

Organisational Change – People

Decisions for the People function

Decision document

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Message from Kaihautū, Organisational Effectiveness and Head of People

Kia ora tātou

We want to thank everyone who has provided feedback as part of this consultation process. We can see the effort and time people have taken and the professional way people have responded to changes that have a personal impact. We would like to acknowledge the way you have supported each other and continued to deliver for our organisation and its customers throughout the consultation period.

Given the small number of roles, and the nature of the change we were proposing, we made the decision to engage only with the teams that were directly affected, the PSA and the heads of functions that are key internal stakeholders. We have met with you as teams, groups and individuals to discuss the proposals and answer your questions. Thank you for the constructive way that you engaged with the proposals and continued to deliver in your roles.

We received eleven pieces of written feedback from individuals and groups.

There were a range of insights about potential risks with the proposals as well as opportunities. Alternatives were also suggested. Some feedback acknowledged that with a reduced budget, we can no longer afford to provide all the services we have been delivering and that some of what we currently do needs to be scaled back or stopped.

However, we also understand proposals that involve roles being disestablished is challenging and personally difficult for the people involved. Again, we want to thank people for the thoughtful responses and feedback about those parts of the proposal. We also want to reinforce that changes proposed are not a reflection on any individual involved. We know people in the People function are committed to Toitū Te Whenua and work hard to deliver in their roles.

All the feedback you have given has been discussed and carefully considered. Your feedback has been summarised in the relevant sections of the document, except for where the feedback relates to an individual.

After considering your feedback and submissions, we have decided to confirm the proposals made with some minor changes (such as role titles) based on the feedback you have provided. We are working with affected people to support them and work through the options available for them.

Providing certainty quickly is important in processes like this. We are moving to implement the changes quickly, with an effective date of 1 July 2024.

As part of this implementation will be working with you to clarify roles and responsibilities, alongside the ways of working that we will need to embed to ensure the new structure and model is successful. The People function leaders will lead this work over June so that we are well prepared to stand up our structure at the end of the month.

Ngā mihi nui

Claire Richardson and Jonny McKenzie

Claire Richardson



Where to go for support

Your wellbeing is important, and support is available. People can respond to change in different ways, and our individual response can be different at different times. This is normal.

If you feel at any point that you need support, please reach out. You can talk to your leader or the Head of People. If you are a PSA member, you can approach a PSA delegate. The PSA has a copy of the decision document, and we have briefed our PSA organiser on final decisions.

EAP is also available at any time.

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This decision document

1. This document sets out final decisions on the proposals for the People function. It includes a summary of the case for change and proposals, feedback received, and final decisions.
2. We received eleven written pieces of feedback relating to the proposals. These were a mix of individual and group submissions. There were also opportunities to ask questions and seek feedback throughout consultation during regular group sessions.

People – case for change

3. Our People function supports a productive workforce that is skilled to deliver Toitū Te Whenua's current outcomes, whilst also evolving to meet our future needs.
4. Recently, we have successfully implemented broad-based roles, adapted to new ways of working, and supported leaders and teams across Toitū Te Whenua as they have responded to and managed change.
5. Along with the rest of the organisation, in late 2023 we made deliberate decisions about vacancies and recruitment. As a result of decisions on organisational vacancies, a number of vacant roles in the People function were disestablished in March 2024. This included a decision to disestablish one of the leadership roles.
6. As the People function, we need to continue to deliver core and essential services for Toitū Te Whenua, but within the context of a reduced budget. This means we need to be clear about our priorities over the short and medium term, consider how we could create efficiencies, and drive delivery of priority work. We also need to consider scaling back in some areas and increasing capacity and capabilities in others.
7. The changes that were proposed reflected the opportunities we have, to continue to support Toitū Te Whenua, deliver our core and priority work efficiently, and ensure we are set up with the right capability and capacity in the right places.

Change proposals, what we heard, and final decisions

8. We consulted with you on proposed changes in the People function covering two areas:

- Structure and focus of teams.
- New ways of working and prioritising our work.

