

Confirmed Changes FAQs

1. Why are we making this change?

Over the past year we have been considering:

- how we can shape the future direction of Playcentre Aotearoa to be more Centre focussed
- how we can ensure our costs are able to be met from our revenue
- how we best undertake the scheduled review of our structure to ensure we have an effective operating model.

A significant challenge we are facing is financial. It costs more to run Playcentre Aotearoa than it receives from the 50 per cent of levies.

Centres are primarily funded by the Ministry of Education with 50 per cent of the funding levy paid to National Playcentre to cover national employment costs and centre building/ infrastructure costs such as insurance and telecommunications.

For the current financial year, we are estimating a circa \$3 million deficit to continue to operate in the same manner. We know that the Centres are not able to increase their levy as this would not leave them with sufficient monies to provide a realistic way of operating.

We are looking at generation of more revenue which is a longer-term strategy that may take some time to produce results.

We have reviewed the Playcentre operational structure, as the majority of our costs are staffing, to ensure we have a structure that can achieve what we need to deliver to support centres.

As part of considering our structure I have wanted to ensure:

- Our structure facilitates our ability to respond to centres' needs
- Roles are large enough to provide efficiencies - fewer number of positions with larger hours provides better coverage and efficiency and effectiveness.
- The structure is affordable, cost effective and sustainable
- We organise and streamline our functions in the most effective way possible
- Accountabilities and roles are clear
- Capacity and capability are built into leadership roles for coaching and performance management
- All roles have capacity to participate in planned training

2. Why can't we just get more funding?

We continue to discuss funding with the Ministry of Education (the main funder of Playcentre services) but know that it is unlikely that we will receive monies that will cover all our costs on an ongoing basis. We also think that the changes being announced will provide for improved ways of working for Playcentre.

We are also looking at different ways we can generate more revenue in future but need to take action now as an increase in funding/ generation of more revenue is not guaranteed.

3. How do we know what Centres need/want?

As part of the change process we asked all Centres (via a questionnaire) for feedback. We also collected feedback at the AGM in November 2019. As well, we gave Playcentre staff the opportunity to provide ideas and feedback prior to consultation. We have carefully considered this information together with feedback on the change proposal when developing final decisions.

4. What will be the impact of the changes be on Centres?

We know that some of our Centre members have lost the sense of reward that they previously gained from the volunteer nature of Playcentre and are concerned by the need to meet education, licensing and other requirements.

As we employ more staff, we increase the demand to generate more funding and in doing so we may move further away from the Playcentre philosophy - Whānau tupu ngātahi - Families growing together.

The changes we are making are the second phase of restoring a balance back to our Centres so that they can enjoy what Playcentre has to offer and are supported, encouraged and valued for what they do. We will be working with those employed in operational roles to help ensure they have this as their focus and have the systems and processes to enable them to work alongside our members to ensure that they have an enjoyable and rewarding experience.

5. What was the feedback provided to the consultation proposal?

The feedback themes are detailed in Appendix 4 of the decision document.

6. Will Centres, external organisations and stakeholders be informed of the changes?

We will be advising Centres of the decision on 23 September 2020.

As the changes we are proposing relate to how we manage our internal structure we intend to communicate with other stakeholders on any changes of contact people as part of the transition to the new structure.

7. What is the timeframe for implementation?

Event	Indicative Timing
Announcement of final decisions to staff	25 th November 2020
Communication of change decisions to Centres	9 th December 2020
Change of structure takes effect	First changes late December and progressively through to full implementation at the end of Term 1 2021 - subject to recruitment processes
Considering employees whose roles are disestablished for new positions.	November to February 2021 depending on which role(s) they are applying for.
Advertising remaining new positions.	As necessary

8. Who can I talk to if I don't understand something and my manager is not available?

Please email consultation@playcentre.org.nz if you have any questions or would like to talk to someone and either acting General Manager, Thomas Tawhiri or Kate Woods, HR Advisor will be in contact with you.

9. What process will apply for filling new roles?

All new positions will be advertised on Playcentre's website under the vacancies section and some will also be advertised externally.

We will initially work with employees who have been advised that their positions have been disestablished to see if any of the new positions or any other vacant positions in Playcentre are suitable redeployment or reassignment options.

