

Organisational Change – People

Consultation proposals for the People function

Consultation document

Released under the Official Information Act 1982

23 April 2024



Contents

Message from Kaihautū, Organisational Effectiveness and Head of People.....	3
People – case for change.....	5
Change proposals	5
Change process	10
Appendix 1 – Proposed changes to roles	12
Appendix 2 – Proposed new roles.....	15
Appendix 3 – Current and proposed structure.....	16
Appendix 4 – Proposed change process	18

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Message from Kaihautū, Organisational Effectiveness and Head of People

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 customer and what is most necessary to deliver our work programme.

In late 2023 decisions were made to disestablish 52 vacant roles across Toitū Te Whenua that were not considered the highest priority. 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. We need to ensure there are balanced leadership arrangements and team structures in place.

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.

Change proposals like this bring uncertainty for people and are challenging. We are committed to giving people certainty quickly, and we will 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 and Jonny

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. 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

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. EAP is also available at any time.

The PSA has a copy of the consultation document, and we briefed our PSA organiser on the proposals before starting this consultation.

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People – case for change

1. Our People function supports a productive workforce that is skilled to deliver Toitū Te Whenua’s current outcomes, whilst also evolving to meet our future needs.
2. In the last six months we have successfully implemented change across the organisation, moved our people to broad-based roles, adapted to new ways of working, and supported leaders and teams across Toitū Te Whenua as they have responded to and managed change.
3. In late 2023, along with the rest of the organisation, we made deliberate decisions about vacancies and recruitment. To continue to deliver our important mahi for the organisation and as a result of vacancies at the leadership level in People, we put in interim arrangements to ensure our people the leadership and support.
4. As a result of decisions on organisational vacancies, a number of vacant roles in the People function were disestablished in March 2024. This included a decision to disestablish one of the leadership roles.
5. Recently we have successfully appointed two critical leadership roles within the People function. When undertaking this recruitment, we have carefully considered what we need as an organisation, mindful of our changing environment.
6. As the People function, we know we need to continue to deliver core services and essential services for Toitū Te Whenua, but within the context of a reduced budget. This means we need to be clear about our priorities over the short and medium term, consider how we could create efficiencies, and drive delivery of priority work. We also need to consider how we deliver our work, scaling back in some areas, and increasing capacity and capabilities in others.
7. The change proposals for the People function outlined below reflect the opportunities we have to continue to support Toitū Te Whenua, deliver our core and priority work efficiently, and ensure we are set up with the right capability and capacity in the right places.

Change proposals

8. The proposals cover two areas:
 - a. Proposed structure and focus of teams.
 - b. New ways of working and prioritising our work.

9. More detail on each is provided below, and Appendix 1 outlines the proposed impacts on roles.

Proposed structure and focus of teams

10. Organising Ourselves Part Two confirmed the People function structure and established four teams; People Capability, People Experience, Health, Safety and Wellbeing, and People Systems.
11. In late 2023 we put in interim leadership arrangements whilst we carefully managed our vacancies and recruitment as part of an initial organisational response to previous government and the new government savings requests.
12. In March 2024, decisions were made on recruitment of priority vacancies, and which vacant roles could be disestablished to support ongoing savings objectives.
13. It was decided that, in the People function, three roles could proceed to recruitment: Leader People Experience, Principal Business Partner and the Business Partner Health, Safety and Wellbeing. Four vacant roles were disestablished:
 - a. Business Specialist – People Capability
 - b. Digital Specialist – Learning Systems
 - c. Senior Business Partner – People Experience
 - d. Digital Specialist – People Systems
14. The Leader - People Capability was also identified as a vacant role that could be disestablished. It was agreed that this leader role would be disestablished as part of our response to government savings, when the time was right. The role remained in the interim to ensure we had leadership in place for our people. As the Leader – People Capability and the four roles above have been disestablished they are not included within this consultation.
15. The Organising Ourselves (OO) Part 3 decisions have also changed the number of positions in the People function, and the way we deliver learning and training support to Property Rights and the Contact Centre. Five Learning Specialists positions were confirmed to be disestablished and one Business Partner role established in their place. This consultation does not change the OO Part 3 decisions, and processes to fill the Business Partner role continue.
16. This change proposal now provides the opportunity to consider the appropriate team structures and leadership requirements for the People function, taking into account

our overall size, the remaining roles, and the new ways of working we will continue to implement over time.

