

# Organisational Change – Customer Engagement & STEP Enablement Practice

Consultation proposals for the Customer Engagement function and STEP Enablement Practice team

Consultation document

Released under the Official Information Act 1982

23 April 2024



## Contents

<b>Message from Kaihautū Organisational Effectiveness, Head of Customer Engagement, and Kaihautū Digital Delivery .....</b>	<b>3</b>
<b>Customer engagement – case for change.....</b>	<b>5</b>
<b>Change proposals .....</b>	<b>6</b>
<b>Change process .....</b>	<b>10</b>
<b>Appendix 1 – Proposed changes to roles .....</b>	<b>12</b>
<b>Appendix 2 – Proposed new roles .....</b>	<b>15</b>
<b>Appendix 3 – Current and proposed structure.....</b>	<b>17</b>
<b>Appendix 4 – Proposed change process .....</b>	<b>20</b>
<b>Appendix 4a – Proposed expression of interest process.....</b>	<b>26</b>

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

Kia ora tātou

Toitū Te Whenua, like all government agencies, must respond to a reduction in our budget that will apply from 1 July this year. A reduced budget means we need to stop or scale back some of what we do and look at ways to operate more efficiently. We will continue to focus our resources on frontline services to our customers and what is most necessary to deliver our work programme.

In late 2023, decisions were made to disestablish vacant roles across the organisation that were not considered highest priority. We have disestablished 52 vacant positions across Toitū Te Whenua. Disestablishing these vacancies has helped us towards meeting the reduction required in our budget, but this has left gaps in our current structure that are being managed through interim arrangements. We cannot keep doing this indefinitely.

We are proposing rearranging some teams, making best use of broad-based roles, and focusing on what we can deliver with fewer people. Operating within a reduced budget means we can't afford to keep doing everything and we need to continue to centralise like functions.

This has required difficult decisions that, if confirmed, will have an impact on some current roles and the people in them. We are consulting with you before any decisions are made and we ask for your feedback by 8 May 2024. We are only seeking feedback from people in affected teams, key internal customers, and the PSA.

Proposals to disestablish roles have not been developed lightly and we are conscious that they have an impact on people and their teammates.

The proposals are not a reflection on the people in these roles, who work hard to deliver for Toitū Te Whenua and our customers. We will do all we can to support everyone who is affected by these change proposals.

Organising Ourselves Part 3 is still in progress, with implementation of final decisions scheduled for 1 July 2024. Therefore, the Contact Centre is not included within the scope of this change proposal.

Change proposals like this bring uncertainty for people and are challenging. We are committed to giving people certainty quickly, and we will work to consider your feedback carefully and make decisions as soon as we can.

Your wellbeing is important. Please reach out if you need support or assistance and support each other as you work through this proposal.

Ngā mihi nui

Claire Richardson, Nicola Chrisp, and Dave Conning

*Claire Richardson*



### **How to provide feedback**

We are consulting you before any decisions are made and we ask for your feedback by 8 May 2024. We welcome individual and group feedback. We are only seeking feedback from people in affected teams, key internal customers, and the PSA.

You can provide feedback by emailing [orgchange@linz.govt.nz](mailto:orgchange@linz.govt.nz). Your feedback will remain anonymous unless you specifically ask for your details to be shared with decision-makers.

If you have questions relating to your own personal circumstances, we encourage you to discuss these with your leader or Head of function in the first instance. You can also send an email to the Organisational Change inbox [orgchange@linz.govt.nz](mailto:orgchange@linz.govt.nz)

### **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 consultation document, and we have briefed our PSA organiser on the proposals before starting this consultation.

EAP is also available at any time.

## Customer engagement – case for change

1. Customer Engagement delivers important services to our customers, both internally and externally.
2. We are a multi-disciplinary function with expertise in customer and stakeholder engagement, outreach, insights, media, and strategic and digital communication. We make sure our organisation can meaningfully connect with the communities we serve, and that our customers can take part in decisions in areas important to them. We use insights to improve customer experience, help mitigate risks and support the organisation to be successful.
3. Over the last six months we have successfully implemented change, bringing in new ways of working and adapting to a new portfolio-based, multi-disciplinary approach following the implementation of Organising Ourselves Part 2. The team is performing well, with talented people doing their best work, in a more cohesive way to support Toitū Te Whenua to achieve its objectives.
4. 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.
5. As an organisation we responded early to government savings requests and in March 2024 disestablished vacant roles which were not identified as an organisational priority. Those roles will remain disestablished and are not included within this consultation. For Customer Engagement this included the Leader – Communications and Engagement, and Senior Business Partner – Communications and Engagement.
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. We have looked carefully across Customer Engagement to make sure we have the right capability in the right places, delivering the highest priority services. We have looked at how we could create efficiencies, building 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

8. The proposals cover 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, and **Appendix 1** outlines the proposed impacts on roles.