If fewer affected employees in a role apply than there are vacancies, or some are unsuccessful then those roles will go into a pool for other affected employees until all affected employees have been able to apply and be interviewed for the roles for which they expressed interest. Any remaining new positions will then be advertised further.

What if I have more than one position with Playcentre and only one of these has been disestablished?

Your employment in the other position(s) with Playcentre will continue unchanged.

10. Will location of roles always be as set out in the organisation chart?

When we have vacancies in future, we expect to consider Playcentre's business needs and what this would mean for where roles are located so this could change where roles are based in future although we anticipate that this is unlikely.

11. Will we know who the new managers are before deciding whether to apply for new positions?

Wherever practicable we are proposing to fill manager positions first so that newly appointed managers are able to be on interview panels for positions in their teams. So while you may not know who a new manager will be when you apply for a position, provided we have managed to employ the manager, you would typically expect to know who the manager is before attending an interview and the manager is likely to be on the interview panel. Managers may not have started if they are external to Playcentre, but we would hope they can participate in the interviews.

If it is likely to take additional time to fill a new manager role, we may interview positions in that team before a manager is appointed.

12. It's a while since I have produced a CV – do you have any guidance on what I could include?

The purpose of the CV and covering letter is to provide a selection panel with information that outlines your suitability to be shortlisted for interview for a specific role. Typically,

bullet point your last two or three roles and skills and achievements. A CV should be no longer than two to three pages.

You will need to convey the experience (and qualifications if relevant) that would make you a suitable candidate to shortlist for interview.

General information that may be useful to include between the CV and Covering Letter are:

- **Your name and contact details** (while this may seem obvious candidates can occasionally forget to do this)
- **Qualifications** – details of any qualifications that you think are directly relevant to the role you are applying for. Include dates obtained and grade achieved.
- **Your current role** – indicate your current title/date started and any specific details of your role that you think are useful to bring to the selection panel's attention as well as any particular achievements that you think are worth highlighting.
- **Key employment information** – summarised details of your previous employment with more in-depth information where these are directly relevant to the advertised role. Include dates employed/position title/a brief description of role purpose (3-4 lines) and include a brief summary of any key achievements you think are useful to bring to the selection panel's attention.
- **Skills** – outline details of your specific skills that you think are directly relevant to the advertised role.
- **Reason for applying** – outline why you are interested in being considered for the position.
- **Any other information** that you think is relevant to the advertised role that you would like to bring to the attention of the selection panel.

In terms of general approach think about how to provide information clearly and succinctly in typed format (rather than hand-written) as this will enable the selection panel to easily understand your application. You can also include community or voluntary work as well as study and paid work where you think this is directly relevant to the role.

13. I am very interested in one of the positions but am not able to work the number of hours indicated for the position. Would an application from me be considered?

Feedback has stressed the importance of being available when the Centres need support, the desirability of access to positions that have larger number of hours (rather than undertaking several different roles), the potential for providing meaningful PLD to a smaller pool of people and the payroll cost of managing large volumes of staff on multiple contracts. We are therefore moving to a structure with a smaller number of positions which will have larger hours.

We will be seeking to fill the position with the hours indicated in the final decision document. The majority of positions remain part time.

14. I am very interested in one of the positions but also want to carry on undertaking another role that is not impacted by the change process. Will I be able to undertake both positions?

Yes, employees can continue to undertake up to two roles providing that the working hours for both roles don't overlap and that the combined hours do not exceed 40 hours per week.

15. When remaining roles are advertised how will I know when I can apply – will all roles be advertised at once?

Positions will be advertised on the Playcentre website vacancy page and possibly in other external sites when individual hiring managers are ready to recruit. This is likely to mean that positions are advertised at different times.

16. Can I apply for more than one position?

Yes – please ensure you have recorded this on your Expression of Interest form – your preferred choice should be the first position on the list.

17. Will an interview and/or reference be required?

Yes. We will be using competency-based interviewing to assess the skills, knowledge, abilities and behaviours required in the role. For external candidates two references will be required. For existing Playcentre employees this will be reduced to one reference from the current manager.

18. Who will be on the interview selection panels?

Typically, the line manager of the new position will lead the selection panel which will have a minimum of two managers for each selection panel. Where a manager position is not yet filled Kate Woods will determine a suitable manager to lead the process.