17. We are proposing a structure with three teams. The proposed structure brings together like functions and skillsets to enable greater opportunities for cross-skilling. This will support us to be more integrated, provide greater resilience, and enhance our ability to manage our work more effectively.
18. The three teams we are proposing are:
 - a. People Operations (previously People Systems)
 - b. Health, Safety and Wellbeing, and
 - c. People Experience
19. This proposal is not a substantial departure from our current structure. The main change is the proposal to bring together our current People Experience and People Capability teams. The combined team would be called People Experience and would be responsible for providing strategic support and advice, business partnering, employment and industrial relations, and organisational development and learning support for Toitū Te Whenua.
20. Our People Operations team (previously People Systems) would become our operational hub that provides people focused services, including improving and maintaining our systems, policies, and processes within the People function and to customers across Toitū Te Whenua. This team would continue to deliver the operational aspects of the People function, including people systems and data management, payroll services, reporting, and position management. Under this proposal the People Operations team would also support the delivery of all operational aspects of recruitment, with more detail on this covered from paragraph 29 below.
21. With the People Operations team being our operational hub for the delivery of core people services, we have considered how we can bring together like roles across the rest of the function to create greater capacity, manage peaks in our work, reduce single points of failure, and provide greater opportunities for our people to gain exposure to a range of work as a multi-disciplined team.
22. We are proposing to move our current Business Specialists – People (from the People Experience team) to the People Operations team. Working alongside the existing Business Specialist – People in this team they would collectively deliver the operational people services support within the function and across Toitū Te Whenua.

23. The Health, Safety and Wellbeing team would continue to lead and support Toitū Te Whenua with our health, safety and wellbeing practices, ensuring we achieve safer outcomes together. This team would continue to include two Senior Business Partners, and a Business Partner, and we are proposing to disestablish the recently vacated Business Specialist role.
24. Our proposed structure and focus of teams mean we are proposing to:
- Disestablish the People Capability team** and move to a new structure of three teams; People Experience, People Operations, and Health, Safety and Wellbeing.
 - To **change reporting lines** of those currently reporting to Leader – People Capability, to Leader – People Experience (specific change impacts are outlined in Appendix 1).
 - To **change reporting lines** for the Business Specialists – People in People Experience, to Leader – People Operations (specific change impacts are outlined in Appendix 1).
 - To **confirm the already agreed disestablishment** of the Leader – People Capability role (noting this role is currently vacant).
 - Disestablish** the recently vacated Business Specialist – Health, Safety and Wellbeing role.

New ways of working and prioritising our work

25. To deliver our work we will need to be more flexible and use agile approaches in line with the ongoing shifts across the organisation. We have already been using this approach successfully with squads in People Experience and want to build on this across the People function.
26. Squads will draw on capabilities from across the People function to focus on delivering priority projects and improve our processes and policies. We will also use focused sprints to fast-track the highest priorities for rapid development and delivery, meeting the most important needs of the organisation. This approach will help us to cross-skill, work together as a more integrated function, and reduce the risk of having only a single person with key knowledge and capability.
27. What Toitū Te Whenua needs from the People function has shifted, and we must prioritise or change the work we deliver in a budget constrained environment. We need to increase our capacity and capability in some areas, and scale back in other areas where the need has or continues to reduce.
28. We have thought hard about how we can best support our customers and meet their needs in a resource constrained environment. This has not been easy and has

resulted in some hard choices being made. We have looked broadly across the function, and through this we have identified opportunities to either scale back or deliver our services differently in the areas of recruitment and learning and training.

Recruitment

29. Like most Public Sector agencies, our turnover rate has dropped significantly, and we expect this to be the case for some time. We are also implementing a new Applicant Tracking System (ATS) that will automate key elements of our recruitment and onboarding process. Due to the type, level, and complexity of recruitment that occurs, our recruitment service is only able to deliver at the operational end of the offering and there is a reduced expectation and need from the business for specialist recruitment expertise and business partnership.
30. A reduced need for specialist recruitment capability means we are proposing to change the support we provide to Toitū Te Whenua. Based on this we are proposing to disestablish the [s 9(2)(a)] role within our People Experience team.
31. We know that this proposed approach will result in more reliance on our current Business Specialists – People. These roles deliver our operational work for the function and across Toitū Te Whenua and we are proposing to include the delivery of recruitment services within their remit.
32. To ensure we have adequate capacity to deliver, we are proposing to establish a Business Specialist – People within the People Operations team. This would bring the total to four (including the proposed change in reporting line for the two roles within People Experience). Across the four we propose that collectively they would be responsible for the delivery of operational services covering the full spectrum of the People function.

