

# Organisational Change – Customer Engagement & STEP Enablement Practice

Decisions for the Customer Engagement function and STEP Enablement Practice team

Decision document

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# Message from Kaihautū Organisational Effectiveness, Kaihautū Digital Delivery, and Head of Customer Engagement

Kia ora tātou

We want to thank everyone who has provided feedback as part of this consultation process. Every response was constructive, thoughtful and it was clear people have put time into questions and feedback. There were a range of insights about some of the risks or issues as well as opportunities.

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 professional way that you participated in the consultation process and continued to deliver in your roles.

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

Some feedback acknowledged that with a reduced budget, we can no longer afford to provide all the services we have been delivering or that some of our work needs to be scaled back or stopped. However, we also acknowledge that proposals to disestablish roles is challenging and personally difficult for the people involved. Again, we want to thank people for their considered responses to those parts of the proposal. We also want to reinforce that changes proposed are not a reflection on any individual involved, who we know are committed to Toitū Te Whenua and work hard to deliver in their roles.

After considering all the feedback provided, we have decided to confirm the proposals and proceed to make the changes proposed. Your feedback has been summarised in the relevant sections of this decision document, except for where the feedback relates to an individual. 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 from 1 July 2024.

We would like to acknowledge the way you have supported each other and continued to deliver for our organisation and its customers under difficult circumstances. There is still a journey ahead to fully implement new ways of working and form our teams with a new structure. It is heartening to know that we can work through change together, upholding what is important to us as an organisation and a re-defined Customer Engagement team, incorporating the work of the STEP Enablement Practice team.

Ngā mihi nui

Claire Richardson, Murray Young, and Nicola Chrisp

*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 to provide free and confidential support.

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## This decision document

1. This document sets out final decisions on the proposals for the Customer Engagement function and STEP Enablement Practice team. It includes a summary of the case for change and proposals, feedback received, and final decisions.
2. We received seven 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 group or team drop-in sessions.

## Customer Engagement – case for change

3. Customer Engagement delivers important services to our customers, both internally and externally.
4. The team is performing well, with talented people doing their best work, in a cohesive way to support Toitū Te Whenua to achieve its objectives.
5. Towards the end of 2023, along with the rest of the organisation, Customer Engagement made deliberate decisions to manage vacancies and recruitment. As a result of this we put in place interim team arrangements to ensure our people had leadership and support. We cannot work with interim arrangements for an extended period. We want to be able to give our people and our customers certainty.
6. Our environment continues to change, and the government has been clear about the need to prioritise services to frontline customers while operating within a reduced budget.
7. To develop the change proposals we looked across Customer Engagement to make sure we had the right capability in the right places, delivering the highest priority services. We looked at how we could create efficiencies, build on the changes we have already made to the way we work, stopping or scaling back work in some areas, and further centralising like functions from across the business.

## Change proposals, what we heard, and final decisions

## Recap of proposals

8. We consulted with you on proposed changes in three areas:
  - a. Teams and reporting lines
  - b. Centralising like functions
  - c. Scaling back some of our work
9. More detail on each is provided below.

## Summary of proposals Teams and reporting lines

10. Customer Engagement has been managing with interim team arrangements and reporting lines since late 2023. These cannot continue indefinitely, and people need certainty about their leader and a structure that provides adequate leadership capacity. Alongside our existing Contact Centre teams, we proposed a structure of three teams; Communications and Engagement, Outreach and Insights, and Sector Engagement.
11. We also proposed dedicated support to the Head of Customer Engagement through the establishment of a Principal Business Partner – Customer Engagement role. This proposal reflected the need for specialist expertise to provide strategic oversight for media, issues and risk for the organisation. We want to ensure our communications, reputation, and media risks are managed appropriately, giving trust and confidence to our Chief Executive, Kaihautū and the Minister's office.

## What we heard from feedback

12. We received no specific feedback on the team and reporting line proposals.
13. A number of submissions discussed the work currently being done in squads across the multi-disciplinary teams and how well this is working in Customer Engagement.
14. There was feedback relating to the overall team sizes and some leaders having a relatively small number of direct reports. We expect leaders of smaller teams to have work delivery responsibilities, (be 'on the tools'), and provide technical guidance and leadership, as well being a home leader, which would be a primary focus for leaders of larger home teams, in an agile operating model.