Summary of the proposals: Structure and focus of teams

9. We proposed a structure of three core teams for the People function; People Experience, People Operations (previously People Systems), and Health, Safety and Wellbeing.
10. We proposed to disestablish the current People Capability team and combine this with the People Experience team. This combined team would provide strategic support and advice, business partnering, employment and industrial relations, along with organisational development and learning support for Toitū Te Whenua.
11. The People Operations team (previously People Systems) would become our operational hub that provides core and essential people focused services. This includes improving and maintaining our systems and processes within the People function, and to customers across Toitū Te Whenua.
12. With the expanded remit of the People Operations team and to ensure a balanced team structure, we proposed to move our current Business Specialists – People (from the People Experience team) to the People Operations team. This would home all our Business Specialist's into one operational hub.
13. We also proposed to reduce our resourcing by one in the Health, Safety and Wellbeing team. The team would include two Senior Business Partners, and a Business Partner and continue to lead and support Toitū Te Whenua with our health, safety and wellbeing practices.

What we heard from feedback

14. The feedback indicated that there was general agreement and support for the proposed structure and focus of the teams. People could see benefit in combining the People Experience and People Capability teams and that this presented an opportunity to deliver on the full people experience for Toitū Te Whenua.
15. Feedback questioned how the proposed structure would work in practice, and wanted more clarity on the specifics of how the proposed teams would work together and relative roles and responsibilities. We received good ideas on how this could work and will explore these more as part of our implementation activity.
16. From the feedback, two main themes emerged, and these are covered in more detail below:

- Role and responsibilities of the Business Specialists
- Team names and role titles

Business Specialists

17. Whilst the feedback supported the proposal to bring all Business Specialists together questions were raised around the movement of the two Business Specialists currently in the People Experience team to the proposed People Operations team. Clarity was sought on how the Business Partners in People Experience would engage support from the Business Specialists, the perceived change in focus from the provision of HR advice to admin and coordination, and the role of the Business Specialist – Business Management.
18. No decisions have been made on specific roles and responsibilities of the Business Specialists, including changing the work that is currently undertaken by those in these roles. With a few minor exceptions, the proposed focus of the Business Specialist position (outlined in Appendix two) is what is already within scope of the current Business Specialist roles and will form the basis of any further discussions with these individuals.
19. There were also suggestions that the Business Specialist - People roles should include a mix of levels, based on the work that will be delivered. Feedback suggested that as the work across the proposed four roles includes a mix of advisory, administration, and coordination that there should be a mix of level one and level two Business Specialist roles within the People Operations team.
20. We recognise that there are elements of administrative and coordination activity within our Business Specialist - People roles. However, there are elements of this in all our roles and work, including when we provide initial advice or respond to requests for help. We believe the Business Specialist - People roles are level two roles. Operating at level two reflects the wide variety of work and the capabilities needed to provide the relevant advice and support and is consistent with other similar roles across the organisation.
21. Like other parts of Organisational Effectiveness and business groups across Toitū Te Whenua, working in squads and in multi-disciplinary teams, is how we will work together as a People function. As we embed this new model, and ways of working, we will continue to monitor the level and type of work being undertaken by the Business Specialists and if vacancies arise adjust the resourcing if necessary.

22. We continue to believe that having capacity to provide Business Specialist advice and support across the function will enable greater efficiency and consistency in the work we do across Toitū Te Whenua.
23. To support this and to clarify feedback on roles and responsibilities, there will be team workshops as part of implementation. The purpose will be to design, develop and implement ways of working and systems to make this as effective as it can be. This will include being clear on the roles and responsibilities across the four Business Specialist – People roles, the Business Specialist – Business Management, and the Business Partners in People Experience.
24. What we do know, is that the current business partnering squad model in place in People Experience will need to change to reflect the changing service delivery model as well as to ensure it is operating as effectively and efficiently as it can. While the review of this is underway, it will be further considered as part of the implementation activity.

Team names and position titles

25. We also received feedback on team names and role titles, particularly the proposed change to the current People Systems and People Experience. Feedback suggested the People Systems team name needed to reflect its purpose and felt that People Operations could be perceived as purely operational/transactional. We agree and have decided to use the suggested name, People Services.
26. Alongside this change, we have decided to change the name of the Business Specialists to align with the new team name, Business Specialist – People Services.
27. As the proposal was to combine the People Experience and People Capability teams, feedback suggested the team should be People Experience and Capability. Organisational Development is already a key function of People Experience team with learning and development being an extension of this. Also, the use of 'People Experience' is aimed at representing the team's purpose to deliver and enhance the overall employee experience for our people.
28. With this in mind, we have decided to keep the name of People Experience, however, we have considered role titles in the team. Feedback suggested differentiating between the focus of the Business Partners to ensure clarity for the organisation and to align with the organisation's People delegations. We have decided to use the titles of: Business Partner – People, Business Partner – Capability, and Designer - Capability to differentiate specific skillsets and capabilities within the People Experience team.