Learning and training

33. Learning and training is an important aspect of the People function, and supports the ongoing capability uplift for Toitū Te Whenua. After a review of the People function work programme, current needs of the organisation, and our forecasted budget, we consider that the work required of the Business Partners focused on learning and training does not require senior level capability to deliver. Alongside this we will be looking to reduce our centralised offerings and utilise more external learning support where necessary in the design of learning options for our people.

34. With this in mind, we have considered what our medium-term needs are in the learning and training area, alongside the increasing requirement to balance this with our organisational development work programme, which has struggled to progress over the last 12 months.
35. We are proposing to reduce our capacity in this area and propose to disestablish the [s 9(2)(a)], a role that is soon to be vacant.
36. By broadening the expectations of the Business Specialists in the People function, core learning and training administration and coordination will be reduced from the learning and training focused Business Partners, enabling them to take on more and different work.
37. Our two current Business Partners – People Capability would continue to provide learning partnering and support for the organisation (all except for Property Rights and the Contact Centre) as well as take up responsibility for the delivery of our organisational development work programme. They are proposed to move into the People Experience team and will work alongside the other Business Partners in that team to ensure we are delivering and responding to the needs of the organisation.
38. Our largest customer for internal learning and training is the Survey and Title system (primarily Property Rights and the Contact Centre). Decisions from OO Part 3 means these two areas are moving to a new learning model where the delivery of technical training is focused on a blended approach to the delivery of learning. The People function will provide Business Partnering and design capability to support the development and maintenance of learning modules and materials. This proposal does not change that approach, or decisions made in OO Part 3.
39. Based on our new ways of working and prioritising our work, we propose to:
- a. **Disestablish** the [s 9(2)(a)] in the People Experience team.
 - b. **Disestablish** the [s 9(2)(a)] (soon to be vacant) in the People Capability team; and
 - c. **Establish** a Business Specialist – People (level two) in the People Operations team.

Change process

40. We want to make sure we treat our people with fairness and respect. Our proposed change process is set out in Appendix four and is drawn from our commitments under our employment agreements.
41. 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.
42. 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 the People function. This means we are not proposing to consider reconfirmation or reassignment into roles outside of the People function. For redeployment we will consider opportunities wider than the People function, and this will be discussed on a case-by-case basis.
43. Based on the proposals an expression of interest or merit-based appointment process is not required and has not been included within this consultation.

Next steps

44. 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. The consultation period ends on 5pm Wednesday 8 May 2024.
45. Following consultation, the Organisational Change team, Kaihautū Organisational Effectiveness, and Head of People will read and consider all the feedback. All feedback will be responded to in summary form in the decision document.
46. Details on the timeframe for decisions and next steps will be shared once the consultation period has closed.
47. 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

People

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

People Capability

Role	Proposed status of the role	Proposed reporting line
Business Partner – People Capability x 2	No change	Change in reporting line to Leader – People Experience Role title updated to 'People Experience'
Designer – People Capability x 3	No change	Change in reporting line to Leader – People Experience Role title updated to 'People Experience'
[s 9(2)(a)]	Propose to disestablish role	N/A
Business Partner – People Capability (role created following OO Part 3 decisions, dedicated to Property Rights and Contact Centre)	No change	Change in reporting line to Leader – People Experience Role title updated to 'People Experience'

People Experience

Role	Proposed status of the role	Proposed reporting line
Business Partner – People Experience x 2	No change	Continue to report to Leader – People Experience
[s 9(2)(a)]	Propose to disestablish role	N/A

Role	Proposed status of the role	Proposed reporting line
Business Specialist – People x 2	No change	Change in reporting line to Leader – People Operations
Senior Business Partner – People Experience x 2	No change	Continue to report to Leader – People Experience

People Operations

Role	Proposed status of the role	Proposed reporting line
Business Specialist – People	No change	Continue to report to Leader – People Operations
Business Specialist – Payroll x 2	No change	Continue to report to Leader – People Operations
Senior Digital Specialist – People Systems	No change	Continue to report to Leader – People Operations

