

# Decisions on Design Phase – Part Three

Nā Mātou Mō Tātou - Organising Ourselves

14 March 2024

Released under the Official Information Act 1982



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## Message from Kaihautū

Tēnā koutou katoa

This document sets out the decisions for Part Three of the Design Phase of Organising Ourselves Nā Mātou Mō Tātou.

Organising Ourselves is all about positioning Toitū Te Whenua to be more responsive to changing needs and enable us keep delivering high-quality services to New Zealanders. We are changing how we work together, putting our customers at the centre of everything we do, and making our organisation more agile, flexible and responsive.

We have already consulted you on new structures for a large part of Toitū Te Whenua as well as broad-based roles, levels, and progression. Design Phase - Part Three covers the Contact Centre, Property Rights and Learning and Training (our Survey and Title Operations area). These areas of Toitū Te Whenua work with New Zealanders every day, providing public services that make New Zealand's land ownership system work, which contributes directly to the stability of our economy.

The Part Three changes we proposed were designed to adopt more agile ways of working together and help develop the capabilities and shared expertise we need to perform our role. We also proposed to introduce broad-based roles, designed around common capabilities and outcomes rather than tasks.

The structural changes were developed by Heads of Function, who applied what you told us during the discovery phase, and what we found out through research into how other organisations provide comparable services. These changes built on and applied the previous phases of Organising Ourselves, which you also helped inform and improve through your feedback and engagement.

Thank you for the time and effort so many of you put into engaging with the Part Three proposals and giving your feedback. The Kaihautū and Heads of Function have read all the submissions and feedback we received, discussed options for how to respond to what you have told us, and made the decisions set out in this document.

A lot of what you told us relates to how the new ways of working together will operate in practice. We know that applying the new approaches will require effort, attention and the development of the supporting arrangements.

We are determined to work together on these arrangements. We have built in an extended implementation period to allow time for supporting arrangements to be developed, and expression of interest processes to run. The new structure and transition to broad-based roles, which includes some changes in response to feedback, will take effect on 1 July 2024.

Most people will be reconfirmed into a new broad-based role. In some areas, and in some roles, there will be an expression of interest process to help place people into a suitable alternative role. Many roles in Property Rights and the Contact Centre will be reconfirmed as Level Tahī of Customer Regulatory Specialist / Mātanga Ture Kiritaki. People who believe they demonstrate the necessary capabilities will be invited to express interest in available Level Rua roles.

Everyone who will be going into an expression of interest process will have support and guidance available, including workshops with independent experts to help you prepare and navigate the process.

We recognise that people in Part Three are the last to go through the consultation and change process, and we understand this has been challenging. Thank you for your commitment to Toitū Te Whenua, for continuing to deliver our important services, and for your engagement and feedback.

We look forward to working together to make these changes a success and Toitū Te Whenua a more connected, more influential, and even more successful organisation.

Ngā mihi nui,

**Te Tumu Whakarae me Ngā Kaihautū mō Toitū Te Whenua**

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## What did we consult you about?

1. The consultation document on Design Phase – Part Three (released on 8 February 2024) proposed new structures for Learning and Training, the Contact Centre and Property Rights.
2. These designs included the broad-based roles which were proposed to be used in the new structures. The consultation also covered the individual impacts for Part Three people proposed to be moved into broad-based roles and how the current positions in Learning and Training, the Contact Centre and Property Rights would transition to broad-based roles, and at what level.
3. There were several aspects which were covered in the consultation document, but which we were not seeking feedback on. This is because they had already been consulted on, and decisions had already been made in previous parts of Organising Ourselves. These were: the broad-based roles themselves, including the number of levels in each role; the overarching approach to progression; and how our existing remuneration system will be applied to broad-based roles.

## This decision document

4. This document provides an overview of the consultation feedback and sets out the decisions we have made after considering that feedback.

At the back of the document there are several appendices which provide more detailed information. You can find detailed information about decisions on your role and the structure in your area in the **bolded appendices**.

- Appendix 1: Current state organisational charts
- **Appendix 2: Detailed organisational charts showing confirmed structure**
- **Appendix 3: Confirmed changes to existing roles with impacts, including expression of interest eligibility**
- Appendix 4: Confirmed new roles
- Appendix 5a: Change process
- Appendix 5b: Expression of interest process
- Appendix 5c: Opt-in expression of interest process for CRS Level Rua/Two
- Appendix 6: Guidance on use of titles

The [broad-based role profiles](#), confirmed in Part One and Part Two of Organising Ourselves, are available on Whatukura, along with an [overview of remuneration](#) for each role and level.

## How you engaged



## What we heard

5. There was a high level of engagement with the change proposals. There were 338 discussion comments or questions received from 80 people, as well as 35 questions and detailed submissions sent by email to the Organising Ourselves inbox.
6. Before and during consultation we held a series of in-person and online drop-in sessions and engagements within the three functional areas, including sessions for people leaders and for our Māori kaimahi and Pacific people. These provided an opportunity to hear your thoughts on the proposals and respond to any questions. Thank you to everyone who attended these sessions.

