

Organisational Change – Location Information

Decisions for rebalancing capability in the Datums Squad

Decision document

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26 June 2024



Contents

Message from Kaihautū Customer Delivery and Head of Location Information 3

Where to go for support 4

Recap of Case for change 5

Change proposals, what we heard, and final decisions 6

Change process 8

Next steps 9

Appendix 1 – Confirmed change process 10

Appendix 1a – Confirmed expression of interest process 15

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Message from Kaihautū Customer Delivery and Head of Location Information

Kia ora tātou

Thank you to everyone who provided feedback as part of this consultation process. The responses we received were thoughtful and it was clear people have put time into thinking about the proposals and giving us feedback.

There were insights into the work done in the Datums Squad, the geodetic expertise in Location Information, as well as the future risks and challenges of the business decision to reduce our capacity to support the annual geodetic control work programme.

Given the small number of roles, and the nature of the change we proposed, we decided to engage only with the Datum squad members, the PSA and key internal stakeholders.

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

We received four pieces of written feedback from individuals about the proposals for the Datums Squad, which have been carefully considered.

Proposals to disestablish roles and stop or scale back work are challenging and personally difficult for the people involved. It is important to emphasise that the changes we proposed are not a reflection on any individual involved, who we know are committed to Toitū Te Whenua and the work done in Location Information.

After considering all the feedback provided, we have decided to confirm the proposals and proceed to make the changes proposed.

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 29 July 2024.

Two handwritten signatures in black ink. The first signature is a cursive 'Jan' and the second is a cursive 'Aaron'.

Ngā mihi nui

Jan Pierce and Aaron Jordan

Where to go for support

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

Your wellbeing is important, and support is available. 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 the decisions.

EAP is also available at any time, and their services are free and confidential.

This decision document

This document sets out final decisions on the proposals for the Location information Datums Squad. It includes a summary of the case for change and proposals, feedback received, and final decisions.

We received 4 pieces of written feedback from individuals relating to the proposals.

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Recap of Case for change

1. Technological advances, satellite-based positioning systems and the ongoing growth of location-based services are increasing demand for modern, accurate and sustainable location information on a daily basis.
2. Toitū Te Whenua is responsible for managing, maintaining and continuously improving New Zealand's geodetic system, comprising physical survey marks, positioning data, and geodetic datums and models. Together these components provide the authoritative coordinate systems and spatial reference framework.
3. An accurate and well-maintained geodetic system is crucial in the identification and assessment of geophysical and other natural hazards, and to link New Zealand into the global positioning reference frame.
4. The Datums squad is facing capability challenges with staff movements to leadership roles and key programmes, such as SouthPAN, and the recent retirement of [s 9(2)(a)]
[REDACTED]
5. We need to develop and grow our geodetic technical capability to ensure we can support the increasingly broad range of uses and users of our geodetic system. Developing and growing our geodetic technical capability will take time and we need to take steps now.
6. Options for addressing the geodetic capability gap have been considered carefully. This has not been easy, and compromises have had to be made.
7. We have considered how this capability gap can be addressed within the current context of a reduced budget for Location Information, competing capability gaps across other squads, and the need to minimise impact to the delivery of our core work or meeting expectations from government.
8. We are operating within a constrained environment and Location Information has already disestablished a number of roles. This means we have to consider options on how we deliver our core work and address capability gaps within a reduced workforce.

Change proposals, what we heard, and final decisions

Recap of proposals

9. We proposed that in order to increase our geodetic specialist expertise in the Datums squad we must reduce our capacity to support the annual geodetic control work programme.
10. Reducing our capacity in this area will enable capacity to be created and redirected into increasing our geodetic capability to ensure we are better placed to deliver in the future.
11. We proposed a rebalance of the capabilities within the Datums squad and increase and growth of our geodetic capability. This included:
 - a. The [s 9(2)(a)] [REDACTED] [REDACTED] [REDACTED] would reduce from three to one.
 - b. The remaining role would be responsible for the delivery of the annual geodetic control work programme and associated activities (specifically the contract management of external suppliers). This was proposed to be a Geospatial Specialist level 3.
 - c. The establishment of a Senior Geospatial Specialist (level 3) role. Those currently in Senior Geospatial Specialist roles who support the annual geodetic control work programme and associated activities would be invited to participate in an expression of interest process for the role.

What we heard from feedback

12. Almost all the feedback received related to the business decision to rebalance the capabilities of the Datum Squad, reducing support for the annual geodetic control work programme to grow our geodetic technical capability.
13. Submitters included descriptions of the work that is done in the Datums Squad, what has been achieved by the current team, and the importance of the annual geodetic control work programme.
14. One submitter felt that the change proposal was sudden, and work such as an options review of the annual geodetic control work programme, the successes achieved by the team in increasing the protection of survey marks, and the importance of the network of survey marks to the geodetic system were not sufficiently considered.

