

[REDACTED]

6 October 2023

Dear [REDACTED]

Re: Official Information Act Request – Consultation and Decision Documents

Thank you for your email on 7 September 2023, in which you requested information under the Official Information Act 1982. You requested the following information, subject to the mutually agreed deadline of 16 October 2023:

*“...all Consultation- and Decision Documents that were generated and circulated between **1st July 2016 and 30th June 2019** as part of any restructure, reorganisation, or (dis)establishment of a team, business unit or directorate within the EECA. Please include any instances in which a restructure was planned and consulted on, but ultimately not actioned.”*

EECA has identified four Consultation Documents and four associated Decision Documents that fall within scope of your request. Please refer to the attached PDF to view these eight documents.

Note, the documents released in this PDF contain information that meet the following grounds to be withheld under the Act:

- 9(2)(a) - to protect the privacy of natural persons, including that of deceased natural persons.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that it is our policy to proactively release our responses to official information requests where possible. Our response to your request will be published shortly at <https://www.eeca.govt.nz/about/news-and-corporate/official-information/> with your personal information removed.

Yours sincerely



Dr Marcos Pelenur
EECA Chief Executive

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TE TARI TIAKI PŪNGAO
ENERGY EFFICIENCY & CONSERVATION AUTHORITY



Document Number	Page Numbers	Date	Document Title	Decision
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2	22 - 41	17/10/2016	Decision Document October 2016	Release in Full.
3	42 - 76	01/05/2017	Proposal for Change May 2017	Release in Part: - 9(2)(a)
4	77 - 106	09/06/2017	Decision Document June 2017	Release in Full.
5	107 - 125	01/06/2018	Proposal for Change June 2018	Release in Part: - 9(2)(a)
6	126 - 159	27/06/2018	Decision Document June 2018	Release in Full.
7	160 - 188	29/01/2019	Proposal for Change January 2019	Release in Part: - 9(2)(a)
8	189 - 213	20/02/2019	Decision Document February 2019	Release in Part: - 9(2)(a)

Document 1.
Proposal for Change September 2016

Finance/IT and Transport Team Changes: Consultation Proposal

Embargoed until 4pm on
Wednesday 28 September 2016

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Introduction

The objective of this change proposal is to address the rationalising of resourcing requirements within the Finance and Transport teams. It is important that EECA continues to have a focus on financial sustainability, and represents value for money to NZ Inc.

Finance/IT Team

Review of finance resource requirements

Over the last couple of years, the Finance/IT Team has made good progress in removing unproductive tasks and streamlining processes. Once the month end financials are completed there is a period of around two weeks where resource is underutilised.

A couple of years ago EECA upgraded the Finance One system to the latest release. The current release is very stable and the day to day maintenance and troubleshooting has required very little resourcing.

As a result of these business improvements an analysis of the current workload and capacity of the Finance function of the team has been undertaken and reviewed.

The analysis showed that there was insufficient work for 2 Finance staff, with the underutilised capacity predominantly within the Financial Accountant role and the Systems and Management Accountant role.

Proposed changes

1. Leave the GEM System Admin role vacant and review later in the year once the NZEECS alignment and prioritisation impacts are clearer.
2. On review of the functions and tasks that need to be undertaken and the skills required for this, the proposal is to replace the Financial Accountant role and the Systems and Management Accountant role with one Financial/Systems Accountant role.

Proposal:

- Disestablish the Financial Accountant role
- Disestablish the Systems and Management Accountant role
- One new role is created : Financial/Systems Accountant role

Transport Team

Review of Heavy Vehicle programme resource requirements

In March 2016 the Board approved the recommendation by EECA management to put the Heavy Vehicle Programme on hold, as a result of an internal evaluation that was undertaken following concerns that the programme was not achieving its carbon reduction objectives. It was agreed that existing programme commitments would be honoured.

An external assessment has been undertaken to look at the resource requirements for the Heavy Transport Programme through to 30 June 2017, when the current programme commitments expire. This report was written based on conversations with the members of the Heavy Vehicle programme team and the General Manager Transport. These discussions were supplemented with financial information provided by David Roberts from the EECA Finance team.

