewhere in their lives at the time. Remember that if you need a bit of extra support from outside the workplace, we have EAP Services available - 0800 327 669, [www.eapservices.co.nz](http://www.eapservices.co.nz)