*"I do find the WhatSayYou platform along with drop-in sessions to be a good experience when compared to previous change processes. I also liked the drop-in sessions being localised to teams/business groups, rather than the entire-office-in-one room experience. This made much better opportunities for one-on-one conversations."*

7. We received a large amount of feedback, with comments mainly focused on certain areas of the design proposals, including:
  - the proposal to introduce Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Rua/Two into Property Rights and the Contact Centre
  - the proposed home and work structure and squad approach in Property Rights
  - the proposed approach to learning and training

- the proposals around work leadership roles in Property Rights
  - the use of the Business Specialist / Mātanga Pakihi role in some parts of the design proposals.
8. There were also common themes on the key underlying features of the proposals. These themes emerged through the WhatSayYou comments and questions, email submissions, and in discussions during drop-in sessions. These were focussed on:
- the change process, and in particular how the expression of interest process might work
  - how work is differentiated between Levels Tahī/One and Rua/Two of the Customer Regulatory Specialist / Mātanga Ture Kiritaki
  - progression
  - the application of our remuneration system to broad-based roles.

## Previous decisions

### Broad-based roles

9. Our suite of broad-based roles were agreed during the Design Foundations phase of Organising Ourselves. Here we confirmed the 15 broad-based roles we would use, alongside the existing Kaihautū, Heads of, and Director roles confirmed in Phase One.
10. During Design Phase - Part Two, squads including representatives from Property Rights, the Contact Centre, and People Capability considered and provided advice to Kaihautū on the broad scope and purpose of each broad-based role, as well as the number of levels. Levels give people the opportunity to grow and develop within their role, and each level contains multiple pay bands, which provides a way to recognise growth and development within levels and roles.
11. We received some feedback about the use of certain broad-based roles within the proposed designs, particularly that some people felt they had not had the opportunity to comment on the role and associated remuneration during Part Two. This related to the proposed use of the Senior Solution Delivery Specialist / Mātanga Tutuki Matua role within Property Rights.
12. We have considered this feedback, and more detail is provided in the Property Rights design section. No changes or adjustments will be made to the confirmed broad-based roles or their associated remuneration which were decided in Part Two. As explained in the consultation document, there was a high bar for making any changes to the roles or their associated remuneration, and it is important to maintain consistency with the rest of the organisation.

## Progression

13. The approach to progression was consulted and decided on as part of Foundations and Design Phase - Part One and is outside the scope of the Part Three proposals.
14. There was a lot of interest in this topic, and a number of questions and submissions asked about the approach to progression. People asked when progression would apply for people at Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Tahī/One who were not appointed to Level Rua/Two roles through the proposed opt-in expression of interest (EOI) process.
15. The wider organisational approach to progression will be implemented across Toitū Te Whenua in 2024 for those who moved to a broad-based role in Part 1 and Part 2. Progression will not apply to Property Rights or the Contact Centre this year, as the opt-in EOI process provides a way to introduce levels into these areas and place some people into Level Rua/Two roles.
16. The wider organisational approach to progression, which will include Part Three people from 2025 onwards, will follow the decisions agreed during the Foundations phase of Organising Ourselves. It will be transparent and consistent across the organisation and will be based on people demonstrating readiness and capability to progress.

## Application of the remuneration system

17. Toitū Te Whenua's remuneration system, including the model used to apply annual remuneration increases, is set out in the Collective Employment Agreement (CEA) negotiated with the Public Service Association. The current agreement remains in force until 2025. The remuneration provisions of the CEA are included in Individual Employment Agreements.
18. The approach to applying Toitū Te Whenua's remuneration system to broad-based roles, along with bands for the first two broad-based roles, was consulted on and decided as part of Design Phase - Part One. Each level of each broad-based role encompasses a number of the current remuneration pay bands and operates as one larger range. The pay bands that apply to all remaining broad-based roles were consulted on and decided as part of Design Phase - Part Two.
19. We received questions about the approach to remuneration and how it would apply to broad-based roles, both individually and collectively. Questions were asked about the commitment to move people who are below 100% of their pay band to the mid-point within seven years, and whether people may be financially disadvantaged by moving to Level Rua/Two through the opt-in EOI process.



20. We will work with individuals to make sure no-one is financially disadvantaged by taking on more responsibility through moving to Level Rua/Two. We want to encourage people who have the capabilities to step up into these roles, and will ensure that appropriate remuneration arrangements are made on an individual basis.

## Section One: Change process

### Recap of proposals

21. The change process proposals were set out in Appendices 6a, 6b and 6c of the consultation material. It was proposed that many people would be reconfirmed into roles which were considered the same or similar to their current role. Some people's current roles were proposed to be disestablished, and they would be invited to express interest in new roles. People proposed to be reconfirmed into Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Tahī/One would be able to opt in to an EOI process for Level Rua/Two roles if they wish.