The Heavy Vehicle Team consists of 2.8 FTEs reporting to the General Manager Transport. This staffing level is based on the resource needed to deliver two efficiency programmes within the Heavy Vehicle sector:

- **Fuel Efficiency Workshop (Small Fleet) Programme** - designed to assist small to medium sized fleets (5-20 vehicles) to save fuel, improve safety and be more competitive in the current market. Managed by 1FTE, the programme was developed to deliver a series of four workshops over six months (each of four hours) to small/medium fleet operators targeting decision makers such as fleet managers or operation managers.
- **Fuel Management Reviews (Large Fleet) Programme** - targeting large fleets (with fuel consumption greater than one million litres), through this programme EECA funds trained fuel management advisers to undertake a review of heavy vehicle fleet operations to identify where fuel efficiency opportunities exist and provide guidance on how to implement changes. This programme is currently managed by 1.8 FTEs.

Lower fuel prices have had a significant and negative impact on the attractiveness and economic viability of efficiency measures within the Heavy Transport Sector. This has contributed to lower than expected uptake of EECA's Heavy Transport programmes and as a result, the Small Fleets programme is on hold (no workshops are currently being offered) and the Large Fleet element of the programme is being operated in "maintenance-only" mode. This means the 2.8 FTEs within the Heavy Transport Team are significantly under-utilised. All members of the team acknowledged the current resourcing of the programme far exceeds the requirements of the programme based on its current status and as such is unsustainable.

There is resourcing required to deliver a combination of heavy vehicle account and contract management and information provision. This is in part to ensure EECA honours contractual commitments and also to ensure relationships with existing service providers are maintained which could benefit future EECA interventions.

The Heavy Vehicles sector is expected to be a priority but development work in that area will be informed by the NZEECS alignment and prioritisation programme of work.

Proposal:

- Disestablish the Programme Manager role
- Disestablish the 2 Relationship Manager roles
- One role is created – Relationship Manager Heavy Transport Sector

Guiding Principles

- In the situation of change, EECA will endeavour to retain valuable skills and experience wherever possible, while meeting the objective of the review¹;
- Transparency and openness: Listen to team member concerns, share ideas early, seek and share feedback regularly and openly;
- Staff will be supported and respected through the process;
- Staff feedback will be considered as part of the final proposal decision; and
- That the proposed new structure must set the team up for success and contribute to a positive working environment.

EECA Policy / Organisational Change

In the situation of change, EECA will endeavour to retain valuable skills and experience wherever possible, while meeting the objectives of any review. When EECA has initiated a review that is likely to result in organisational change it will notify staff and the PSA as soon as possible.

Organisational change occurs when EECA makes a decision that requires:

- A reduction in the number of employees, and/or reductions to employees' current job size/salary, or
- Significant changes to work structures, or
- Significant changes to an employee's current position and/or the nature of their work.

Unless otherwise agreed, severance is available only as a last resort.

Voluntary Redundancy

Affected staff may have the option of applying for voluntary redundancy during this period of change. If this is of interest, please send an email to Jacqui Agar, Manager People and Property to express your interest to be considered for voluntary redundancy. This will be managed on a case by case basis and would be the approval of the Chief Executive.

¹ EECA & PSA Collective Agreement: Section 6 Management of Change, page 15. EECA Individual Employment Agreement: Section 6 Management of Change, page 17. HR017 Management of Organisational Change – May 2013.