Decisions

29. Following careful consideration of consultation feedback, the following has been confirmed:
- a. The People Capability team will be disestablished, and we will move to a new structure of three teams; People Experience, People Services, and Health, Safety and Wellbeing.
 - b. Those currently reporting to Leader – People Capability, will have a change in reporting line to Leader – People Experience (specific change impacts are outlined in Appendix 1).
 - c. The Business Specialists – People in the current People Experience team, will move to the People Services team, have a change in reporting line to Leader – People Services, and change in role title to Business Specialists – People Services (specific change impacts are outlined in Appendix 1).
 - d. The Leader – People Capability role will be disestablished (noting this role is currently vacant).
 - e. The recently vacated Business Specialist – Health, Safety and Wellbeing role will be disestablished.
 - f. The People Operations team will now be called People Services.
 - g. The People Experience team will remain People Experience, and the roles within the team will be either Business Partner – People, Business Partner – Capability, or Designer – Capability.

Recap of proposals: New ways of working and prioritising our work

30. The consultation proposal outlined our intent to use a squad and sprint approach in the delivery of our work. This recognised a need for us to be more flexible and agile, drawing on capabilities from across the People function to deliver our work and improve our processes and policies. This will help us to cross-skill and work together as a more integrated function and reduce the risk of having only a single person with key knowledge and capability.
31. We also proposed to scale back our capability in some areas, reflecting the needs of the organisation and the constrained environment we are operating in. We proposed to reduce capability and capacity in our recruitment and learning and development areas. For recruitment this included the proposal to disestablish the current [s 9(2)(a)] [REDACTED] role, and for learning and training to disestablish the [s 9(2)(a)] [REDACTED]

32. For recruitment this proposal recognised the current Public Sector environment, including that our turnover rate has and continues to drop significantly. Plus, with the implementation of a new Applicant Tracking System there will be reduced need for specialist recruitment capability to manage the end-to-end recruitment process.
33. Learning and Development is an important aspect of the People function and supports the ongoing capability uplift for our people at Toitū Te Whenua. After a review of the People function work programme, current needs of the organisation, and our forecasted budget, we considered that the work required of the Business Partners focused on learning and training does not require senior level capability.
34. To provide capacity across the People function, supporting the delivery of a range of core advice and services, we proposed to establish a Business Specialist – People Services in the People Services team. This role would work alongside the existing three Business Specialist roles and together would provide advice and support across the People function and Toitū Te Whenua.

What we heard from feedback

35. We received a number of submissions focussed on new ways of working. In some cases, people were seeking further clarity, and others made suggestions for how the squad type model could work in practice, bringing together multiple disciplines and skillsets.
36. We recognise people's desire to understand in detail how this model might work in practice. Our intention is to design our ways of working together. Workshops, led by the People function leaders, will be undertaken during June, as part of our implementation activity. The workshops will assist in defining roles and responsibilities and to determine ways of working.
37. One of the goals of our ways of working is enabling our people to grow and develop within their roles. This will be an important aspect of how we work together. Through work allocation, development conversations as part of Whakawhanake, and multidisciplinary squads and sprints, we will be able to expose our people to a range of work and limit single points of failure.
38. We received good ideas for how we can be more efficient and effective as a function and provide a better experience for our people. It was great to hear these and we encourage anyone to act on ideas for improvements as they see them. We want to encourage a culture of curiosity and encourage teams to look out for opportunities to do things differently if it will lead to better outcomes and greater efficiency.

39. Whilst these were hard proposals to make and consult on, there was general understanding and support for the reduction in our recruitment and learning and training areas.