## Decisions

15. We have decided to proceed with the proposed teams and reporting lines. The following has been confirmed:

- a. Customer Engagement will move to three teams; Communications and Engagement, Outreach and Insights, and Sector Engagement.
- b. Team and reporting arrangements are confirmed for our people as outlined in Appendix 1.
- c. A Principal Business Partner role reporting directly to the Head of Customer Engagement will be established as outlined in Appendix 2.
- d. All role titles within Customer Engagement will be updated to show 'Customer Engagement' following the broad-based role title. This reflects the portfolio-based, multi-disciplinary approach used to deliver our work.

## Centralising like functions

16. Continuing the focus and outcomes from Organising Ourselves, we proposed centralising like functions where it makes sense to do this. We consulted on disestablishing the STEP Enablement Practice team in Digital Delivery and moving some of the roles to Customer Engagement, to centralise the delivery of their work.
17. The STEP Enablement Practice team is responsible for developing and writing content for external audiences, focusing on support for customer uptake and use of new Landonline services. This team is made up of [s 9(2)(a)] two Business Partners, and a Designer currently on a short-term contract.
18. The work of the STEP Enablement Practice team is fundamentally about creating engaging and informative online content for customers so that customers can 'self-help' instead of contacting our Contact Centre. Considering the nature of work, it was proposed this work and some of the people should be brought together within Customer Engagement who is Toitū Te Whenua's central function for engaging and communicating with our customers.

## What we heard from feedback

19. There was no feedback opposed to the proposal to centralise like functions and move the STEP Enablement Practice team into the Customer Engagement function. Questions and comments in meetings to discuss the proposals indicated general support for the proposed roles moving into Customer Engagement, and recognised the impact this would have on the Leader role.
20. We received feedback that people in Customer Engagement already work closely with the STEP Enablement Practice team. There were questions about why the proposal was to move the roles into the Outreach and Insights Team, when current

working relationships align more closely with the Communications and Engagement Team.

21. Outreach and Insights was chosen as the preferred home team to give more balanced numbers of direct reports between the Outreach and Insights and Communications and Engagement teams. Customer Engagement operates multi-disciplinary teams and most of the work in this area is carried out by squads rather than structured by home team. Therefore, we do not see the home team placement as restricting or guiding who people will work with in squads on a day-to-day basis.
22. There was feedback that business partner roles proposed to move into Customer Engagement should remain Business Partner - Content Development as this would provide differentiation of focus on the STEP programme and make it easier for customers to understand who they were engaging with.
23. We want to aim for consistency across the function and therefore have decided to keep all role titles within Customer Engagement teams to be in the format of 'Broad-based role – Customer Engagement'. This approach does not restrict people from adding further detail to their email signatures and other communications with their role title, which is consistent with the approach to role titles from Organising Ourselves. More specific role titles would not reflect the multi-disciplinary portfolio-based approach to work in Customer Engagement.

## Decisions

24. After carefully considering feedback, the following has been confirmed:
  - a. The STEP Enablement Practice team will be disestablished.
  - b. As a result of this, the [ s 9(2)(a) ] role will be disestablished; and
  - c. The two Business Partner – Content Development roles, and the one Designer – Organisation Design role (short-term contractor) will move to Customer Engagement, with all three roles reporting to the Leader – Outreach and Insights.

## Scaling back some of our work

25. We have carefully looked at where we can scale back or potentially stop some of our work based on what has been prioritised as the most critical work for Toitū Te Whenua to achieve our outcomes and government priorities.



26. We have identified two areas within Customer Engagement where we think it's possible to reduce our internal capability or reduce the work delivered. These are creative content design and management, and external relationship partnering.

### **Creative content design and management**

27. We proposed to scale back our internal capability to produce creative communication media, including video, no longer create professional videos or video content internally or produce large amounts of digital content for internal audiences. Where creative communication media, including video, is necessary for external customers this would be outsourced on a limited basis, or basic short videos would be produced using other tools such as mobile devices.
28. Based on this, we proposed to disestablish the [ s 9(2)(a) ] role, currently within the Outreach and Insights team.

### **What we heard from feedback**

29. Feedback focused on the capability and work currently carried out in the Designer role, and the risks and impacts of disestablishing the role.
30. Submissions highlighted that in addition to video production, this role was engaged in other communications and engagement work and produced other forms of creative media, which was not sufficiently recognised in the proposal.
31. There was also feedback highlighting the value of high-quality video as a communication tool that boosts engagement, informs customers, enhances Toitū Te Whenua's brand and helps us 'tell our story', in a modern and engaging way.
32. Submitters put forward that outsourcing video and creative production carries costs as it requires internal resource to plan, support, approve and use. There was also feedback that focusing on production for external audiences did not capture the multiple use nature of video, with some videos used for both internal and external audiences, social media and at stakeholder functions.
33. Submitters noted that not having an internal resource and videos produced by different people would likely lead to inconsistency and variability in quality. Feedback also mentioned an impact on workloads of people who currently use video content.
34. We recognise that video content is a valuable communication tool and digital is a key communication channel for our customers. We understand that reducing this capability in-house will have impacts. In a financially constrained environment, we

cannot afford to continue everything we currently do. The proposal to scale back dedicated resource to produce creative communication media, including video, is a result of prioritisation to operate within a reduced budget.

