

Organisational Change – Location Information

Consultation proposal for rebalancing capability in the Datums Squad

Consultation document

Released under the Official Information Act 1982



Contents

Message from Kaihautū Customer Delivery and Head of Location Information.....	3
How to provide feedback.....	4
Where to go for support	4
Case for change.....	5
Change proposal	6
Change process	8
Next steps.....	8
Appendix 1 – Proposed change process	9
Appendix 1a – Proposed expression of interest process.....	14

Released under the Official Information Act 1982

Message from Kaihautū Customer Delivery and Head of Location Information

Kia ora tātou

The work Location Information does is important to many people, organisations, industries and sectors across New Zealand and internationally. We are a team with diverse skills and expertise, and we are very good at what we do. We are however facing challenges, both immediate and longer term.

Location Information, like all other functions across Toitū Te Whenua, must respond to a changing context of reduced budgets, turnover and the need to adapt to changing capabilities required to deliver our work now and into the future.

In response to our changing context and operating environment, we have had to look at how Location Information can continue to deliver our core work and set up ourselves up for the future. This has meant making decisions on where we need to stop or scale back elements of our work programme to enable us to build up capacity in core areas and allow capability growth in areas where it is needed.

These decisions will have an impact on some roles and the people in them. We are consulting with you on changes to your role and the change management process. We ask for your feedback by **5.00pm, Wednesday 12 June 2024**. We are only seeking feedback from people in the Datums squad, the Surveyor-General and the PSA.

This change proposal is 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 affected by 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 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

Jan Pierce and Aaron Jordan

The image shows two handwritten signatures in black ink. The signature on the left is more complex and cursive, while the signature on the right is simpler and more linear.

How to provide feedback

For the purposes of this consultation we are seeking feedback on the proposals as it relates to the impacts on roles. We are not seeking feedback on the business decisions taken with regard to the Datums squad work and future direction.

We ask for your feedback by **5.00pm, Wednesday 12 June 2024**. We welcome individual and group feedback. We are only seeking feedback from people in the Datums squad, the Surveyor-General, 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. 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.

Released under the Official Information Act 1982

Case for change

1. Technological advances, satellite-based positioning systems and the explosion of location-based services are increasing demand for modern, accurate and sustainable location information on a daily basis. People without specialised expertise in geospatial information, and who are unlikely to even be familiar with the term, are using and interacting with geospatial information and positioning data more and more.
2. LINZ is responsible for managing, maintaining and continuously improving New Zealand's geodetic system – the infrastructure that underpins our cadastral survey system and is used to accurately define the location and height of our land, sea and built environment.
3. The geodetic system comprises physical survey marks, positioning data, and geodetic datums and models. Together these components provide the authoritative coordinate systems and spatial reference framework needed to create maps and nautical charts, and to reference property boundaries.
4. An accurate and well-maintained geodetic system is also crucial in the identification and assessment of geophysical and other natural hazards, and to link New Zealand into the global positioning reference frame.
5. The Datums squad is facing capability challenges with staff movements to leadership roles and key programmes, such as SouthPAN, and the recent retirement of the Chief Geodesist.
6. We need to develop and grow our geodetic technical capability to ensure we can support the increasingly broad range of uses and users of our geodetic system. This includes the maintenance and continuous improvement of our geodetic datums, vertical datums, projections and the geodetic reference system.
7. Developing and growing our geodetic technical capability will take time and therefore we need to take steps now to ensure we are well placed to deliver for the future. This has meant we have had to consider options for how we address this capability gap.
8. We are currently operating within a constrained environment. As a function, Location Information has already disestablished a number of roles alongside the rest of the organisation to ensure we can continue to deliver within a reduced budget. This means we have to consider options on how we deliver our core work and address capability gaps within a reduced workforce.

9. Options for addressing the geodetic capability gap have been considered carefully. We have looked at how we can address this gap while minimising the impact to the delivery of our core work or expectations from government. We have done this within the context of our overall funding position, the skills and experience we have across the function, and maximising the use of broad-based roles.
10. Within the current environment this has not been easy, and compromises have to be made. We have had to consider how this capability gap can be addressed within the current context of a reduced budget for Location Information and competing capability gaps across other squads.

Change proposal

11. After careful consideration, we have made the decision that in order to increase our geodetic specialist expertise in the Datums squad we must reduce our capacity to support the annual geodetic control work programme.
12. Reducing our capacity in this area will enable capacity to be created and redirected into increasing our geodetic capability to ensure we are better placed to deliver in the future.
13. In light of this decision, and considering the case for change, we propose:
 - a) The [s 9(2)(a)] would reduce from three to one.
 - b) The remaining role would be responsible for the delivery of the annual geodetic control work programme and associated activities (specifically the contract management of external suppliers). We are proposing that this would be a Geospatial Specialist level 3.
 - c) Those [s 9(2)(a)] who primarily focus the delivery of the annual geodetic control work programme and associated activities within the Datums squad would be invited to express an interest in the one remaining role.
14. **The proposed impact on roles is outlined in the table below.** This proposal would not change an individual's home leader reporting lines or Location Information structure, and therefore that information is not included in the table below.