Recruitment

40. Feedback did highlight some areas of potential risk around reducing our recruitment capability. Specifically, feedback indicated risks to our overall brand and candidate experience with no dedicated resource in place to maintain connections and relationships with external parties. This ranges from developing relationships with recruitment agencies through to maintaining and ensuring consistency in our external brand through advertising and marketing platforms such as LinkedIn.
41. Leaders within the People function and the broader organisation have a responsibility to ensure we are developing key relationships, ensuring consistency of our brand, and promoting an engaging employee value proposition. Alongside this, the Business Specialists should, with some upskilling, be able to provide the necessary advice and support to people leaders to ensure consistency of approach, good candidate care, and ensure we meet our Public Sector obligations.
42. Another area of lost opportunity identified was our ability to provide strategic recruitment support to the organisation such as talent management, progression, employee value proposition (EVP) and intern and graduate programmes. We are acutely aware of the impact of the proposed reduced service offering, but feel that, over time, it can be picked up and led by other roles such as Business Partners – Capability. They would focus on the Organisational Development components of this and the current Business Partners – People providing strategic workforce advice.
43. We acknowledge that not having a dedicated recruitment service or role does present a risk for the organisation. However, with established relationships in the market we think we can carefully manage this risk. With the new structure, ways of working, Applicant Tracking System, and increased Business Specialist capacity we feel we will be able to deliver the core and essential recruitment services required for Toitū Te Whenua.

Learning and Development

44. We received feedback regarding the learning and development proposal. Feedback mainly centred on the ways of working and specifically questioned why some roles were ring-fenced for Survey and Title related work. Feedback indicated there could

be greater benefit to the organisation if these roles were utilised within a squad model like others within the team.

45. The proposal reflected decisions made in OO Part 3. The Business Partner – Capability and the three Designer – Capability roles will be dedicated to Survey and Title operations (Property Rights and Contact Centre). This reflects current organisational priorities and the amount of work required to design and maintain appropriate learning and training materials. It also reflects that as these roles are funded through fees from survey and title related activities, they need to be primarily supporting Property Rights and the Contact Centre.

Decisions

46. After carefully considering the consultation feedback, the following has been confirmed:
 - a. The [s 9(2)(a)] role in the People Experience team will be disestablished.
 - b. The [s 9(2)(a)] role (currently vacant) in the People Capability team will be disestablished; and
 - c. A Business Specialist – People Services (level two) will be established in the People Services team.

Change process

47. We want to make sure we treat our people with fairness and respect. The change process we proposed is drawn from our commitments under our employment agreements.
48. To determine change impacts to roles, we focused on the work being undertaken in the role, and what was proposed for this work. Where the work was proposed to be delivered in a different way, in a different role, or stopped/scaled back altogether then we proposed changes to the specific role and therefore the person undertaking that work.
49. For this change process we proposed a neighbourhood approach where the proposed changes to roles and impacts to our people were limited to the People function. Where a redeployment situation has occurred, we proposed that we would consider opportunities wider than the People function, and this will be discussed on a case-by-case basis.

50. We did not receive feedback or comments on the proposed change process. We therefore are confirming the change process outlined in Appendix 4.

Next steps

51. Thank you for engaging with the consultation proposals. We know that any change can be unsettling and change that proposes to disestablish roles or teams is especially difficult.
52. Permanent/open-term and fixed-term employees who have been included in these decisions will receive a letter, which outlines the decisions and the outcomes for them individually.
53. People whose roles are affected by these decisions have had a one-on-one discussion and received a letter explaining what is happening with their role and the process that will be followed.
54. The changes to roles and structures are expected to be effective from 1 July 2024.
55. There will be detailed information provided in advance of any implementation requirements, such as changes to email signatures and changes to any financial or HR delegations.

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Appendix 1 – Confirmed changes to roles

People

The following provides details on the confirmed changes to roles by team.

People Capability

Role	Confirmed status of the role	Confirmed reporting line
Business Partner – People Capability x 2	Role title updated to Business Partner - Capability	Change in reporting line to Leader – People Experience
Designer – People Capability x 3	Role title updated to Designer - Capability	Change in reporting line to Leader – People Experience
[s 9(2)(a)]	Role to be disestablished	N/A
Business Partner – People Capability (role created following OO Part 3 decisions, dedicated to Property Rights and Contact Centre)	Role title updated to Business Partner - Capability	Change in reporting line to Leader – People Experience

People Experience

Role	Confirmed status of the role	Confirmed reporting line
Business Partner – People Experience x 2	Role title updated to Business Partner - People	Continue to report to Leader – People Experience

Role	Confirmed status of the role	Confirmed reporting line
[s 9(2)(a)]	Role to be disestablished	N/A
Business Specialist – People x 2	Role title updated to Business Specialist – People Services	Change in reporting line to Leader – People Services
Senior Business Partner – People Experience x 2	Role title updated to Senior Business Partner - People	Continue to report to Leader – People Experience