35. The proposal was not to carry on the same level of video and creative content production internally and move to an outsourced model or have videos produced by other team members. Production of professionally created video and creative media will need to reduce significantly for internal channels and used only where it is essential and for an external audience.
36. The proposed disestablishment of the [ s 9(2)(a) ] role has been a difficult decision and is not a reflection on the work that has been delivered in this area.

### External Relationship Partnering

37. We have considered our ongoing requirements for external relationship engagement and partnering. We have considered who we are engaging with, who is leading the engagement, and the level of specialist resource required from Customer Engagement.
38. We will need to deliver engagement activities differently going forward. Leaders of the relevant business areas across Toitū Te Whenua, will be expected to carry out more engagement themselves. With Relationship Partners and others within the broader Customer Engagement team taking a business partnering approach, advising and assisting with planning and prioritisation.
39. To deliver in this way we proposed moving from four Relationship Partners to two Relationship Partners, and one Senior Business Partner. These roles would sit alongside the two existing Senior Relationship Partners and one Senior Business Partner in the Sector Engagement team.
40. The two Relationship Partners would be responsible for the high priority SouthPAN project, and the work undertaken in Location Information on Geospatial Leadership and data. SouthPAN relationship partnering requires a different skillset from traditional sector engagement. We therefore proposed that this role remains unchanged.
41. Balancing organisational priorities and the need to scale back work in some areas means we can no longer provide dedicated sector engagement resource to Local Government. Local Government remains an important partner and customer, but we proposed to scale back the dedicated Customer Engagement effort in this area, with

engagements as part of other engagement activity, or by the appropriate business owners. Customer Engagement would provide advice and expertise including development of engagement plans, a key focus of the new proposed Senior Business Partner role.

## What we heard from feedback

42. Overall, there was general agreement and understanding in our need to reduce our sector engagement capacity and focus on delivering in a more business partnering approach moving forward.
43. There was concern expressed around reducing our dedicated sector engagement support to local government, with the risk that relationships may be impacted over time or inconsistency in engagement by having multiple contact points. Feedback highlighted the importance of this stakeholder group for Toitū Te Whenua and the need to ensure relationships with territorial authorities continue and are constructive.
44. Feedback outlined that relationships with territorial authorities have not always been co-ordinated and effective. It highlighted that work over the last 18+ months, in particular outcomes achieved for the STEP programme, has left Toitū Te Whenua with a well-established and good base to work from, should we move forward with the proposals. This was encouraging and recognises that hard work that has been delivered in this area.
45. There was support expressed for moving to a business partnering model for engagement that could help boost the number of people with skills and experience at stakeholder engagement.
46. The proposal to scale back sector engagement effort for local government is based on careful assessment of the state of relationships and where engagement effort will be required to support organisational priorities moving forward. As well as the ability of others within Toitū Te Whenua to maintain or build relationships.
47. We acknowledge that there is a risk to maintaining the same level of coordination of the relationships with the local government sector. We will focus on this and draw on guidance and advice from the Sector Engagement team to maintain consistency in relationships.
48. The proposed disestablishment of a Relationship Partner role has been a difficult process and is not a reflection on the work we deliver within Sector Engagement. However, in a financially constrained environment we cannot afford to continue

doing everything we do now. There has been considerable improvement in relationships with our key stakeholders, which has positioned us well to be able to move forward with a new approach.

## Decisions

49. After carefully considering feedback, the following has been confirmed:
- a. The [s 9(2)(a)] role will be disestablished;
  - b. We will move from four Relationship Partners to:
    - i. two Relationship Partners (one focused on SouthPAN, and one focused on Geospatial Leadership and data); and
    - ii. one Senior Business Partner.
  - c. We will disestablish one Relationship Partner – Sector Engagement role.
  - d. There will be no change for the current Relationship Partner focused on SouthPAN, due to the specialised commercial knowledge and skillsets required.
  - e. We will invite the remaining three Relationship Partners to express an interest in either of the two roles, Relationship Partner or Senior Business Partner.