### Teams and reporting lines

10. Customer Engagement has been managing with interim team arrangements and reporting lines since late 2023, when the vacant Leader - Communications and Engagement role was disestablished. These cannot continue indefinitely, and people need certainty of their leader.
11. Based on the size of the function, new ways of working, and the flexibility and commitment of existing leaders, we believe we can provide sufficient leadership, and delivery of our work programme across three teams. These teams are Communications and Engagement, Outreach and Insights, and Sector Engagement (along with our existing Contact Centre teams).
12. It is important that the Customer Engagement has specialist expertise to provide strategic oversight for media, issues and the risk portfolio within the function. We want to ensure our communications, reputation, and media risks are managed appropriately, giving trust and confidence to our Chief Executive, Kaihautū and the Ministers office. We are proposing to increase dedicated support to the Head of Customer Engagement by establishing a Principal Business Partner – Customer Engagement, reporting directly to the Head of.
13. To provide certainty and clarity to people, and ensure we have a team structure that provides adequate leadership capacity we are proposing:
  - a. To **confirm** three teams within Customer Engagement; Communications and Engagement, Outreach and Insights, and Sector Engagement.
  - b. To **confirm** team and reporting arrangements for our people (as outlined in **Appendix 1**).
  - c. **Establish** a Principal Business Partner role reporting directly to the Head of Customer Engagement.

### Centralising like functions

14. Continuing the focus and outcomes from Organising Ourselves, we are proposing to centralise like functions where it makes sense to do this.
15. Customer Engagement is Toitū Te Whenua’s central function for engaging and communicating with our customers. This includes the ongoing development and maintenance of our key communication channels, such as our external website.
16. Within Digital Delivery, 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 a Leader, two Business Partners, and a Designer currently on a short-term contract.
17. The work of the STEP Enablement Practice team is fundamentally about creating engaging and informative online content for customers so that customers can seek self-help instead of contacting our Contact Centre. We are proposing to disestablish this team and for some roles to move from Digital Delivery to Customer Engagement and centralise the delivery of the work.
18. Based on this, we are proposing to:
  - a. **Disestablish** the STEP Enablement Practice team;
  - b. **Disestablish** the Leader – Enablement Practice role; and
  - c. **Move** the two Business Partner roles – Content Development, and the one Designer – Organisation Design role (short-term contractor) to Customer Engagement, with all three roles reporting to the Leader – Outreach and Insights.

### Scaling back some of our work

19. 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.
20. It is important that the resources within Customer Engagement are strongly aligned to the organisation’s current priorities. To help develop our strategy and work programme, we have met with Kaihautū and Heads of to understand what we are doing well and should keep, and where we need to continue to improve.
21. Within our existing structure, we have started to work in a portfolio-based multi-disciplinary way, which has already seen a shift in where effort is being prioritised. For example, we now have less effort applied to internal communications, and our people

who have historically been fully allocated to internal communications are now contributing to broader work.

22. We have identified two further 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**

23. We are proposing to scale back our internal capability to produce creative communication media, including video. This would mean Toitū Te Whenua would no longer create professional videos internally and would no longer 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.
24. Outsourcing would expand the range of creative skillset that would be available for use. This may include photographers, animation, illustration, alongside video production. This would only be used where it was considered essential, and for an external audience.
25. Based on this, we are proposing to disestablish the [ s 9(2)(a) ] role, currently within the Outreach and Insights team.

### **External Relationship Partnering**

26. We have also considered our ongoing requirements for external relationship engagement and partnering. Whilst this is an important function for Toitū Te Whenua working with our customers and partners, we have carefully considered who we are engaging with, who is leading the engagement, and the level of specialist resource required from Customer Engagement.
27. We will need to deliver engagement activities differently going forward. Leaders of the relevant business area will be expected to carry out more engagement themselves, with Relationship Partners and others within the Sector Engagement team taking a business partnering approach, advising and assisting with planning and prioritisation. Some areas where there is dedicated focus on sector engagement will be deprioritised this year.