People Services

Role	Confirmed status of the role	Confirmed reporting line
Business Specialist – People	Role title updated to Business Specialist – People Services	Continue to report to Leader – People Services
Business Specialist – Payroll x 2	No change	Continue to report to Leader – People Services
Senior Digital Specialist – People Systems	No change	Continue to report to Leader – People Services

Health, Safety and Wellbeing

Role	Confirmed status of the role	Confirmed reporting line
Business Partner – Health, Safety and Wellbeing	No change	Continue to report to Leader – Health, Safety and Wellbeing

Role	Confirmed status of the role	Confirmed reporting line
Business Specialist – Health, Safety and Wellbeing (recently vacated)	Role to be disestablished	N/A
Senior Business Partner - Health, Safety and Wellbeing x 2	No change	Continue to report to Leader – Health, Safety and Wellbeing

People Leadership Team

Role	Confirmed status of the role	Confirmed reporting line
Leader - Health, Safety and Wellbeing	No change	Continue to report to Head of People
Leader – People Capability	Role to be disestablished in line with decisions taken in late 2023	N/A
Leader – People Experience	No change	Continue to report to Head of People
Leader – People Systems	Change in role title to Leader – People Services	Continue to report to Head of People
Principal Business Partner – People	No change	Continue to report to Head of People

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Appendix 2 – Confirmed new roles

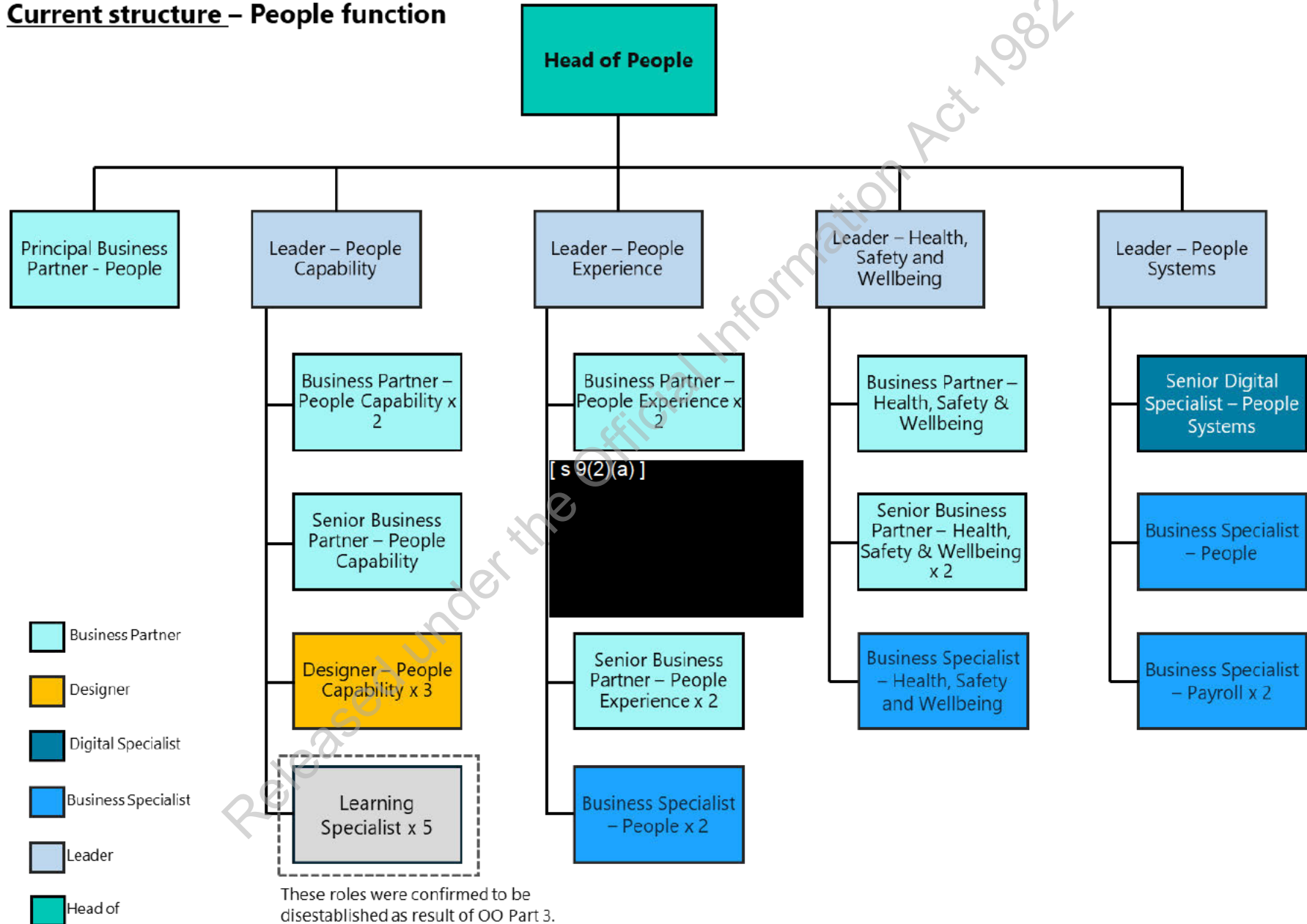
The table below sets out the confirmed new role for the People function. Where a role is seen as same or similar, this will be made available for affected people to be either reconfirmed or reassigned.