Proposed Organisational Changes

Diagram 1: Existing Organisational Structure – Finance and IT Team

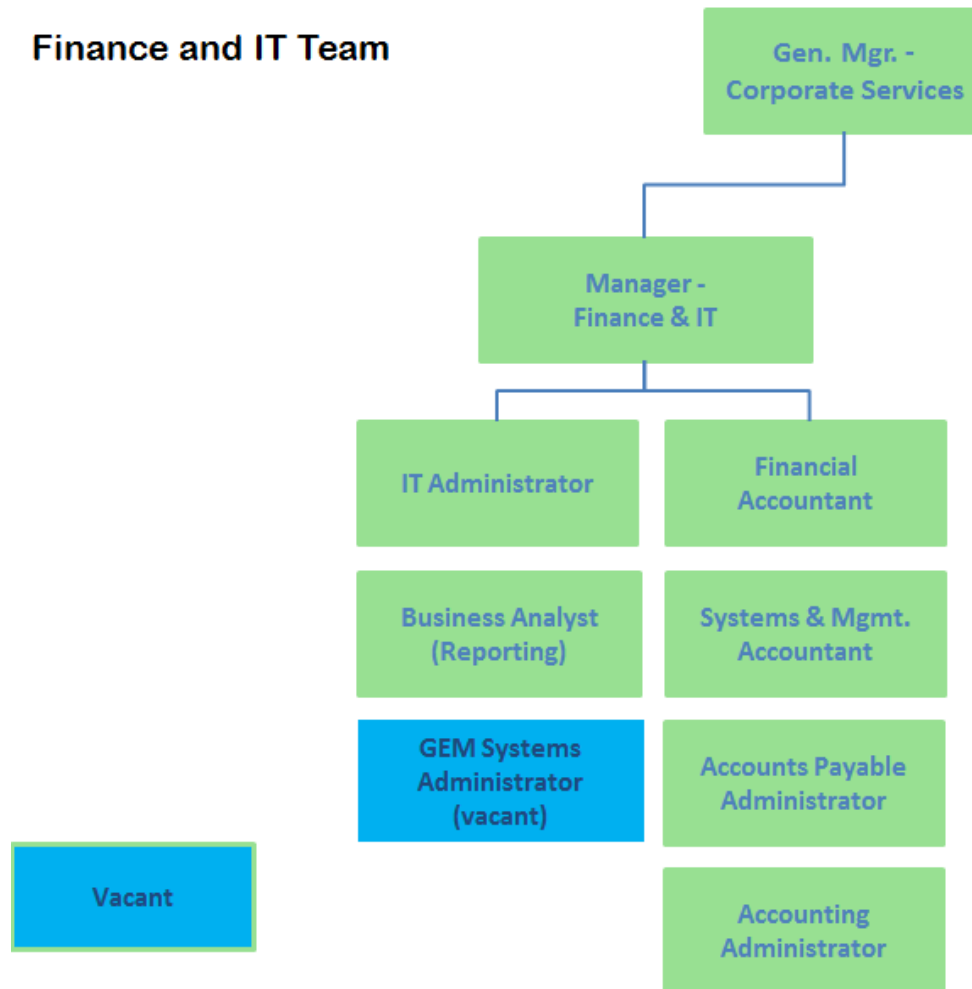


Diagram 2: Proposed Organisational Structure – Finance and IT Team

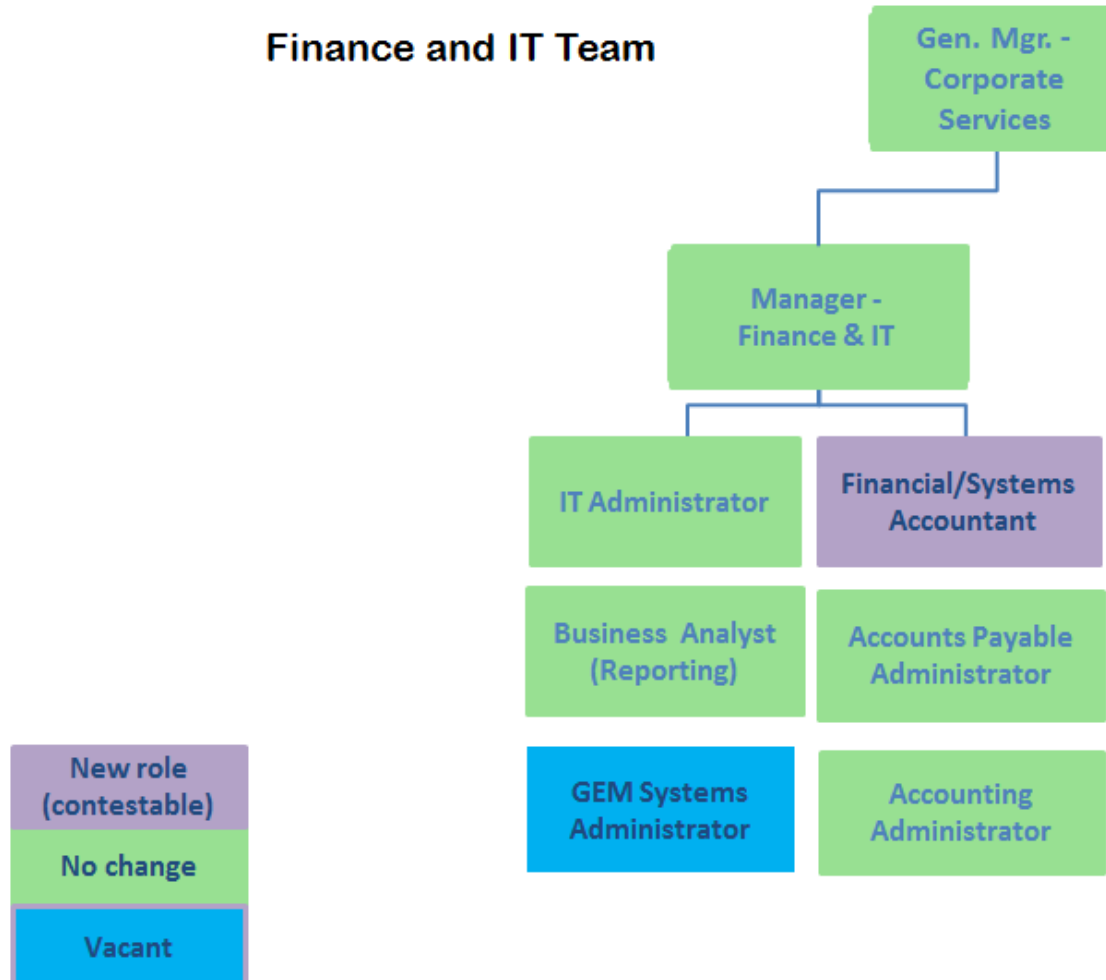


Diagram 3: Existing Organisational Structure – Transport Team

Transport Team

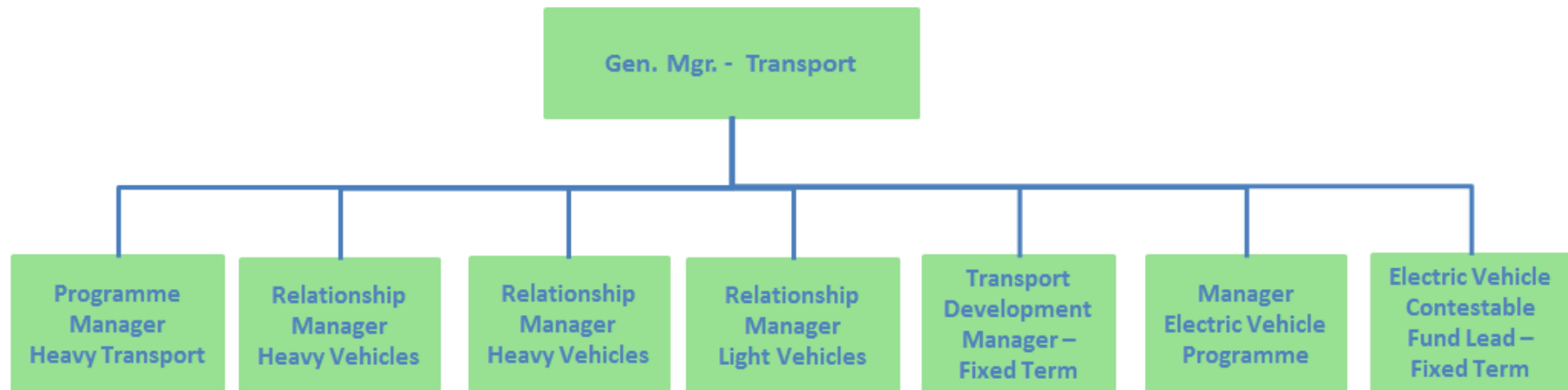
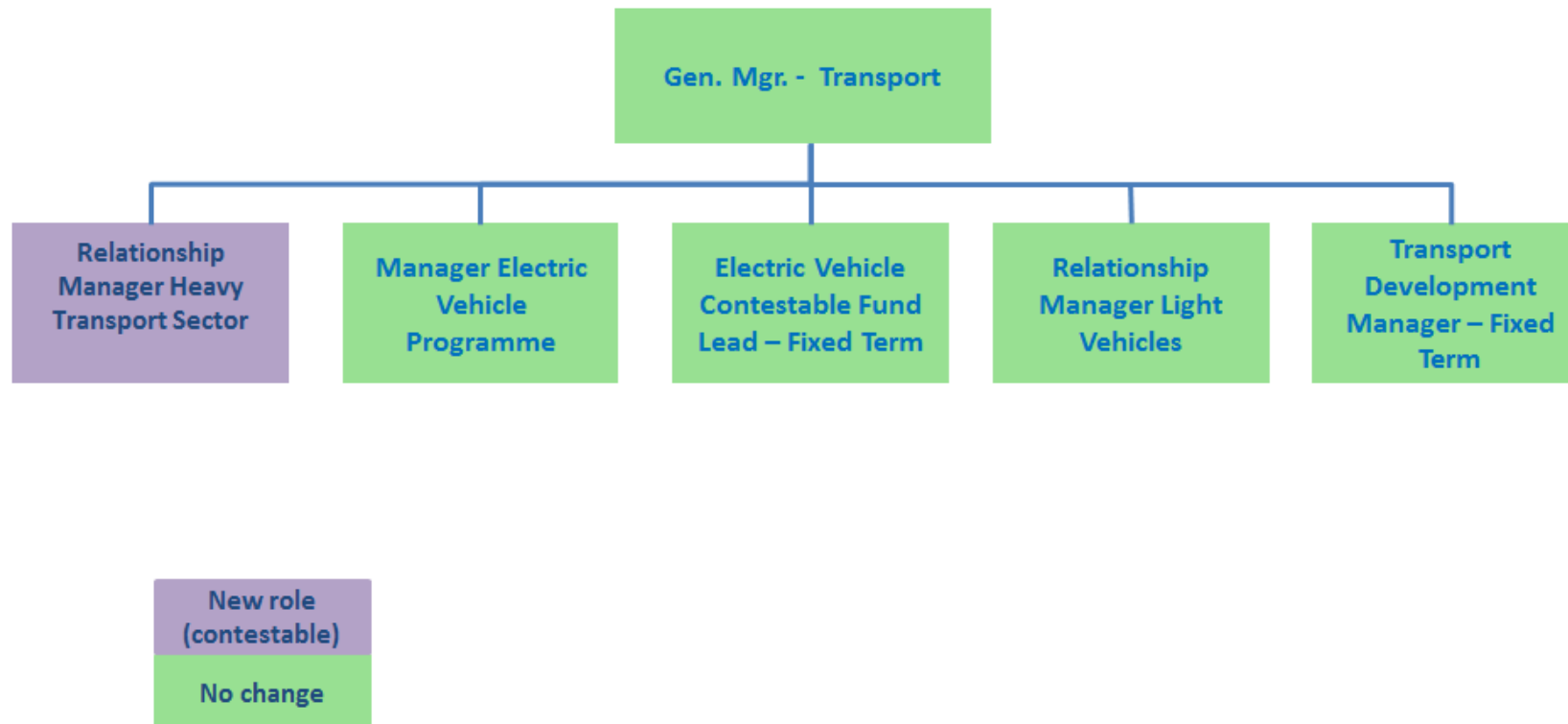


Diagram 4: Proposed Organisational Structure – Transport Team

Transport Team



Summary of Proposed Position Impacts

Position	Description of Impact
General Manager Corporate Services	No change
Manager Finance and IT	No change
Financial Accountant	Disestablishment of position
Systems & Management Accountant	Disestablishment of position
Financial/Systems Accountant	New role Contestable process
Accounting Administrator	No change
Accounts Payable Administrator	No change
IT Administrator	No change
Business Analyst Reporting	No change
GEM Systems Administrator	No change
General Manager Transport	No change
Programme Manager Heavy Transport	Disestablishment of position
Relationship Manager Heavy Vehicles	Disestablishment of position
Relationship Manager Heavy Vehicles	Disestablishment of position
Relationship Manager Heavy Transport Sector	New role Contestable process
Relationship Manager Light Vehicles	No change
Manager EV Programme	No change
EV Contestable Fund Lead	No change
Transport Development Manager	No change

KEY:

Disestablishment of position: Proposes that this position(s) will no longer exist within the team.