### What we heard

22. We received questions and comments on the two different EOI processes that were proposed. There was some feedback suggesting different neighbourhood configurations to enable people to express interest in different roles.
23. There was a range of feedback on the proposed opt-in EOI process to place people into Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Rua/Two. Some feedback suggested that a mapping process would be better than an EOI process:

*"This doesn't make a whole lot of sense to me. In the other Parts people were mapped across based on their capability and where that fit in the levels. Here you are proposing to have a panel that will judge their capability."*

24. On the other hand, there was support for the proposed approach:

*"Thank you that you decided to reconfirm most people and offer them EOIs to opt in for Level 2/Rua CRS, it has reduced the stress knowing we get to keep a job and at least our current pay."*

25. In addition, people sought clarity on how the processes would work in practice, how EOI panel membership would be determined, what support would be provided, and what impact individual circumstances would have on the likelihood of being placed into their preferred role.

26. For example, people wanted to clarify the impact of circumstances such as secondments, working from home, and the nature of their current work and responsibilities. People also asked whether some of our current positions should be given priority for the Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Rua/Two roles over others.

## Response to feedback

27. The use of neighbourhoods is consistent with the approach taken in Design Phase – Part Two of Organising Ourselves. Using neighbourhoods minimises disruption for our people and allows people to express interest in roles that are either within their current function, or a related function. We have considered the feedback but will not be expanding the EOI neighbourhoods.
28. In previous parts of Organising Ourselves, some of our people have been able to be reconfirmed directly into a broad-based role and level. This was because role segmentation and differentiation already existed (that is, roles were already sized differently based on the expectations and accountabilities within the role). This is not the case for Property Rights and Contact Centre where the current structure is largely flat for the bulk of the workforce.
29. The proposed interim reconfirmation for Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Tahī/One with the opt-in EOI process for Level Rua/Two provides an opportunity to introduce levels and role segmentation into the structure. We heard feedback during the discovery phase that this was a desired outcome for Property Rights, and have responded to that. All of our current staff reconfirmed who are Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Tahī/One as a result of Part 3 decisions will have the opportunity to participate in the opt-in EOI process if they wish.
30. We acknowledge that our people would like further details on the EOI process, particularly panel membership. Panel membership will be communicated following decisions and will be in line with the agreed membership principles included in Appendices 5b and 5c of this decision document. Panel membership is designed to include a mixture of our people who know our work, with a level of independence to ensure fairness and transparency. We will discuss any specific circumstances (including working from home arrangements or secondments) on a case-by-case basis with individuals involved in the EOI process.

## Decisions

31. Following consideration of the feedback the change process is confirmed as outlined in consultation material.

- a. Appendices 5a, 5b, and 5c provides full details of the confirmed change process.

## Section Two: Design

### Learning and Training

#### Recap of proposals

32. The proposed design for Learning and Training included a refreshed learning approach for Property Rights, and the provision of support for the Contact Centre. This proposal introduced a combined model where:
  - a. People Capability would continue responsibility for designing and maintaining all foundational and technical learning, and for delivering foundational training for new starters; and
  - b. Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Rua/Two would deliver technical training on the specific work using a mix of 'on-the-job' and facilitated training.
33. To achieve this, the proposals included disestablishing the roles in the existing Learning and Training team (in People Capability) and moving responsibility for the delivery of technical training back to Property Rights. People in these roles would be invited to express interest in the following roles:
  - a. Two Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Rua/Two roles in Property Rights to support the delivery of on-the-job learning, and deliver core Property Rights work.
  - b. One Business Partner / Hoa Kōtui Pakihi Level Tahī/One role in the People Capability team, to work as the liaison between Property Rights, Contact Centre and the People function and support the design of learning and deliver foundational training.
  - c. One Business Specialist / Mātanga Pakihi Level Rua/Two role in the proposed Property Rights, Enablement area, to provide advice and support for Property Rights enabling functions.

#### What we heard

34. Most feedback supported the proposal for training to be delivered by those who know the work and keep their technical skills up to date through the delivery of their work.
35. Some had reservations about whether people in Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Rua/Two roles could balance training delivery alongside the core Property Rights work, particularly if there is an increase in customer demand.

*"My question here is how to best set this model up for success."*

36. We received feedback that Senior Customer Regulatory Specialist / Mātanga Ture Kiritaki Matua Level Toru/Three was a more appropriate level for our current Learning Specialists. It was suggested this level should be introduced into the Property Rights designs and ring-fenced for the disestablished Learning Specialists.
37. We received feedback that the Business Partner / Hoa Kōtui Pakihi Level Tahī/One role remaining in People Capability would need to be appropriately skilled and supported. Feedback noted that the role would require experience in organisational development and learning delivery to effectively support the proposed model.
38. It was suggested that support would be needed for people in the Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Rua/Two roles to ensure they understood adult learning and practices so they could deliver training effectively. Other feedback raised concerns that some people with highly developed technical skills and knowledge may not have the skillsets or capabilities to deliver formal training, and this could unfairly rule them out of the Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Rua/Two roles.