## Change process

50. 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.
51. 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.
52. We proposed to use a neighbourhood approach. This means that proposed changes to roles and impacts to our people are limited to those within scope of this consultation (Customer Engagement function and those within STEP Enablement Practice team). This means we did not propose to consider reconfirmation or reassignment into roles outside of these areas. For redeployment we will consider opportunities outside of the Customer Engagement function and the STEP Enablement Practice team. Redeployment opportunities will be discussed on a case-by-case basis.

53. For people whose roles were proposed to be disestablished and would be invited to participate in an expression of interest process, this process was set out in Appendix 4a of the consultation document.
54. We did not receive feedback or comments on the proposed change or expression of interest processes. We are therefore confirming the change and expression of interest processes outlined in Appendix 4 and 4a

### **Next steps**

55. 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.
56. Permanent/open-term and fixed-term employees who have been included in these decisions have received a letter which outlines the decisions and the outcomes for them individually.
57. 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.
58. The changes to roles and structures are expected to be effective from 1 July 2024.
59. There will be detailed information provided in advance of any implementation requirements, such as changes to email signatures and changed financial or HR delegations.

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# Appendix 1 – Confirmed changes to roles

## Customer Engagement

**Note: Contact Centre are not included within final decisions.**

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

**All roles confirmed to have 'Customer Engagement' after broad-based role title as a result of these decisions. This is reflected in the confirmed structure diagram in Appendix 3.**

## Communications and Engagement

Role	Confirmed status of the role	Confirmed reporting line
Business Partner - Communications and Engagement x 2	No change	Reporting to Leader – Communications & Engagement
Designer – Communications & Engagement	No change	Reporting to Leader – Communications & Engagement
Senior Business Partner – Communications & Engagement x 4	No Change	Reporting to Leader – Communications & Engagement
Senior Designer – Communications & Engagement	No Change	Reporting to Leader – Communications & Engagement
Senior Digital Specialist – Communications & Engagement x 2	No change	Reporting to Leader – Communications & Engagement

## Outreach and Insights

Role	Confirmed status of the role	Confirmed reporting line
Business Partner - Communications and Engagement	No change	Reporting to Leader – Outreach & Insights
Business Partner – Outreach & Insights	No Change	Reporting to Leader – Outreach & Insights
[ s 9(2)(a) ]	Role to be disestablished	N/A
Senior Business Partner – Outreach & Insights	No Change	Reporting to Leader – Outreach & Insights
Senior Designer – Communications & Engagement x 2	No Change	Reporting to Leader – Outreach & Insights

## Sector Engagement

Role	Confirmed status of the role	Confirmed reporting line
Relationship Partner – Sector Engagement (focused on SouthPAN)	No change	Reporting to Leader – Sector Engagement
Relationship Partner – Sector Engagement x 3 <i>People in these roles are invited to participate in an expression of interest process.</i>	Roles to be disestablished and replaced with: 1 x Relationship Partner 1 x Senior Business Partner	Reporting to Leader – Sector Engagement

Role	Confirmed status of the role	Confirmed reporting line
Senior Business Partner – Communications & Engagement	No change	Reporting to Leader – Sector Engagement
Senior Relationship Partner – Consulting Solicitor	No Change	Reporting to Leader – Sector Engagement
Senior Relationship Partner – Consulting Surveyor	No Change	Reporting to Leader – Sector Engagement

## Digital Delivery

### STEP Business Change – Enablement Practice

Role	Confirmed status of the role	Confirmed reporting line
Leader – STEP Business Change	No change	Continue reporting to Kaihautū, Digital Delivery
[ s 9(2)(a) ]	Role to be disestablished	N/A
Business Partner – Content Development x 2	No change	Change in reporting line to Leader – Outreach & Insights, Customer Engagement
Designer – Organisational Design <i>Currently contract role</i>	No change	Change in reporting line to Leader – Outreach & Insights, Customer Engagement



## Appendix 2 – Confirmed new roles

The table below sets out the confirmed new roles for the Customer Engagement function.