Health, Safety and Wellbeing

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

People Leadership Team

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

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Appendix 2 – Proposed new roles

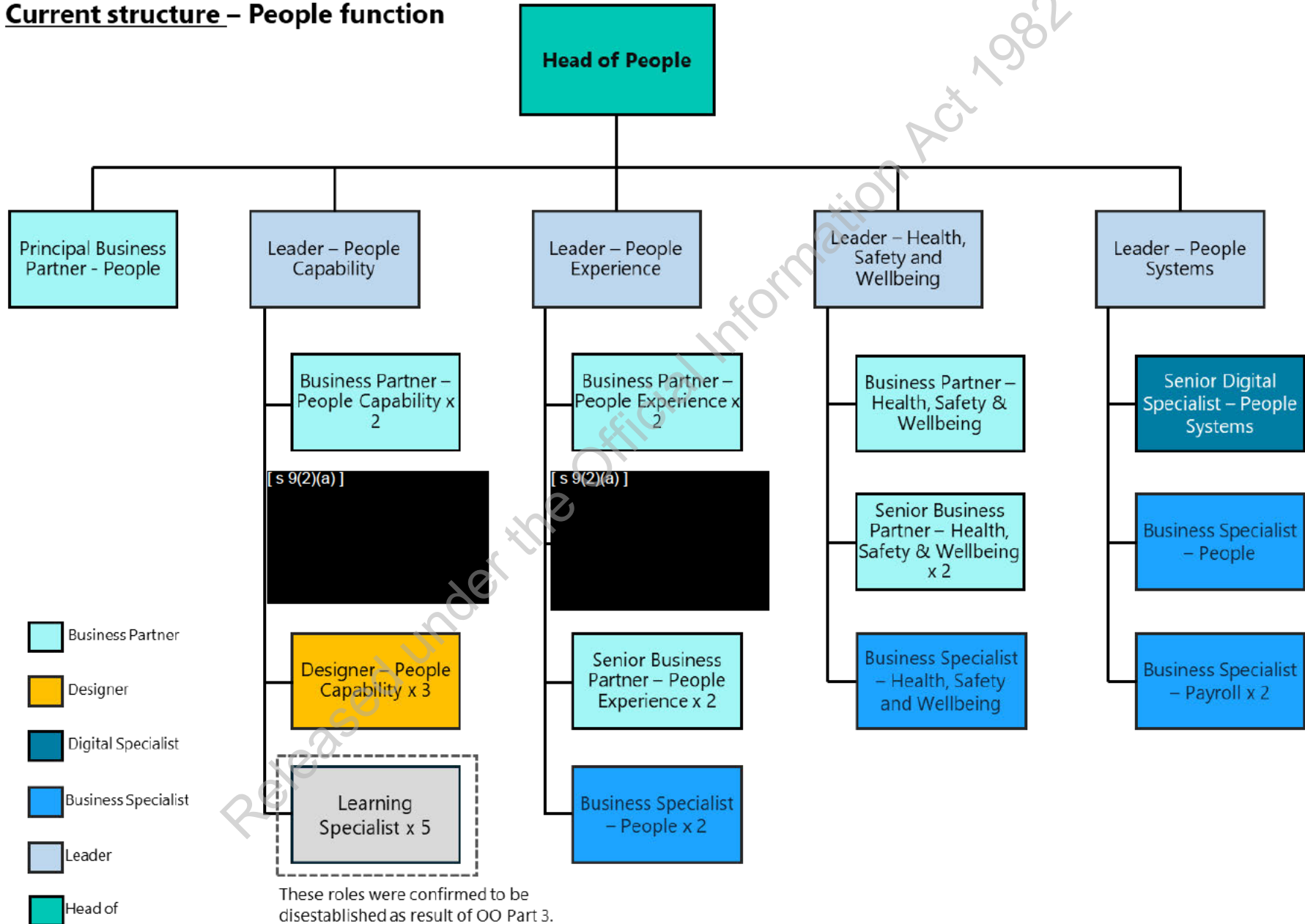
The table below sets out the proposed new roles for the People function. Where a role is seen as same or similar, this will be made available for affected people to be either reconfirmed or reassigned.