For senior management positions, the General Manager will lead the selection panel with Kate Woods, HR Advisor and/or Susan Bailey, Principal Advisor. There may also be an external panel member with relevant experience of the type of position.

19. Why do I need to apply/be interviewed for a role when I am already known to the hiring manager(s)?

We want to ensure that the panels making selection decisions have a clear and consistent set of information on every candidate so that the selection process is fair and robust for all applicants.

20. Will I be guaranteed an interview?

We will be shortlisting for all positions. We anticipate that generally this will mean that all Playcentre people who are able to demonstrate suitable experience and skills for positions will be interviewed. If a large number of applications are received the selection panel will need to shortlist applications further and assess each candidate against the role requirements.

21. Will interviews be conducted face-to-face?

We will organise face-to-face interviews where possible. Candidates who indicate a preference to have a zoom or phone interview will be able to have this.

Playcentre may help towards the cost of mileage to attend the interview, where this is more than it would normally cost the candidate to get to their Playcentre work that day.

22. Where do I send my Expression of Interest?

You can send it either:

vacancies@playcentre.org.nz

or

consultation@playcentre.org.nz

23. What is the reason for dropping the programme types from the Facilitator and Coordinator role titles?

The reason for re-titling to Programme Facilitator and Tutor is to recognise that regardless of what is being facilitated, the skills and competencies for Facilitation and Tutoring are the same regardless of the particular focus.

The consolidation means that, for example, a Programme Facilitator can be employed for 32 hours across sessions and programmes. Naturally, we will induct staff into programmes where they haven't had previous experience.

Fewer employees working more hours of work will encourage development and growth within the role and will also reduce costs through gained efficiencies.

24. I haven't had an interview for some time, what can I expect?

The interviews will be structured (i.e. each interviewee is asked the same questions for a specific role) and look for behavioural examples (i.e. examples of your past work experience that relate to the question). Questions will be based on the competencies outlined in the position descriptions and any technical requirements that are necessary.

An example of a behavioural question could be "Can you tell me about a time you had to influence someone to change their approach, what was it and what approach did you take to ensure you achieved the desired outcome".

25. What if I am likely to be on leave when recruitment is happening?

You will be able to submit an email application if you will be away when roles are being advertised. If this is likely to affect you please email vacancies@playcentre.org.nz to arrange to discuss this.

26. When will people who have been successful through the recruitment process start in their new jobs?

We will work with the individual to agree on the best start date, aiming for this to be as soon as possible while also considering the best start dates for individual teams.

27. Will people who lose their roles receive a redundancy payment?

Playcentre employment agreements do not provide redundancy payments. In the event that a person in a disestablished position does not apply for and/or does not obtain a new position, their employment in respect of the disestablished position will end after they have been provided with written notice of the end of the employment. If the employee has a secondary position with Playcentre that is not impacted, their employment in the secondary position will continue unchanged.

28. What is Outplacement Support?

We will be providing outplacement support to staff whose roles have been disestablished and who do not wish to apply for, or have been unsuccessful in securing employment in, one of the newly created positions.

If you would like to access this support please email consultation@playcentre.org.nz and provide an email address you would like the outplacement provider to use when contacting you (usually people prefer to use personal email addresses for this).

Outplacement support is provided via an external organisation who specialise in career transition support and includes:

- Access to an online career website for 12 months (this provides general guidance on job searching, CV development, interview preparation etc and includes regular webinars).
- One personal phone/ zoom meeting with an outplacement consultant.
- Access to Skillsoft for six months (access to over 250 online training courses).

29. One of my colleagues is finding the change difficult - what support is available for them?

Please encourage your colleague to talk with their manager. Confidential support is also available via our employee assistance programme provider Workplace Support 24/7 Their contact details are:

Phone: 0800 443 445

Website: workplacesupport.co.nz

30. If I contact Workplace Support (Employee Assistance Programme provider) will anyone at Playcentre know?

The support provided by Workplace Support is confidential and nobody at Playcentre will be advised of the names of any employee who has accessed support. Invoices received from Workplace Support do not include employee names or location.

You can contact Workplace Support 24/7 via workplacesupport.co.nz or on 0800 443 445.

31. Who made the decisions and how were they made?

Sean McKinley, the previous General Manager of Playcentre prepared the base of this structure and Thomas Tawhiri, now acting in the General Manager role, made the final decisions after considering all the feedback provided.