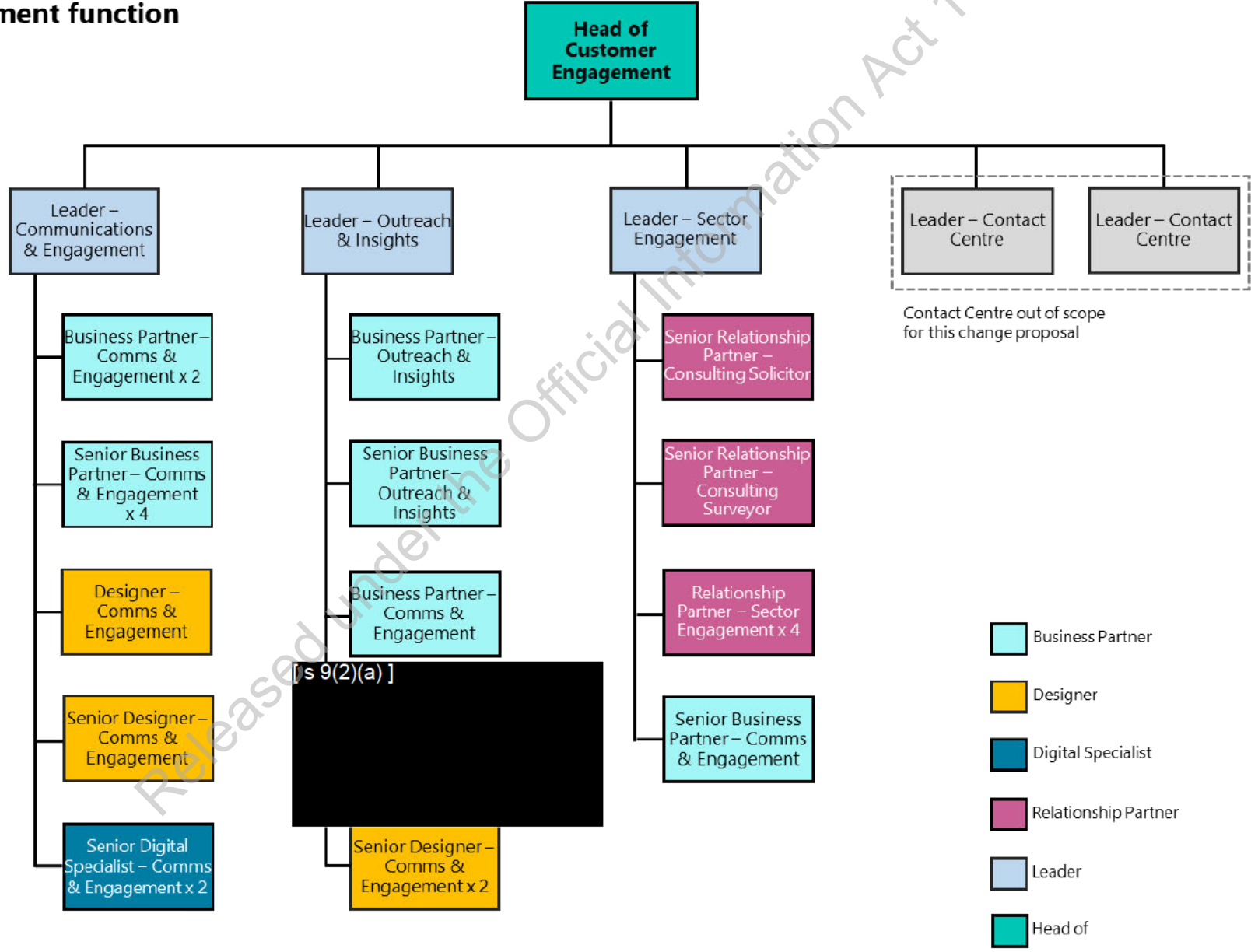
Confirmed new role	Reporting line	Focus of the role
Principal Business Partner – Customer Engagement	Head of Customer Engagement	<p>The Principal Business Partner – Customer Engagement will provide strategic and thought leadership and specialist expertise to the Head of Customer Engagement, and across the function.</p> <p>They will provide strategic oversight for media, issues, and risks.</p> <p>They will provide trust and confidence to our Chief Executive, Kaihautū, and the Ministers Office that our customer, communications, reputation, and media risks are managed appropriately.</p> <p>The Principal Business Partner will be involved in high-risk issues, taking a work leadership role on behalf of the Head of where required and will lead specific pieces of the Customer Engagement work programme.</p>
Senior Business Partner – Customer Engagement	Leader – Sector Engagement	<p>With final decisions confirming Sector Engagement will need to deliver engagement activities differently, the Senior Business Partner will work across Toitū Te Whenua to ensure leaders and their business areas are supported to undertake engagement activities, focused on our organisational priorities.</p> <p>This will include championing engagement best practice, the creation of effective engagement plans, helping identify potential engagement opportunities, and where required the development of strategies and content. The role provides a critical link across Customer Engagement, specifically between sector engagement and the communications and engagements teams.</p>