Proposed role	Proposed reporting line	Proposed focus of the role
Business Specialist – People (level 2)	Leader – People Operations	The Business Specialist – People would work alongside other Business Specialists to deliver core people services across the People function and Toitū Te Whenua. This would include; offer documentation, recruitment, non-complex HR policy/process advice, provision of administration and coordination support for the function, policy and process maintenance and improvement, and supporting the Business Partners in their portfolio responsibilities.

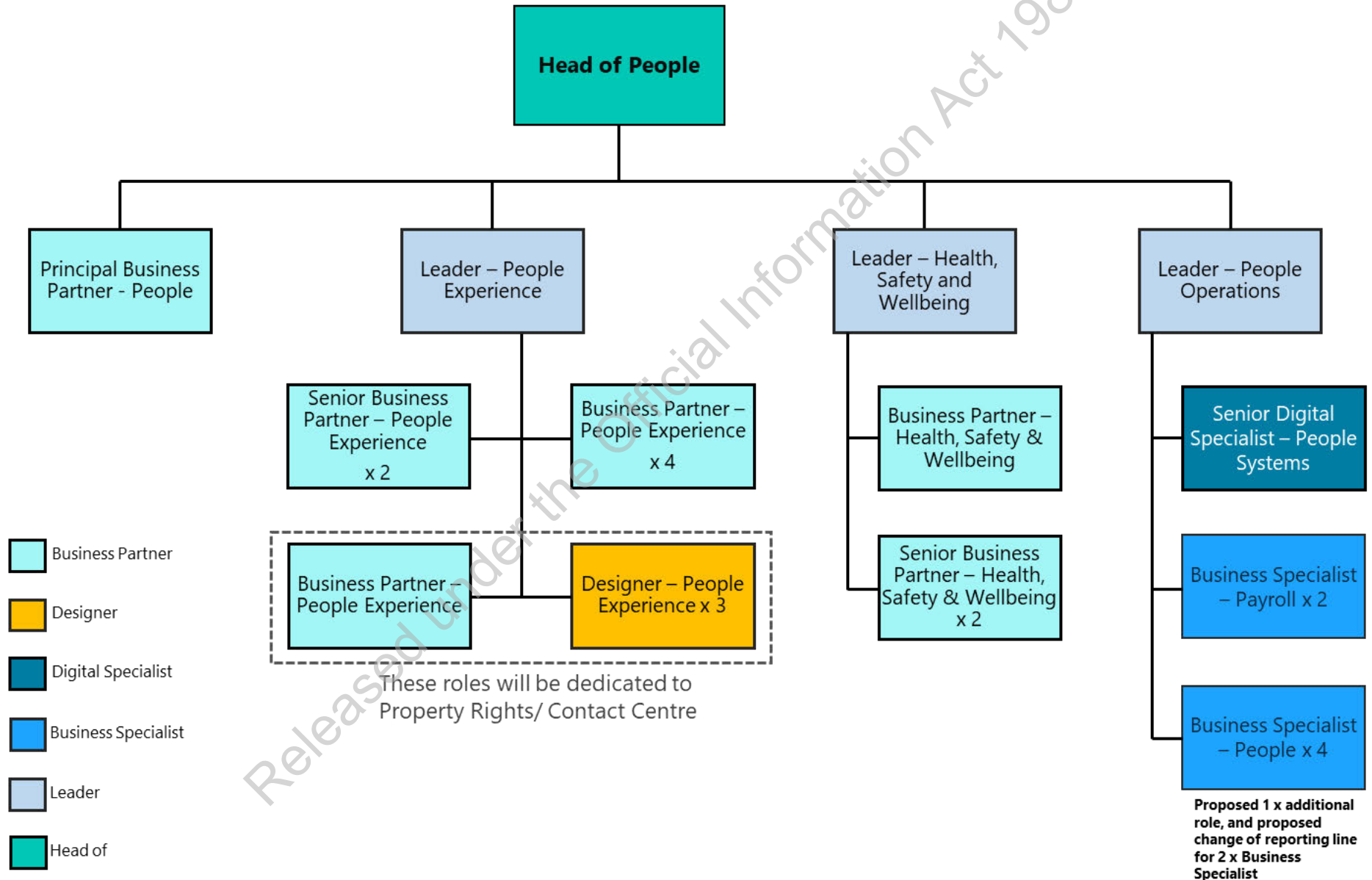
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Appendix 3 – Current and proposed structure

Current structure – People function



Proposed structure – People function



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).