*"A CRS Rua should have the skills to be able to pass on knowledge but having the ability to pass on knowledge vs teaching/coaching are 2 different things."*

## Response to feedback

39. While the majority of feedback supported the proposal, a lot questioned the specifics of how this model would work in practice, including roles, responsibilities, and capability requirements. We recognise there will be a lot of planning required to move from the current state to a new learning and training approach for Property Rights and the Contact Centre.
40. To manage this transition, the following work will begin in the lead up to implementation:
  - a. Development and delivery of a transition plan to move from the current Learning and Training model to the new model. This will include clear steps of actions required, timeframes, and roles and responsibilities. This work will be a joint delivery effort between People Capability, Property Rights, and the Contact Centre.

- b. Development of a capability uplift programme by People Capability. While we expect those who move into Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Rua/Two roles to have demonstrated some capability in developing others, this programme will support them in delivering learning and training under the new model.
41. We considered whether a Senior Customer Regulatory Specialist / Mātanga Ture Kiritaki Matua Level Toru/Three role should be introduced as an option for the Learning Specialists. As the feedback did not directly suggest where this role would sit, we have considered whether it would be appropriate within the Property Rights design. We considered the work that would be done and the capabilities required by someone in a role at this level, over and above the Level Rua/Two roles which among other things will provide learning and training across Property Rights. In light of the Property Rights design, and with the expertise that will be provided from People Capability, we do not feel there is the work that requires a Senior Customer Regulatory Specialist / Mātanga Ture Kiritaki Matua Level Toru/Three role within Property Rights.
  42. We agree that the Business Partner / Hoa Kōtui Pakihi Level Tahī/One role within People Capability will be integral to the success of this new model, and that relevant experience in organisational development and learning design, development and delivery approaches will be required. Based on this we will review the Appendix 4 'Confirmed new roles' to ensure this is included as a key aspect of the role.
  43. We acknowledge the concerns raised regarding the capacity of our Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Rua/Two people to deliver training as well as core Property Rights or Contact Centre work. Under the proposed models for all areas, understanding work demands and responding to these are key factors in the design. It will be each function's responsibility to carefully plan and manage their training requirements and ensure these can be delivered alongside our core work.

## Decisions

44. Following consideration of the feedback, the following decisions have been made for Learning and Training:
  - a. The Learning and Training design proposal is **confirmed**.
  - b. The current Learning Specialist positions will be disestablished, and people in these positions will be invited to express an interest in the roles included in the Learning and Training EOI neighbourhood.
  - c. We will not introduce a Senior Customer Regulatory Specialist / Mātanga Ture Kiritaki Matua Level Toru/Three role. Based on the work, requirements of the

role, and consistency with broader Property Rights design it was felt a role at Level Toru/Three is not required.

## Contact Centre

### Recap of proposals

45. For the Contact Centre, the proposal was to retain a two-team structure, and to introduce broad-based roles and levels. The aim of the proposals was to provide role clarity and segmentation to support the Contact Centre to meet the needs of its customers and our organisation.
46. It was proposed that:
  - a. Each of the two teams would be made up of Customer Regulatory Specialist / Mātanga Ture Kiritaki roles, with each team having two Level Rua/Two roles, and the remainder being Level Tahī/One roles.
  - b. Each team would be led by a Leader / Kaiārahi Level Tahī/One, who would report to the Head Of / Tumuaki Momo Mahi Customer Engagement.
  - c. The teams would be based on location of the current workforce where possible.

### What we heard

#### Overall support

47. The feedback on the proposed Contact Centre design was positive overall, with support for the use of the Customer Regulatory Specialist / Mātanga Ture Kiritaki role and the introduction of Level Rua/Two roles to give an escalation point, role segmentation, and room for career growth.

#### Levels - responsibilities

48. People asked how current responsibilities would be shared between those working at the different levels. Many of the questions people had were about training and development responsibilities.

*"I agree that the contact centre needs more levels, I am just concerned about how the work will be divided between Tahī/Rua roles. As we have little current structure work in training/RA/Sign up/rostering and updating our knowledge portal is all done by CSA's."*

49. The design, development and delivery of training for the Contact Centre attracted different views. Some feedback indicated that the design and development of Contact Centre training should continue to utilise subject matter expertise at both

Level Tahī/One and Rua/Two. Other submitters felt that this should be the responsibility only of people in Level Rua/Two roles.

50. We appreciate that people want to know more about what type of work everyone will be responsible for, and this will be discussed further as we work towards implementation. Everyone in the Contact Centre will continue to work as part of a team and be on the queues taking calls, especially during peak periods.
51. People at Level Rua/Two will act as an escalation point for queries and play a role in assisting leaders with responsibility in areas like rostering, business improvement and knowledge management. However, we want there to be opportunities for other people to contribute ideas and develop capabilities in these areas, with support from leaders and more experienced colleagues.
52. While we expect everyone to assist and support their colleagues, people at Level Rua/Two will have a key role in helping to train and upskill newer team members. We will continue to work closely with the Designers / Kaihoahoa and the Business Partner / Hoa Kōtui Pakihi in People Capability who will support the design and delivery of training and ongoing professional development. However, under the new learning model there will be more emphasis on buddying and on-the-job training to help for newer people learn the key capabilities they need to be effective, and how to use our systems and processes.