28. To deliver in this way we are proposing to move 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.
29. The two Relationship Partners would be responsible for supporting key organisational priorities and programmes of work. For Toitū Te Whenua currently that is our SouthPAN project and our work in Location Information on Geospatial Leadership and data.
30. Along with our Senior Relationship Partners dedicated to STEP, and the Senior Business Partner support with 3D Coastal Mapping and Maritime Digital Transformation, this covers our organisational priorities and will be the focus of our sector engagement capacity.
31. SouthPAN relationship partnering requires a different skillset from traditional sector engagement. The work entails new business development, benefits realisation, and technology go-to-market strategy and sales across a range of markets and users. We are therefore proposing that this role remains unchanged.
32. The services and products provided through Location Information have a growing number of users and stakeholders. Specific relationship partnering is required to support the core delivery of key initiatives such as Geospatial Leadership, 3D Coastal Mapping and Maritime Digital Transformation, all priorities for Toitū Te Whenua. We are proposing a Relationship Partner would be dedicated to this work.
33. This Relationship Partner would work closely with the Head of Location Information and their leadership team to prioritise engagement activities within limited resources. Alongside the Senior Business Partners, they would work on the design, development and execution of strategic communications and sector engagement.
34. 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. We propose to scale back the Customer Engagement effort in this area. Local Government is important, and Toitū Te Whenua will continue to engage and partner with Councils and Local Government New Zealand. However, engagements can be carried out alongside other engagement activity, or by the appropriate business owners, rather than a dedicated Relationship Partner. Customer Engagement would provide best practice and expertise to support any engagement, including development of engagement plans.

35. In delivering our engagement activities differently, the proposed new Senior Business Partner would play a key role in partnering with leaders and business owners to advise and assist with 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 communication strategies and content. The role provides a critical link between sector engagement and strategic communications and will work alongside other Senior Business Partners within Customer Engagement.
36. Current arrangements for the STEP programme would continue until the end of Horizon One, in early 2025, and future needs will be considered as part of the STEP transition design through to Horizon Two later in 2025. This will include the resourcing and support for relationship management and partnering with Digital Delivery.
37. After carefully considering where we can scale back some of our work, we are proposing to:
- a. **Disestablish** the [ s 9(2)(a) ] role;
  - b. **Move from** four Relationship Partners to:
    - i. two Relationship Partners (one focused on SouthPAN, and one focused on Location Information and data); and
    - ii. one Senior Business Partner.
  - c. As a result of this **disestablish** [ s 9(2)(a) ]
  - d. **Propose no change** for the current [ s 9(2)(a) ]
  - e. **Invite the remaining three Relationship Partners** to express an interest in either of the two roles, Relationship Partner or Senior Business Partner.

## Change process

38. We want to make sure we treat our people with fairness and respect. Our proposed change process is set out in Appendix 4 and is drawn from our commitments under our employment agreements.
39. To determine proposed change impacts to roles, we have focused on the work being undertaken in the role, and what is proposed for this work. Where the work is proposed to be delivered in a different way, in a different role, or stopped/scaled

back altogether then we have proposed changes to the specific role and therefore the person undertaking that work.

40. For this change we are proposing 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 are not proposing to consider reconfirmation or reassignment into roles outside of these areas. For redeployment we will consider opportunities outside of Customer Engagement function and STEP Enablement Practice team, and this will be discussed on a case-by-case basis.
41. For those people whose roles are proposed to be disestablished and are invited to participate in an expression of interest process, this is set out in Appendix 4a.

### Next steps

42. Thank you for engaging with this consultation document. All feedback on the proposal can be provided via email to the Organisational Change team [orgchange@linz.govt.nz](mailto:orgchange@linz.govt.nz) The consultation period ends on 5pm Wednesday 8 May 2024.
43. Following consultation, the Organisational Change team, Kaihautū Organisational Effectiveness, Kaihautū Digital Delivery, and Head of Customer Engagement will read and consider all the feedback. All feedback will be responded to in summary form in the decision document.
44. Details on the timeframe for decisions and next steps will be shared once the consultation period has closed.
45. Following the announcement of final decisions, we will formally notify people by letter of the impact the decisions have on their substantive position, and the implications for them individually.