Confirmed new role	Reporting line	Focus of the role
Relationship Partner – Customer Engagement	Leader – Sector Engagement	<p>The Relationship Partner will provide best practice partnering and engagement expertise across Customer Engagement and Toitū Te Whenua. They will be responsible for ensuring engagement and relationship opportunities are identified and well managed in line with organisational priorities.</p> <p>Based on current priorities, this role will be focused on supporting the Location Information function with a specific focus on Geospatial Leadership and data. This will include partnering support for the core delivery of key initiatives such as Geospatial Leadership, 3D Coastal Mapping and Maritime Digital Transformation. Prioritisation of engagement activity will be determined by the Head of Location Information and broader leadership team.</p> <p>The Relationship Partner will work alongside the Senior Business Partners in the design, development and execution of strategic communications and sector engagement.</p>

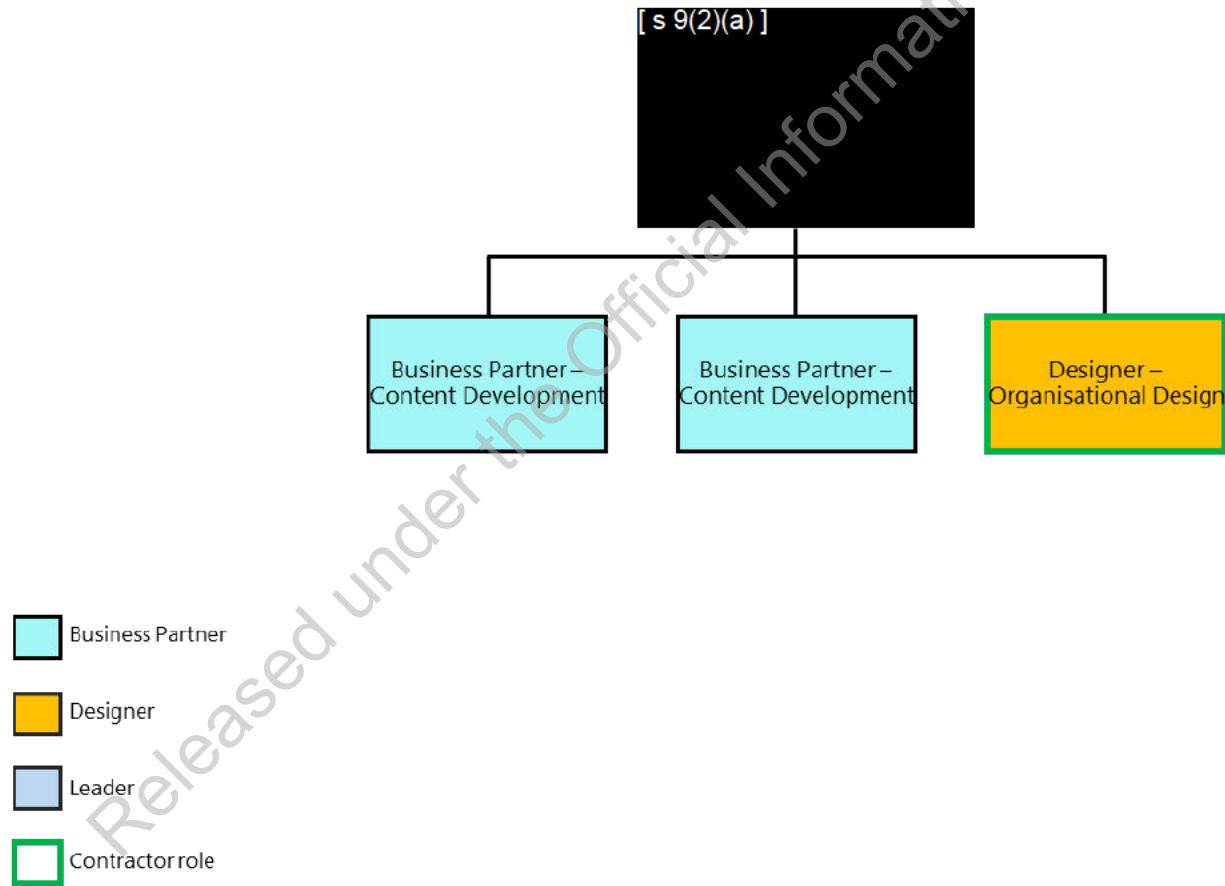
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# Appendix 3 – Current and confirmed structure