### Levels – capacity

53. Concerns were raised about the level of capacity at Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Rua/Two, and it was suggested that additional roles at this level were required to deliver the work expected.
54. A number of people were concerned that the responsibilities at Level Rua/Two would create an unsustainable workload, and additional roles at Level Rua/Two were needed to make workloads manageable.

*"I believe that there should be at least three CRS Rua roles in each of the teams (including Snr RA) - especially as the subject matter responsibilities are large areas for maintenance and development."*

### Response to feedback

55. There is general support for the transition to the Customer Regulatory Specialist / Mātanga Ture Kiritaki broad-based role for people working in the Contact Centre. There is also support for the Contact Centre having two teams, geographically based

around current locations in Hamilton and Christchurch, each led by a Kaiārahi / Leader Level Tahī/One.

56. We heard that people want more information on the difference between Level Tahī/One and Level Rua/Two responsibilities for the Customer Regulatory Specialist / Mātanga Ture Kiritaki roles. Before we move to this new model we will design, document and communicate the specifics of how the two levels will work together, including responsibilities for specific work and tasks. We expect our people to be involved and provide input into this stage to make sure that we are set up for success when we do come to implement the new model.
57. We have considered the suggestions that people made around capacity. We have decided to maintain the current numbers of people at level Rua/Two as we believe this reflects our current business needs.
58. The number of roles at Level Rua/Two set out in these decisions will not necessarily be a set number that will endure into the future. Toitū Te Whenua is developing a progression framework that will mean people at Level Tahī/One in the Customer Regulatory Specialist / Mātanga Ture Kiritaki role who demonstrate readiness and the capabilities required to work at Level Rua/Two, will be able to progress.
59. This progression framework will be available to people within the Contact Centre from next year. We encourage everyone who wants to take on more responsibility to discuss this with their leader and make a plan to develop the capabilities they need as part of Whakawhanake.

## Decisions

60. Taking into account the feedback and responses outlined above, the following decisions have been made regarding the Contact Centre:
  - a. The Contact Centre design proposal is **confirmed**.
  - b. We will maintain two teams that are each made up of Customer Regulatory Specialist / Mātanga Ture Kiritaki broad-based roles, primarily based on our locations in Hamilton and Christchurch.
  - c. Each team will be led by a Leader / Kaiārahi – Contact Centre (Level Tahī/One).
  - d. Our current Customer Support Agents will be reconfirmed into the Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Tahī/One role.
  - e. Our current Senior Registration Authority Analyst will be reconfirmed into the Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Rua/Two.
  - f. We will introduce three additional Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Rua/Two roles, and our people reconfirmed into Level Tahī/One roles will be able to participate in an opt-in EOI process for these roles.



## Property Rights

### Recap of proposals

61. To help design a proposed structure and ways of working for Property Rights, we sought the input of our people during a Discovery Phase. During discovery a number of high-level themes emerged that indicated a need for change.
62. To address these themes, we proposed a structure that introduces a home and work model for most people within Property Rights. This would involve mixed home teams with a home leader responsible for wellbeing, performance, and development. Work would be delivered through a squad model, with squads led by a Senior Solution Delivery Specialist / Mātanga Tutuki Matua.
63. We proposed three main areas:
  - a. People area: led by a Leader / Kaiārahi – People (Level Rua/Two) and include ten home teams made up of a mix of Business Specialists / Mātanga Pakihi, Senior Cadastral Surveyors / Kiarūri Taitara Whenua Matua, and Customer Regulatory Specialists / Mātanga Ture Kiritaki. These teams would be led by a Leader / Kaiārahi – Operations (Level Tahī/One)
  - b. Delivery area: six Senior Solution Delivery Specialist / Mātanga Tutuki Matua - Work Lead (Level Toru/Three) roles, led by a Leader / Kaiārahi – Delivery (Level Rua/Two)
  - c. Enablement area: one Principal Customer Regulatory Specialist / Mātanga Ture Kiritaki Mātāmua, one Senior Solution Delivery Specialist / Mātanga Tutuki Matua roles, two Business Specialist / Mātanga Pakihi roles, and led by a Leader / Kaiārahi – Enablement (Level Rua/Two)
64. We proposed a Principal Customer Regulatory Specialist / Mātanga Ture Kiritaki Mātāmua – Titles (Level Whā/Four) role, and a Principal Cadastral Surveyor / Kiarūri Taitara Whenua Mātāmua (Level Toru/Three) role.
65. We proposed 33 Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Rua/Two roles to support our proposed new ways of working.
66. We also proposed that our current Coordinators would move to the Business Specialist / Mātanga Pakihi broad-based role and be homed within Business Management in Customer Delivery. This proposal was consistent with Part One and Part Two designs.

### What we heard

67. Some feedback suggested keeping aspects of the current team structure, but most asked how it would work in practice, requesting more detailed and specific analysis and operational detail. Specifics of how the design will work will be developed once

it has been decided whether to proceed (what this will involve is outlined in paragraph 97). No alternative structures or delivery models were suggested through the consultation process, outside of maintaining the status quo design.