# Appendix 1 – Proposed changes to roles

## Customer Engagement

**Note: Contact Centre are not included within this change proposal.**

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

***For all roles, we propose to use 'Customer Engagement' after the broad-based role title. This change reflects the way in which Customer Engagement operates and supports the portfolio-based, multi-disciplinary approach used to deliver our work. We do not consider this change results in an impact to a role, and it is not reflected in the table below. This is reflected in the proposed structure diagram in Appendix 3.***

## Communications and Engagement

Role	Proposed status of the role	Proposed 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	Proposed status of the role	Proposed 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) ]	Propose to disestablish role	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	Proposed status of the role	Proposed reporting line
[ s 9(2)(a) ]	No change	Reporting to Leader – Sector Engagement
Relationship Partner – Sector Engagement x 3 <i>People in these roles would be invited to participate in an expression of interest process.</i>	Propose to disestablish and replace with: 1 x Relationship Partner 1 x Senior Business Partner	Reporting to Leader – Sector Engagement
Senior Business Partner – Communications & Engagement	No change	Reporting to Leader – Sector Engagement

Role	Proposed status of the role	Proposed reporting line
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	Proposed status of the role	Proposed reporting line
Leader – STEP Business Change	No change	Continue reporting to Kaihautū, Digital Delivery
[ s 9(2)(a) ]	Proposed to disestablish role	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

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## Appendix 2 – Proposed new roles

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