Role	Confirmed status of the role
[s 9(2)(a)]	Propose to disestablish role
[s 9(2)(a)] 2	Propose to reduce from two roles to one Those within these roles would be invited to express an interest in the one remaining role.

15. **The Senior Geospatial Specialist (level 3) role is described in the table below.**

Those currently in Senior Geospatial Specialists role who currently support the annual geodetic control work programme and associated activities would be invited to participate in an expression of interest process for the role. This is outlined in Appendix 1a.

Proposed role: Senior Geospatial Specialist (level 3)
<p>The Senior Geospatial Specialist would be responsible for maintaining the integrity and accuracy of survey physical infrastructure in line with the Surveyor-General's standards through the delivery of the annual geodetic control programme.</p> <p>They would lead the delivery of this programme and associated activities, in particular procurement and contract management with multiple external suppliers. Working across the Datums squad, and other squads within Location Information, they would ensure the required activities are delivered for the programme, within the required timeframes and on budget.</p> <p>Skills and experience required for the role include:</p> <ul style="list-style-type: none"> • An in-depth survey industry experience at a high technical level • A demonstrable level of understanding of the Cadastral Survey System, with particular emphasis on the Geodetic System requirements to support it. • Experience leading procurement and contract management processes • Experience planning and managing delivery of contracted work programmes • Experience engaging with a variety of stakeholders and customers • Experience leading and coaching others • Spatial application, data management, analysis and reporting skills

16. As stated in paragraph 11, the purpose of this change is to rebalance capabilities within the Datums squad and increase and grow our geodetic capability.

17. It is anticipated that, in due course, recruitment would commence for two Geospatial Specialists with technical geodetic knowledge to grow and sustainably develop our technical expertise; one role would be at a principal level (level 4) and one at a graduate level (level 1). These roles would focus on the maintenance and continuous improvement of our geodetic products and services, including the maintenance and continuous improvement of our geodetic datums, vertical datums, projections and the geodetic reference system.

Change process

18. We want to make sure we treat our people with fairness and respect. Our proposed change process is set out in Appendix 1 and is drawn from our commitments under our employment agreements.
19. 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(s) and therefore the person(s) undertaking that work.
20. 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 (those within the Datums squad). This means we are not proposing to consider reconfirmation or reassignment into roles outside of this squad.

Next steps

21. Thank you for engaging with this consultation document.
22. We are seeking feedback on the change proposals as it relates to the impact on the roles identified.
23. 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, 12 June 2024**.
24. Following consultation, the Organisational Change team, Kaihautū Customer Delivery and Head of Location Information will read and consider all the feedback. All feedback will be responded to in summary form in the decision document.
25. Details on the timeframe for decisions and next steps will be shared once the consultation period has closed.
26. Once final decisions are confirmed, we will formally notify people by letter of the impact the decisions have on their substantive role, and the implications for them individually.

Appendix 1 – 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 are available throughout the organisational change process to manage any issues that arise and support our people through the transition. If any other additional support is required, people should speak with their manager or Business Partner - People.

Terms relating to change process:

Change to roles:

Minor change: minor change to an existing position may include a change:

- In position title
- In direct reporting line
- In function or business group
- To work practices
- A change of tier but no change to salary band or to the functions of the position.

Significant change: change above the level of minor change

Disestablished position: an existing position that is not required in the confirmed new structure.

Same or similar (comparable): generally similar to the old position however it may have some change to the job functions, a title change, a change in reporting line

Suitable alternative: a position that is in keeping with the skills, qualifications, and experience. May require some retraining (e.g. for new technology or way of working). Is the same location and maintains pay rate (with no intention to reduce later)

Significantly different: the position is new or is different to the job that an employee is currently doing.

Status of employee in change process:

Affected: if an employee's substantive position is proposed to be subject to significant change or disestablished

Impacted: where an employee's substantive position is proposed to be subject to a minor change

Surplus: where an employee's substantive position is no longer required due to a reduction in number of employees; or employees can no longer be employed in their current position, at their current pay band or work location.

Change Process Outcomes:

Following consultation and final decisions, the following sets out the change process that has been confirmed to be used.

Reconfirmation

Reconfirmation places an impacted or affected employee in a position which is the same or similar to their existing substantive position.

To determine if reconfirmation is appropriate, the process starts with a comparison being made between the current work carried out by the employee(s) in their current position, and the work that is required to be carried out in any available position(s).

Where the comparison shows there is only one impacted or affected employee who can be reconfirmed in a position, that reconfirmation will occur without a need for any appointment process.

If the comparison shows there are more impacted or affected employees who can be reconfirmed than the number of same or similar positions available, then we will run an appointment process by way of expression of interest to determine who will be reconfirmed.

Employees will be advised in writing that they have been reconfirmed. Once an employee has been reconfirmed, the process for them ends at this point.

Affected employees who are not reconfirmed would be considered for reassignment in the first instance.

Reassignment

Reassignment is the process of appointing an affected employee to any available position which is not considered the same as or similar to their existing substantive position but is considered a suitable alternative position for them.