15. It was noted that there are people with geodetic expertise elsewhere in Location Information doing other roles. Two submissions had differing views of the work requirement for a Principal Geospatial Specialist to focus on geodesy and whether the rebalancing of expertise was required.
16. One submitter felt there would not be enough day-to-day operational geodesy work, there was sufficient geodetic expertise elsewhere in the function and it would be better to maintain capacity to support the geodetic control programme.
17. Another submission supported recruiting a Principal Geospatial Specialist to focus on geodesy as they felt there was a lot of work that needed to be done and the existing expertise was spread too thinly. The submitter also suggested that marks protection work could be carried out differently and in other areas of Toitū Te Whenua.
18. There was feedback that it would be difficult to replace the expertise in roles that were proposed to be disestablished if that was required in the future.
19. There was also a suggestion for developing skilled people in the future through recruiting school leavers with aptitude in math and computers and training them over time.
20. While the feedback is noted, the business decision has been made and was not part of the consultation.
21. Continuing to provide core services within a constrained financial environment has required difficult decisions to be made. We acknowledge that the decision to rebalance capabilities requires trade-offs.

Decisions

22. The proposed changes are **confirmed**.
23. **The impact on roles is outlined in the table below.**

Role	Confirmed status of the role
[s 9(2)(a)]	Role to be disestablished
[s 9(2)(a)] [redacted]	Reduce from two roles to one The people within these roles will be invited to express an interest in the one remaining role.

24. The description of the remaining Senior Geospatial Specialist role is outlined below.

Confirmed role: Senior Geospatial Specialist (level 3)

The Senior Geospatial Specialist will be responsible for maintaining the integrity and accuracy of survey physical infrastructure in line with the Surveyor-General's standards through the delivery of the annual geodetic control programme.

They will lead the delivery of this programme and associated activities, in particular procurement and contract management with multiple external suppliers. Working across the Datums squad, and other squads within Location Information, they will ensure the required activities are delivered for the programme, within the required timeframes and on budget.

Skills and experience required for the role include:

- An in-depth survey industry experience at a high technical level
- A demonstrable level of understanding of the Cadastral Survey System, with particular emphasis on the Geodetic System requirements to support it
- Experience leading procurement and contract management processes
- Experience planning and managing delivery of contracted work programmes
- Experience engaging with a variety of stakeholders and customers
- Experience leading and coaching others
- Spatial application, data management, analysis and reporting skills

25. This decision does not change any individual's home leader, reporting lines or the Location Information structure.
26. We anticipate that, in due course, we will recruit for two Geospatial Specialists with technical geodetic knowledge to grow and sustainably develop our technical expertise; one role would be at a Principal level (level 4) and one at an early in career or developing level (level 1).

Change process

27. We want to make sure we treat our people with fairness and respect. We proposed a change process drawn from our commitments under our employment agreements and consistent with the process used in previous change processes.
28. Consistent with other change processes, we proposed a neighbourhood approach. This means that proposed changes to roles and impacts to our people are limited to those within scope of this consultation (those within the Datums squad). This means we did not propose to consider reconfirmation or reassignment into roles outside of this squad.

29. 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 1 and 1a.

Next steps

30. 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.
31. 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.
32. The changes to roles will be effective from 29 July 2024.
33. There will be detailed information provided in advance of any implementation requirements.

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Appendix 1 – 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).

Appendix 1a – 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 in **Geospatial Specialist (Level 3)** role in the Datums squad.

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 Customer Delivery**
6. **EOI outcomes communicated by letter**

Detail of Process

1. Receive decision letter

As part of final decisions, you will receive a letter inviting you to participate in an EOI process to share with us information about your skills and abilities required for the **Geospatial Specialist (Level 3)** role:

Role	BBR Level	Team	Function	Reporting line	Position Status
Senior Geospatial Specialist	3	Datums squad	Location Information	Unchanged	Open term

The **Senior Geospatial Specialist** will be responsible for maintaining the integrity and accuracy of survey physical infrastructure in line with the Surveyor-General's standards through the delivery of the annual geodetic control programme.

They will lead the delivery of this programme and associated activities, in particular procurement and contract management with multiple external suppliers. Working across the Datums squad, and other squads within Location Information, they will ensure the required activities are delivered for the programme, within the required timeframes and on budget.

Skills and experience required for the role include:

- An in-depth survey industry experience at a high technical level
- A demonstrable level of understanding of the Cadastral Survey System, with particular emphasis on the Geodetic System requirements to support it.
- Experience leading procurement and contract management processes
- Experience planning and managing delivery of contracted work programmes
- Experience engaging with a variety of stakeholders and customers
- Experience leading and coaching others
- Spatial application, data management, analysis and reporting skills

2. Submit EOI

Your EOI should comprise a letter that outlines your relevant skills and experiences for the role as described above. Please remember, we know you and your work so your EOI just needs to state key information. You may choose to also include a CV – this is optional.

3. Panel review and moderation of EOIs

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

The panel will be made up of:

- Head of Location Information
- One leader from within Location Information
- One leader or senior staff member from outside Location Information
- 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.

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 Customer Delivery

The panel's recommendations will be provided to Kaihautū Customer Delivery 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.

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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