Proposed role	Proposed reporting line	Proposed focus of the role
Principal Business Partner – Customer Engagement	Head of Customer Engagement	<p>The Principal Business Partner – Customer Engagement would provide strategic and thought leadership and specialist expertise to the Head of Customer Engagement, and across the function.</p> <p>They would provide strategic oversight for media, issues, and risks.</p> <p>They would 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 would be involved in high-risk issues, taking a work leadership role on behalf of the Head of where required and would lead specific pieces of the Customer Engagement work programme.</p>
Senior Business Partner – Customer Engagement	Leader – Sector Engagement	<p>With the proposal for Sector Engagement to deliver engagement activities differently, the Senior Business Partner would 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 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 engagements teams.</p>

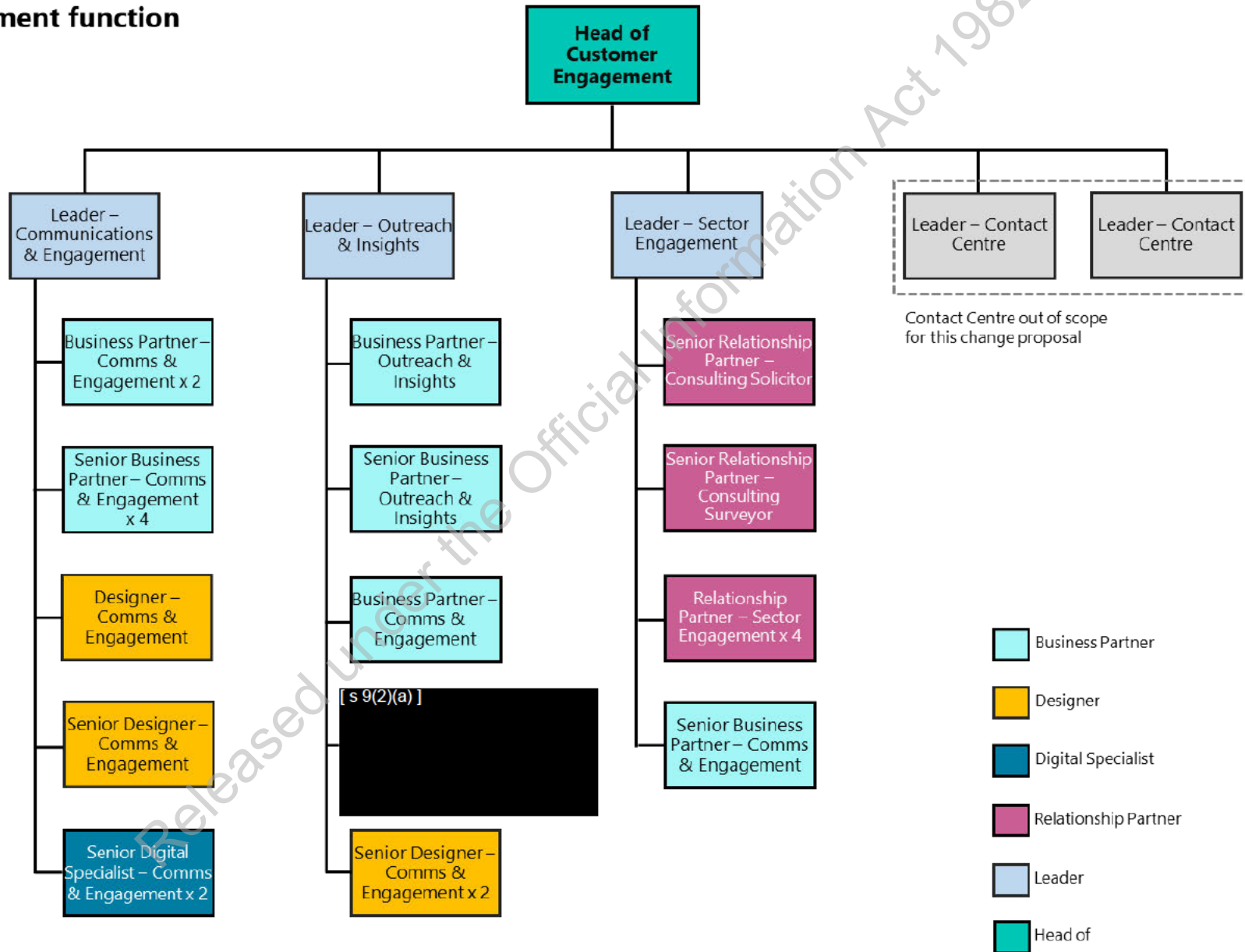
Proposed role	Proposed reporting line	Proposed focus of the role
Relationship Partner – Customer Engagement	Leader – Sector Engagement	<p>The Relationship Partner would provide best practice partnering and engagement expertise across Customer Engagement and Toitū Te Whenua. They would be responsible for ensuring engagement and relationship opportunities are identified and well managed in line with organisational priorities.</p> <p>Based on current priorities, this role would be focused on supporting the Location Information function with a specific focus on Geospatial Leadership and data. This would 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 would be determined by the Head of Location Information and broader leadership team.</p> <p>The Relationship Partner would work alongside the Senior Business Partners in the design, development and execution of strategic communications and sector engagement.</p>