In determining the parameters for reassignment, we will engage with employees on an individual basis (and with the PSA for employees covered under the CEA). Reassignment will look to place as many employees as possible by matching individual skills with available positions which require similar skills. This will take into account the employee's skills and abilities; and may involve individuals undertaking some on-the-job training or attending training courses.

The terms and conditions of the reassignment position will be no less favourable, and the location will typically be the same. If the location changes, then reassignment would only be made with the employee's agreement.

Where an affected employee is considered suitable for reassignment, the reassignment will be confirmed in writing. If they do not wish to take up the reassignment, they will not be eligible for redundancy/severance compensation, and if they do not secure another position in the organisation they will be regarded as having resigned.

Once an employee has been reassigned, they are no longer affected, and the process for them ends at this point.

Surplus situation

A surplus situation arises where an affected employee has not been placed into a position by way of reconfirmation or reassignment. At this point the affected employee will be declared surplus.

Should an affected employee be declared surplus, and the employee is covered under the Collective Employment Agreement (CEA), Toitū Te Whenua and the PSA will meet to reach an agreement on the options set out in the CEA which are appropriate to the circumstances of the employee.

Where an affected employee is declared surplus, and the employee is covered under an Individual Employment Agreement (IEA), Toitū Te Whenua will look to redeploy the

employee to another role within the organisation, or take steps to support the employee in securing employment in another agency (including within the Public Service). This is referred to as redeployment.

Redeployment

Redeployment occurs where an alternative role within Toitū Te Whenua is offered to the affected employee which is significantly different to their current position.

The alternative position may require different skills, knowledge, experience, and abilities. The employee will need to be able to demonstrate that they have the required skills, knowledge, experience, and abilities to undertake the position, as well as the potential for retraining on any new or unfamiliar aspects of the position (generally not exceeding three months duration).

The position may have different terms and conditions of employment, including remuneration and location. In this situation, where an employee is offered redeployment, their terms and conditions of employment may be subject to negotiation between themselves and Toitū Te Whenua, and in consultation with the PSA for those covered under the CEA.

The option of redeployment within the Public Service will be discussed with employees on an individual case-by-case basis, and with the PSA for employees covered under the CEA.

The timeframe for identifying and confirming any redeployment opportunity will be four weeks from date of final decisions. Following this date, if no redeployment has been secured then the affected employee will be eligible for redundancy/severance compensation.

Where an affected employee is offered redeployment to a position that is significantly different and chooses to decline the offer, they may remain eligible for redundancy/severance compensation.

Redundancy

For affected employees who are deemed surplus, if no other suitable role is able to be found through redeployment, then employment would be terminated by reason of redundancy.

In the event that an affected employee's employment ends by reason of redundancy, the employee will receive redundancy payment in line with the provisions within their employment agreement, and any other entitlements specific to the employee's circumstances (including grand parented entitlements).

Under section 88 of the Public Service Act, an employee who has received notice of termination by reason of redundancy will not be entitled to a redundancy payment if, before their employment with Toitū Te Whenua has ended, they are offered and accept another position, or are offered an alternate position in the Public Service, provided:

- employment begins before, on, or immediately after their Toitū Te Whenua employment ends;
- is on terms and conditions of the new employment are no less favourable; and
- is on terms that treat service within the State services as if it were continuous service.

Voluntary redundancy

Where a surplus staffing situation is identified, affected employees may be asked to express an interest in voluntary redundancy. Toitū Te Whenua will consider any expressions of interest. Agreement is at the discretion of Toitū Te Whenua.

For the avoidance of doubt, expression of interest in voluntary redundancy will only be made available to affected employees (those whose roles have been confirmed to be disestablished) following consultation and final decisions on any change proposals.

Review process

If an impacted or affected employee disagrees with their reconfirmation or reassignment once they have received a letter notifying them of final decisions, they are entitled to have the process reviewed.

In the first instance the employee is asked to discuss their concerns with their leader. Following this initial discussion, if the employee is not satisfied that their concerns have been adequately resolved then a more formal review may be requested.

The employee must advise the Head of People in writing within ten working days of receiving notification of their reconfirmation/reassignment, setting out their reason(s) for requesting a review.

Each request will be considered individually, by a panel made up of leaders from Toitū Te Whenua and representatives from the PSA if the employee is a PSA member. The review panel will make a recommendation which will be considered by the Chief Executive (or their delegate).

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

Overview of Expression of Interest (EOI) Process

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

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

Detail of Process

1. Receive decision letter

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

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

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

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

Skills and experience required for the role include:

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

2. Submit EOI

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

3. Panel review and moderation of EOIs

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

The panel will be made up of:

- Head of Location Information
- One leader from within Location Information
- One leader or senior staff member from outside Location Information
- Support from People Function

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

4. Individual meeting with panel (if required)

The panel may invite you to meet with them to discuss a role(s), for example where the panel feel they need more information to make a recommendation.

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

5. Panel recommendation to Kaihautū Customer Delivery

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

The panel's recommendations will take into consideration:

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

6. EOI outcomes communicated by letter

You will be advised in writing of the outcome.

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

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

Released under the Official Information Act 1982