Proposed role	Proposed reporting line	Proposed focus of the role
Business Specialist – People Services (level 2)	Leader – People Services	The Business Specialist – People would work alongside other Business Specialists to deliver core people services across the People function and Toitū Te Whenua. This is likely to include but not limited to; offer documentation, recruitment, non-complex HR policy/process advice, provision of administration and coordination support for the function, process maintenance and improvement, and supporting the Business Partners in their portfolio responsibilities.

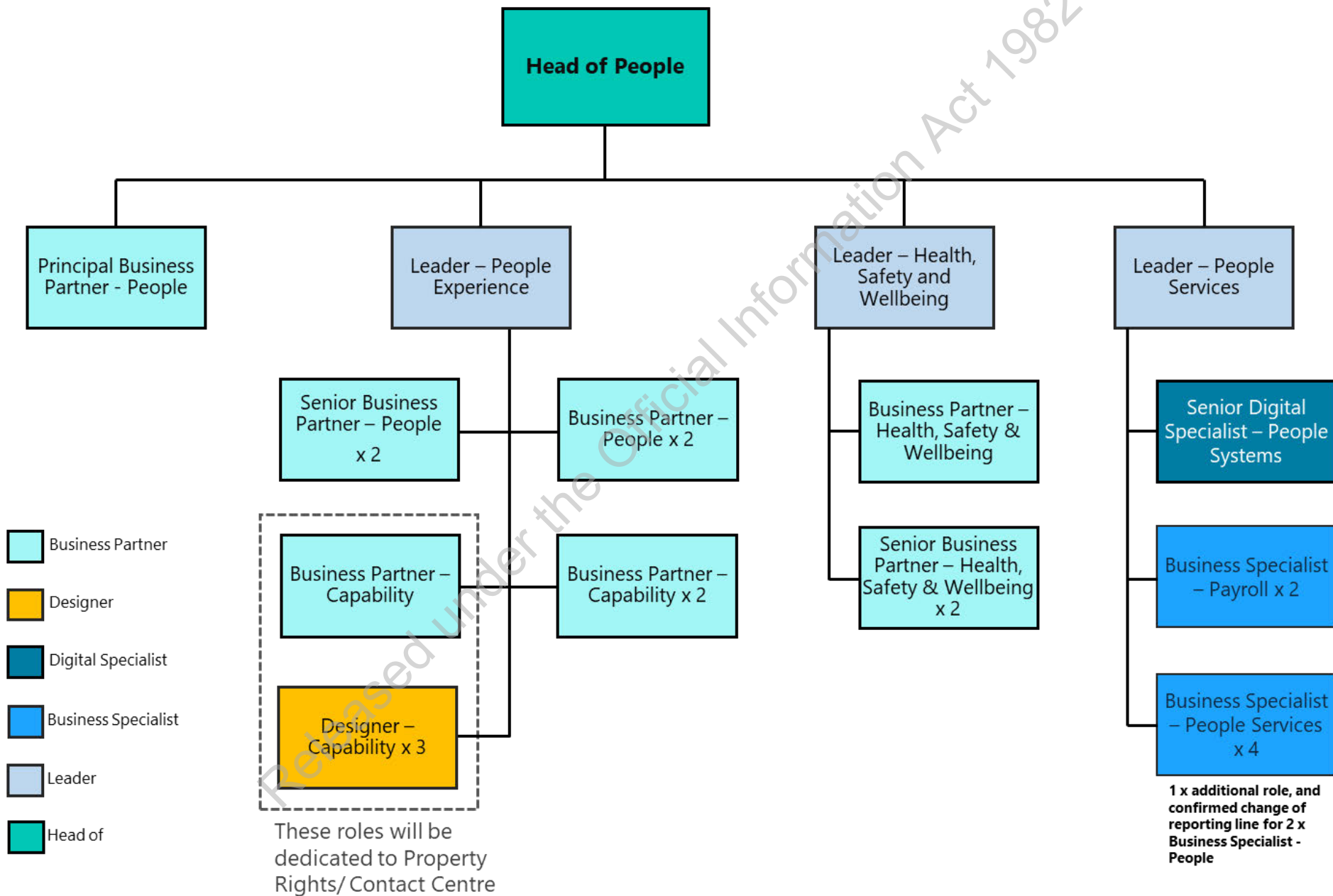
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Appendix 3 – Current and confirmed structure