### Enablement team

68. Feedback on establishing an Enablement Team was overwhelmingly positive and demonstrated that this team is needed to help Property Rights deliver to customers.

*"I like the idea of having an Enablement team, so we have dedicated people and time to do the type of planning outlined".*

### Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Tahī and Rua roles

69. A range of feedback was received around the Customer Regulatory Specialist / Mātanga Ture Kiritaki role. In particular, people were interested in the differences between Levels Tahī/One and Rua/Two, expectations of how training would be delivered by Level Rua roles, and concerns about the balance of tasks for Level Rua people.
70. It was clear from the feedback that people felt that Level Rua roles should be for our highly technically skilled and knowledgeable people. Level Rua/Two, as confirmed in the broad-based role framework, requires other capabilities such as delivering training, and concerns were raised that it might exclude some of our deep technical specialists who are not as interested in or developed in these aspects of the role.
71. Several people asked about the proposed number of Level Rua roles and how this initial number of roles would work with progression in the future.

### Learning and training approach

72. We heard that there was support within Property Rights for learning and training to be delivered by people who were doing the work and had current experience of the processes and workflow.

*"We need to keep real world experience for training as this is what the new trainees will be experiencing once out of training."*

73. Not everyone agreed with the proposed model. As in the feedback on the Learning and Training proposals above, there were concerns that being technically knowledgeable does not mean a person is a good trainer, and to be effective people need an understanding of adult learning. There were also concerns about the

potential workload of people who are responsible for training as well as needing to deliver core work, and what would be prioritised.

### Home and work leadership

74. There was a significant amount of feedback relating to home and work leadership. People expressed concern about different aspects of the home and work leadership model.
75. There was feedback that the teams managed by home leaders (Leader / Kaiārahi – Operations) were too big, with some proposed to have up to 19 direct reports. People felt this was too many for a leader to give adequate support and development to their people, was not in line with our Organisational Design principles, and not consistent with other design proposals included in Part Three.

*"18 direct reports seems quite high. Is this going to be manageable? Are the leaders going to be able to give their people the support needed?"*

76. Some feedback expressed concern that the model would introduce inefficiencies and create multiple lines of reporting and information flow that leaders and staff would have to navigate.

*"All they are now primarily responsible for, is pastoral care of their employees. On top of that, they have to understand what all eighteen of their team members are currently up to."*

### Keeping SRAs and Cadastral Surveyors together

77. We received a number of submissions suggesting that our current Spatial Request Analysts (SRAs) and Cadastral Surveyors remain in specialist teams with a leader providing both home and work leadership.
78. Feedback highlighted the specialist nature of the work, the technical knowledge required, and (in the case of Cadastral Surveyors) the need to meet ongoing professional development requirements, which means they are not suited to mixed teams and a home and work leadership model.

*"If in the new OO structure, our team is broken up, it may be difficult understanding who carries which responsibilities of ensuring every task is done well, into the new teams."*

### **Leader / Kaiārahi Level Tahī/One (home lead) and Senior Solution Delivery Specialist / Mātanga Tutuki Matua Level Toru/Three (work lead) roles**

79. Some feedback considered that the Leader / Kaiārahi Level Tahī/One proposed for home leaders, and Senior Solution Delivery Specialist / Mātanga Tutuki Matua Level Toru/Three were not equivalent roles.
80. There were two main reasons put forward for this view. Firstly, Leader / Kaiārahi Level Tahī/One includes a larger number of pay bands, so the maximum possible remuneration is higher than for the Senior Solution Delivery Specialist / Mātanga Tutuki Matua Level Toru/Three. Secondly, some felt that the requirements across the two roles were different, and this was not being reflected in the proposed broad-based role level. Feedback suggested that the work lead role should be Principal Solution Delivery Specialist / Mātanga Tutuki Mātāmua Level Whā/Four.

*"Was level 4 considered for the Senior Solution Delivery Specialist roles as equivalent to the Leader - Operations role? "*

### **Centre Support Officers**

81. Centre Support Officers (CSOs) were proposed to be reconfirmed as Business Specialists / Mātanga Pakihi and be placed in the mixed home teams.
82. Feedback highlighted that the current CSO positions are externally facing, focused on assisting customers who are engaging with the Survey and Title regulatory system. CSOs require knowledge of the regulatory regime and how the systems and processes work to be able to perform their role.
83. The Business Specialist / Mātanga Pakihi broad-based role is primarily internally focussed, so it was suggested that the requirements of the role do not align with the capabilities needed. Feedback proposed that Customer Regulatory Specialist / Mātanga Ture Kiritaki would be a more appropriate broad-based role for this group.

*"The bread and butter task for a CSO is external - providing access to records, being the SME for Title and Survey record. I am not sure Business Specialist fits."*

### **Broad-based role titles**

84. Concern was raised around titles and how these would work with broad-based roles, specifically how we would be able to identify people's areas of knowledge and expertise. We also received suggestions on possible titles for some roles that ensured consistency with previous decisions in Organising Ourselves.