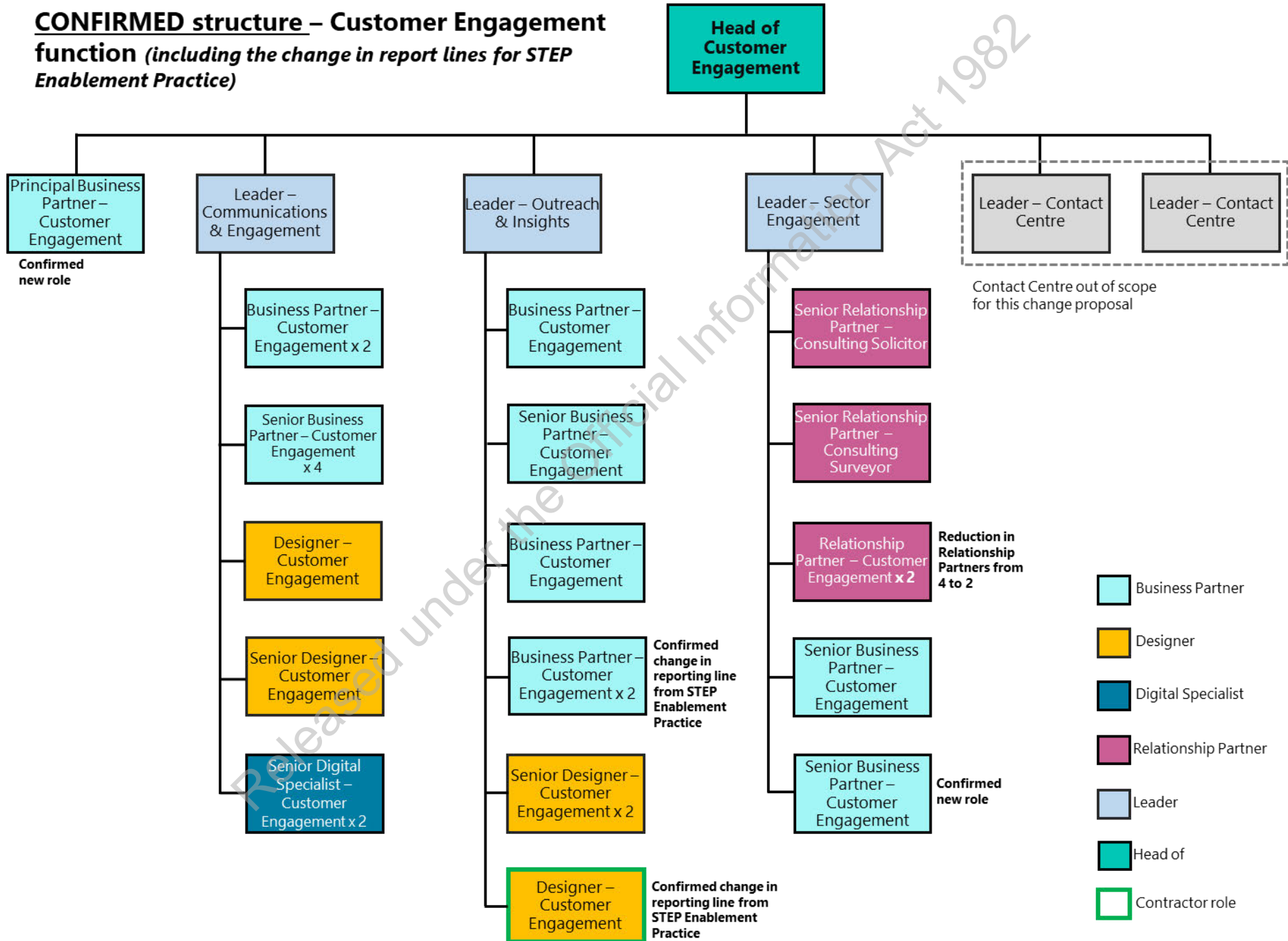
## Current structure – Customer Engagement function



**Current structure – STEP Enablement Practice**



**CONFIRMED structure – Customer Engagement function** (including the change in report lines for STEP Enablement Practice)



## 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 will be 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 People Partner.

### **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 would be required to be carried out in any available position(s).

Where the comparison shows there is only one impacted or affected employee who could 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 could 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 will 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 would 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 would 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 would 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 re-training 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 would 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).