Current structure – People function



CONFIRMED structure – People function



Appendix 4 – Confirmed change process

The change process set out below has been developed in line with our Collective and Individual Employment Agreements and discussed with representatives from our union, the PSA. **This document should be read alongside the relevant Employment Agreement.** If a provision in your employment agreement is more generous, then the contractual obligation will apply.

We are focused on being fair, unbiased, transparent, and consistent, and are committed to giving you the information and support you need. We will work through these changes with you, treating everyone with respect and dignity.

Coverage

This process applies to all open and fixed-term employees of Toitū Te Whenua, including those on all forms of paid leave, parental leave and secondment to other agencies.

This process does not apply to contractors or employees working at Toitū Te Whenua on a casual basis, or through a consultancy or recruitment agency.

Where any conflict arises between this process and an employment agreement, then the provisions of the employment agreement will prevail.

Support

Organisational change can be unsettling and disruptive, and we have put support in place as part of working with you in good faith and enabling a fair process.

The Employee Assistance Programme (EAP) provides employees with free, confidential counselling services at any time. The contact details for EAP providers are on Whatukura.

Leaders are available throughout the organisational change process to manage any issues that arise and support our people through the transition. If any other additional support is required, people should speak with their manager or Business Partner - People.

Terms relating to change process:

Change to roles:

Minor change: minor change to an existing position may include a change:

- In position title

- In direct reporting line
- In function or business group
- To work practices
- A change of tier but no change to salary band or to the functions of the position.

Significant change: change above the level of minor change

Disestablished position: an existing position that is not required in the confirmed new structure.

Same or similar (comparable): generally similar to the old position however it may have some change to the job functions, a title change, a change in reporting line

Suitable alternative: a position that is in keeping with the skills, qualifications, and experience. May require some retraining (e.g. for new technology or way of working). Is the same location and maintains pay rate (with no intention to reduce later)

Significantly different: the position is new or is different to the job that an employee is currently doing.

Status of employee in change process:

Affected: if an employee's substantive position is proposed to be subject to significant change or disestablished

Impacted: where an employee's substantive position is proposed to be subject to a minor change

Surplus: where an employee's substantive position is no longer required due to a reduction in number of employees; or employees can no longer be employed in their current position, at their current pay band or work location.

Change Process Outcomes:

Following consultation and final decisions, the following sets out the change process that has been confirmed to be used.

Reconfirmation

Reconfirmation places an impacted or affected employee in a position which is the same or similar to their existing substantive position.

To determine if reconfirmation is appropriate, the process starts with a comparison being made between the current work carried out by the employee(s) in their current position, and the work that is required to be carried out in any available position(s).

Where the comparison shows there is only one impacted or affected employee who can be reconfirmed in a position, that reconfirmation will occur without a need for any appointment process.

If the comparison shows there are more impacted or affected employees who can be reconfirmed than the number of same or similar positions available, then we will run an appointment process by way of expression of interest to determine who will be reconfirmed.

Employees will be advised in writing that they have been reconfirmed. Once an employee has been reconfirmed, the process for them ends at this point.

Affected employees who are not reconfirmed would be considered for reassignment in the first instance.

Reassignment

Reassignment is the process of appointing an affected employee to any available position which is not considered the same as or similar to their existing substantive position but is considered a suitable alternative position for them.