## Response to feedback

85. Feedback raised a number of areas for change that were carefully considered. When considering the feedback, it was important to test how these proposed changes would support Property Rights in delivering to the key themes for change that emerged during the Discovery phase and ensure consistency with previous Organising Ourselves decisions.
86. We have carefully considered the proposed home and work model, both as a result of feedback and in the Design Phase. We have looked at alternatives to drive the change needed in Property Rights, including teams based around specific work or transaction types, variations of the proposed home and work model, and remaining with the status quo. We do not believe any of these alternative options are optimal to drive the change required in Property Rights, particularly in terms of removing our siloed way of operating and delivering transparency and efficiency for our customers.
87. We have reviewed the number of Customer Regulatory Specialist / Mātanga Ture Kiritaki level Rua/Two roles required. Based on current business needs we feel that the proposed 33 roles is what we need to support the implementation and move to our new ways of working, so we do not think this should change.
88. The number of roles at Level Rua/Two set out in these decisions will not be a set number that will endure into the future. A progression framework is being developed so that people in the Customer Regulatory Specialist / Mātanga Ture Kiritaki role at Level Tahī/One who demonstrate the capabilities required to work at Level Rua/Two, will be able to progress. We encourage everyone who wants to take on more responsibility to discuss this with their leader and make a plan to develop the capabilities they need as part of Whakawhanake.
89. We acknowledge that our technical experts are crucial to the success of Toitū Te Whenua. The Customer Regulatory Specialist / Mātanga Ture Kiritaki broad-based role, including the accountabilities and capabilities required was confirmed in Design Phase - Part Two. A key component of Level Rua in this role is supporting the learning and training of our people. We accept that not everyone will be interested in this, and that is okay. The Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Tahī/One is an important role and is where we expect the majority of our work to be delivered. It includes a range of pay bands within the level, which demonstrates the value it represents to the organisation.
90. In response to feedback, we considered whether keeping some of our existing positions homed together would work within the proposed model. It was agreed

that keeping some but not all of our current positions homed together would undermine the intended outcomes of the proposed model and would continue to reinforce silos that we see today. It would also reduce opportunities for our people to have exposure to the breadth of opportunities which exist within Property Rights. We do agree that there is a need to foster and develop technical specialisation in these areas, and will ensure that this continues through the squads and/or other mechanisms that support sharing of knowledge and expertise across the group.

91. The learning and training approach has been given careful consideration from a Property Rights, Contact Centre, and Learning and Training perspective. We accept that our Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Rua/Two people will need support to ensure they feel well equipped to deliver training to our people. The People Capability team will be responsible for supporting this capability uplift. The opt-in EOI process for Level Rua roles will consider the capabilities required and ensure that those who are confirmed into Level Rua roles have at least the required base level capability to deliver training with the support of our People Capability team.
92. We also accept that we will need to ensure that the delivery of training is balanced against the delivery our services to our customers. Both the People and Delivery areas will play an important role in forecasting training requirements in partnership with the People Capability team. They will work with the Enablement area to ensure training plans consider our business needs and customer demand.
93. We have reviewed the requirements of the work lead role within the Delivery area. While there was strong feedback for this role to move to a Principal Solution Delivery Specialist / Mātanga Tutuki Mātāmua Level Whā/Four we do not feel this level of capability is required. We believe the role itself provides a lot of room for career growth and development. We accept that there are more pay bands within the Leader / Kaiārahi Level Tahī/One role, which reflects the broad application of this role across the organisation. We will not be revisiting the remuneration or pay bands associated with any broad-based role through this process, but feedback on this point will be fed into the future review of our remuneration framework.
94. We have considered team sizes in our People area. Concern was raised that up to 19 direct reports was inconsistent with our Organisational Design Principles and previous decisions. We feel that with the move to a home and work leadership model, teams of this size will be manageable. These team sizes are consistent with other areas of Toitū Te Whenua who operate a home and work leadership model such as Location Information and Information Strategy and Delivery.
95. In light of the feedback received, we looked again at our current CSO positions and the work they do. On balance, while some of the work of the CSO team does falls

within the remit of the Business Specialist / Mātanga Pakihi broad-based role, we agree that Customer Regulatory Specialist / Mātanga Ture Kiritaki is the most appropriate broad-based role. This is based on the need to regularly engage with customers and the need for knowledge of the Survey and Title regulatory system. Moving to the Customer Regulatory Specialist / Mātanga Ture Kiritaki broad-based role will provide more opportunities for growth and development, and avoid current CSO tasks from being siloed from other Property Rights work. As a result, we agree that our CSO's should move to the Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Tahī/One broad-based role.