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## Appendix 4a – Confirmed expression of interest process

The Expression of Interest (EOI) process outlined in this appendix will be used to consider the placement of affected employees. EOI process covers Relationship Partner – Sector Engagement (x 3) in the Customer Engagement function.

### Overview of Expression of Interest (EOI) Process

This section provides a high-level summary of the EOI process. Further detail on each step of the process is set out in the following sections.

1. Receive decision letter
2. Submit EOI
3. Panel review and moderation of EOIs
4. Individual meeting with panel (if required)
5. Panel recommendation to Kaihautū Organisational Effectiveness
6. EOI outcomes communicated by letter

### Detail of Process

#### 1. Receive decision letter

As part of final decisions, you will be invited to participate in an EOI process to help us understand which of the available role(s) you are interested in and to share with us information about your skills and abilities.

Your decision letter outlines which roles you can express an interest in, these are:

Role	BBR Level	Team	Function	Reporting line	Position Status
Relationship Partner – Customer Engagement x 1	2	Sector Engagement	Customer Engagement	Leader – Sector Engagement	Open Term
The <b>Relationship Partner</b> will provide best practice partnering and engagement expertise across Customer Engagement and Toitū Te Whenua. They will be responsible for ensuring engagement and relationship opportunities are identified and well managed in line with organisational priorities.					

Based on current priorities, this role will be focused on supporting the Location Information function with a specific focus on Geospatial Leadership and data. This will include partnering support for the core delivery of key initiatives such as Geospatial Leadership, 3D Coastal Mapping and Maritime Digital Transformation. Prioritisation of engagement activity will be determined by the Head of Location Information and broader leadership team.

The Relationship Partner will work alongside the Senior Business Partners in the design, development and execution of strategic communications and sector engagement.

Role	BBR Level	Team	Function	Reporting line	Position Status
Senior Business Partner – Customer Engagement x1	2	Sector Engagement	Customer Engagement	Leader – Sector Engagement	Open Term

The **Senior Business Partner** will work across Toitū Te Whenua to ensure leaders and their business areas are supported to undertake engagement activities, focused on our organisational priorities.

This would include championing engagement best practice, the creation of effective engagement plans, helping identify potential engagement opportunities, and where required the development of strategies and content. The role provides a critical link across Customer Engagement, specifically between sector engagement and the communications and engagement teams.

## 2. Submit EOI

Your EOI should comprise a covering letter outlining which roles(s) you are interested in and to describe your relevant skills and experiences for the role(s). You may choose to also include a CV.

## 3. Panel review and moderation of EOIs

After the EOI submission period closes, a moderation panel will meet to assess the information you have shared and any other relevant information we know about you, against each role’s requirements, and our business needs.

The panel will be made up of:

- Head of Customer Engagement
- One leader from within Customer Engagement
- One leader or senior staff member from outside the Customer Engagement
- Support from People Function

Following the panel moderation, recommendations on EOI placements may be made. If the panel feels they require further information they will invite you to an individual meeting.

#### **4. Individual meeting with panel (if required)**

The panel may invite you to meet with them to discuss a role(s), for example where the panel feel they need more information to make a recommendation, or where there are more people who meet the selection criteria than available positions.

Panel discussions will not be the type of 'interviews' that would be used in a typical recruitment process. Panel discussions are intended to enable us to gather additional information to help inform placement recommendations. Discussions will include questions around your capabilities and experience relevant to each role.

#### **5. Panel recommendation to Kaihautū Organisational Effectiveness**

The panel's recommendations will be provided to Kaihautū Organisational Effectiveness for approval as the final decision maker.

The panel's recommendations will take into consideration:

- the information you share through the expression of interest process
- any qualifications (or specialised skills) specified in the role profile
- if you agree, what we know about you as your employer (relevant knowledge, skills, and abilities)
- Toitū Te Whenua business needs; and
- whether, with a reasonable amount of training and support, you could acquire the relevant knowledge, skills and abilities in order to carry out the expected outcomes of the role.

#### **6. EOI outcomes communicated by letter**

You will be advised in writing of the outcome.

For those reassigned to a role that does not contain your existing pay band, salary decisions will be commensurate with the responsibilities of the position, qualifications and experiences of the successful employee, including the level of:

- Previous relevant paid or unpaid work or experience
- Their level of relevant skills and knowledge
- Relevant academic and professional qualifications
- Relativity, equal pay and pay equity principles
- The level of expected performance

Once an affected employee has been reassigned, the process for them ends at this point.

If an affected employee is not placed as a result of the EOI process, they will remain affected and change process will continue for them.

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