In determining the parameters for reassignment, we will engage with employees on an individual basis (and with the PSA for employees covered under the CEA). Reassignment will look to place as many employees as possible by matching individual skills with available positions which require similar skills. This will take into account the employee's skills and abilities; and may involve individuals undertaking some on-the-job training or attending training courses.

The terms and conditions of the reassignment position will be no less favourable, and the location will typically be the same. If the location changes, then reassignment would only be made with the employee's agreement.

Where an affected employee is considered suitable for reassignment, the reassignment will be confirmed in writing. If they do not wish to take up the reassignment, they will not be eligible for redundancy/severance compensation, and if they do not secure another position in the organisation they will be regarded as having resigned.

Once an employee has been reassigned, they are no longer affected, and the process for them ends at this point.

Surplus situation

A surplus situation arises where an affected employee has not been placed into a position by way of reconfirmation or reassignment. At this point the affected employee will be declared surplus.

Should an affected employee be declared surplus, and the employee is covered under the Collective Employment Agreement (CEA), Toitū Te Whenua and the PSA will meet to reach an agreement on the options set out in the CEA which are appropriate to the circumstances of the employee.

Where an affected employee is declared surplus, and the employee is covered under an Individual Employment Agreement (IEA), Toitū Te Whenua will look to redeploy the employee to another role within the organisation, or take steps to support the employee in securing employment in another agency (including within the Public Service). This is referred to as redeployment.

Redeployment

Redeployment occurs where an alternative role within Toitū Te Whenua is offered to the affected employee which is significantly different to their current position.

The alternative position may require different skills, knowledge, experience, and abilities. The employee will need to be able to demonstrate that they have the required skills, knowledge, experience, and abilities to undertake the position, as well as the potential for retraining on any new or unfamiliar aspects of the position (generally not exceeding three months duration).

The position may have different terms and conditions of employment, including remuneration and location. In this situation, where an employee is offered redeployment, their terms and conditions of employment may be subject to negotiation between themselves and Toitū Te Whenua, and in consultation with the PSA for those covered under the CEA.

The option of redeployment within the Public Service will be discussed with employees on an individual case-by-case basis, and with the PSA for employees covered under the CEA.

The timeframe for identifying and confirming any redeployment opportunity will be four weeks from date of final decisions. Following this date, if no redeployment has been secured then the affected employee will be eligible for redundancy/severance compensation.

Where an affected employee is offered redeployment to a position that is significantly different and chooses to decline the offer, they may remain eligible for redundancy/severance compensation.

Redundancy

For affected employees who are deemed surplus, if no other suitable role is able to be found through redeployment, then employment would be terminated by reason of redundancy.

In the event that an affected employee's employment ends by reason of redundancy, the employee will receive redundancy payment in line with the provisions within their employment

agreement, and any other entitlements specific to the employee's circumstances (including grand parented entitlements).

Under section 88 of the Public Service Act, an employee who has received notice of termination by reason of redundancy will not be entitled to a redundancy payment if, before their employment with Toitū Te Whenua has ended, they are offered and accept another position, or are offered an alternate position in the Public Service, provided:

- employment begins before, on, or immediately after their Toitū Te Whenua employment ends;
- is on terms and conditions of the new employment are no less favourable; and
- is on terms that treat service within the State services as if it were continuous service.

Voluntary redundancy

Where a surplus staffing situation is identified, affected employees may be asked to express an interest in voluntary redundancy. Toitū Te Whenua will consider any expressions of interest. Agreement is at the discretion of Toitū Te Whenua.

For the avoidance of doubt, expression of interest in voluntary redundancy will only be made available to affected employees (those whose roles have been confirmed to be disestablished) following consultation and final decisions on any change proposals.

Review process

If an impacted or affected employee disagrees with their reconfirmation or reassignment once they have received a letter notifying them of final decisions, they are entitled to have the process reviewed.

In the first instance the employee is asked to discuss their concerns with their leader. Following this initial discussion, if the employee is not satisfied that their concerns have been adequately resolved then a more formal review may be requested.

The employee must advise the Head of People in writing within ten working days of receiving notification of their reconfirmation/reassignment, setting out their reason(s) for requesting a review.

Each request will be considered individually, by a panel made up of leaders from Toitū Te Whenua and representatives from the PSA if the employee is a PSA member. The review panel will make a recommendation which will be considered by the Chief Executive (or their delegate).