96. Across all Parts of Organising Ourselves we have been consistent with our approach on the use of role titles and Appendix 6 outlines our organisational approach. We believe that specific knowledge and expertise will continue to be able to be identified through the use of squads, and through existing networks and relationships. We agree with the suggestion received to align the Principal Customer Regulatory Specialist / Mātanga Ture Kiritaki Mātāmua role title with previous decisions. The title for this role will now be Principal Customer Regulatory Specialist / Mātanga Ture Kiritaki Mātāmua – Titles Lead.
97. We know our people are very interested in understanding the model in more detail and how it will all work together. This includes understanding the differences between Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Tahī/One and Rua/Two, who is responsible for what, and how this will work within squads. This is detail that will be carefully worked through and planned in the lead-up to implementation. A change of this size requires careful planning, and a phased implementation. We will not move to the new structure and ways of working until each phase is well planned, designed, documented and communicated. It was not realistic to do all this work in advance of consultation as we wanted to test the model first. We expect our people to be involved and provide input into the ongoing evolution of the new model.

## Decisions

98. Taking into account the feedback and responses outlined above, the following decisions have been made regarding Property Rights:
- a. The Property Rights design proposal is **confirmed**.
  - b. Property Rights will move to a home and work model, utilising squads for the delivery of our work.
  - c. We will establish three areas, People, Delivery, and Enablement, each with their own clear responsibilities and accountabilities, and each led by a Leader / Kaiārahi Level Rua/Two.

- d. Our current Team Manager positions will be disestablished and people within these roles will be invited to participate in an EOI process for roles within the Property Rights Team Manager neighbourhood.
- e. We will establish ten Leader / Kaiārahi – Operations (Level Tahī/One) roles within our People area who will provide the home leadership for the majority of our people.
- f. Teams within the People area will be primarily location based, and include a mix of skills and capabilities from our existing Property Rights people.
- g. We will establish six Senior Solution Delivery / Mātanga Tutuki Matua – Work Lead (Level Toru/Three) roles within the Delivery area. These roles will provide work leadership for our squads.
- h. Our current Coordinator positions will be reconfirmed to the Business Specialist / Mātanga Pakihi Level Tahī/One broad-based role and will move to report to Customer Delivery Business Support.
- i. We will reconfirm our current PRA, QAA, SRA, and TA positions to the Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Tahī/One broad-based role.
- j. We will **NOT** reconfirm our current CSO's to the Business Specialist / Mātanga Pakihi Level Tahī / One broad-based role, and instead **they will be reconfirmed** to the Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Tahī/One broad-based role.
- k. We will reconfirm our current Senior Data Improvement Analyst (Survey) to Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Rua/Two.
- l. The People area will include 33 Customer Regulatory Specialist / Mātanga Ture Kiritaki Level Rua/Two roles and those people reconfirmed to Level Tahī/One roles are able to participate in an opt-in EOI process for the available 30 roles.
- m. The current Cadastral Surveyors will be reconfirmed into the Senior Cadastral Surveyor / Kairūri Taitara Whenua Matua Level Rua/Two broad-based role.
- n. Our current Titles Lead will be reconfirmed to Business Specialist / Mātanga Pakihi Level Rua/Two in the Enablement team.
- o. We will have a Principal Customer Regulatory Specialist / Mātanga Ture Kiritaki Mātāmua – Titles Lead (Level Whā/Four) and Principal Cadastral Surveyor / Kairūri Taitara Whenua Mātāmua (Level Toru/Three) reporting directly to the Head of Property Rights. Both will provide technical and strategic advice across the group, and the Principal Cadastral Surveyor / Kairūri Taitara Whenua Mātāmua Level Toru/Three will provide some work leadership to the Senior Cadastral Surveyors / Kairūri Taitara Whenua Matua.



## What happens next?

99. 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.
100. Everyone who is affected or impacted by these changes has been briefed by a leader and received a letter explaining what is happening with their role and the process that will be followed. We have worked hard to minimise the impact of these changes, and there will be a role for everyone.
101. Some people will be invited or eligible to take part in an expression of interest process.
102. Everyone who is invited or eligible to be part of an expression of interest process has been advised of that in their letter. There is support and guidance from independent recruitment experts and leaders available to those who will be taking part in an expression of interest process.
103. The changes to roles and structures are expected to be effective from 1 July 2024 with the new design and role changes incorporated into our systems from this date.
104. Detailed information will be provided in advance of any implementation requirements such as changes to email signatures, and changes to any financial, statutory or HR delegations. Leaders will also be sent updated recruitment guidance.

<b>Timeframe</b>	
EOI process opens	18 March 2024
Closing date for lodging EOIs	3 April 2024
Target EOI placement decisions communicated	19 April 2024
<b>Part Three decisions effective</b>	<b>1 July 2024</b>

## Support available to you

105. Your wellbeing is important. If you feel you need any support please reach out to your leader, Head of Function / Tumuaki Momo Mahi, or Kaihautū. You can also contact any member of the People Function.
106. The PSA has the decision pack, and we have briefed our PSA organiser and delegates on the decisions before releasing it to Toitū Te Whenua. You are free to contact them if you want to raise any concerns or get additional support.
107. EAP Services are always available to provide confidential support as needed, 24/7. For more information, see EAP information on [Whatukura](#).

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