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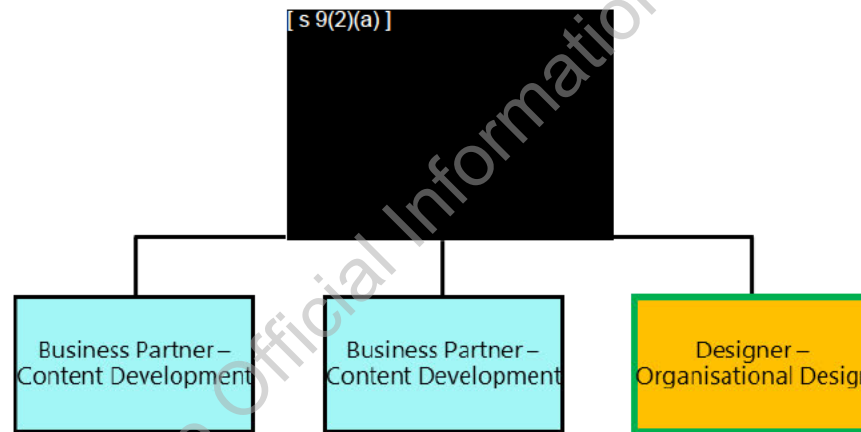


# Appendix 3 – Current and proposed structure

## Current structure – Customer Engagement function

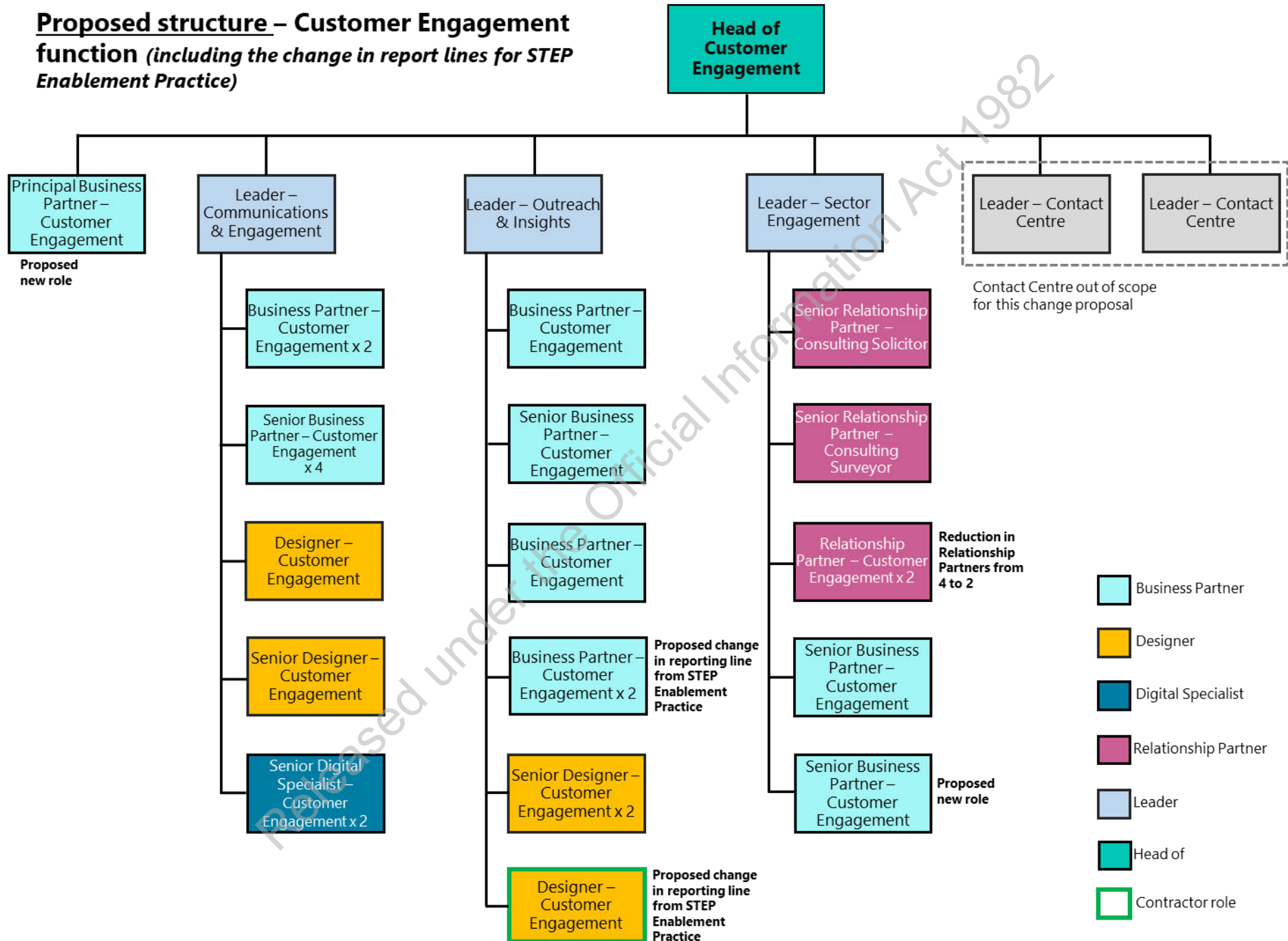


## Current structure – STEP Enablement Practice



-  Business Partner
-  Designer
-  Leader
-  Contractor role

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



## Appendix 4 – Proposed 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 proposed 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 may 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 propose to 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 would 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 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 would 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 would 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 – Proposed expression of interest process

The Expression of Interest (EOI) process outlined in this appendix will be used to consider the placement of affected employees. This 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 – Sector Engagement x 1	1	Sector Engagement	Customer Engagement	Leader – Sector Engagement	Open Term
<p>The <b>Relationship Partner</b> would provide best practice partnering and engagement expertise across Customer Engagement and Toitū Te Whenua. They would 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 would be focused on supporting the Location Information function with a specific focus on Geospatial Leadership and data. This would include partnering support for the core delivery of</p>					

key initiatives such as Geospatial Leadership, 3D Coastal Mapping and Maritime Digital Transformation. Prioritisation of engagement activity would be determined by the Head of Location Information and broader leadership team.

The Relationship Partner would 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 – Sector Engagement x1	2	Sector Engagement	Customer Engagement	Leader – Sector Engagement	Open Term

The **Senior Business Partner** would 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 engagements teams.

## 2. Submit EOI

Your EOI should comprise a covering letter outlining which role(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 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 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.