Contestable process: Proposes that due to:

- Changes in the nature of the work done by the position; and / or
- Reduction in number of the roles; and / or
- The nature of the existing employment agreement; then

Subject to the consultation process and the final decision, staff may go through an application and assessment process to determine the best candidate.

Consultation process

Consultation is an essential part of the change process and staff and the PSA will have the opportunity to be involved and consulted. Feedback provided during the consultation process will be thoroughly evaluated and taken into account by EECA before the final decision is made.

The consultation process will begin on Wednesday 28 September 2016 and continue for a one week period, ending on 5 October 2016. During this time you will be able to submit your feedback about this proposal for change in several ways:

- Verbally during scheduled meetings with the respective General Managers and Jacqui Agar;
- Via email to myfeedback@eeca.govt.nz

Your feedback will be held in the strictest of confidence and be considered by the HR Team and the respective General Managers and the Chief Executive.

Support

Support services will be made available to all staff through EAP Services – this is a confidential service. These include counselling, career planning advice, financial planning advice, interview preparation for opportunities in the structure and job search assistance where required. In addition there will be career transition support services provided by other suppliers.

You are able to contact EAP directly and say that you are from EECA, the EAP details are:

- Email wn@eapservices.co.nz
- Phone 0800 327 669

Alternatively, you are also able to contact the HR Team to discuss your thoughts, any ideas or concerns.

You are also able to contact your PSA representative to discuss the proposal, the contact details are: Person, email etc.

- Amelia Smith: 04 470 2443
- Allen Davison: 04 470 2211

Proposed Schedule

Activity	Date
Proposal for change – Governance Team to approve the process	Friday 23 September
PSA briefing – embargoed proposal provided by Jacqui Agar	Tuesday 27 September
Present proposal for change to affected staff	Wednesday 28 September
Present proposal for change to affected teams	Wednesday 28 September
Post proposal for change on intranet for all of EECA	Wednesday 28 September
Consultation period (1 week)	28 September -5 October
Review of feedback	5 October – 7 October
Final decision signed off by Governance Team	Monday 10 October
Present final decision to PSA	Tuesday 11 October
Present final decision to affected staff	Tuesday 11 October
Present final decision to affected teams	Tuesday 11 October
Post final decision on intranet for all EECA staff	Tuesday 11 October

- End -

Appendix: Position Descriptions

Please refer attached proposed position description:

Financial/Systems Accountant

Relationship Manager Heavy Transport Sector

PROPOSED JOB DESCRIPTION



Position: Financial/Systems Accountant
Team: Finance /IT Team, Corporate Services
Reports to: Manager – Finance and IT
Direct Reports: Nil
Employment: Permanent
Grade: 16
Location: Wellington
Effective from:

WHO ARE WE?

EECA is a Crown entity working to improve New Zealanders' energy choices across all sectors of society.

EECA works to encourage, support and promote energy efficiency and renewable energy. We are an agency focused on delivery, and we work with partners both in the private sector and in government to capture the many benefits of better energy use.

EECA is governed by a Board, and accountable to the Minister of Energy and Resources.

More information on who we are and what we do is available on our website

www.eeca.govt.nz/about-eeca

Our Values = Trust, Energy and Knowledge

PURPOSE

The objective of the Corporate Services Team is to provide support services to ensure that programmes meet the high quality standards required in the most effective way; support the effective governance of EECA's work and fulfil EECA's public service responsibilities.

The Finance and IT team is responsible for providing financial and IT processes, systems and outputs for EECA. This group provides support to managers and staff within EECA to assist them to deliver their project milestones and outcomes.

The key objective of the Financial/Systems Accountant position is to be responsible for best practice recording, reporting and coordination of EECA's financial performance and management. This includes operation of financial accounting systems and procedures in order to provide accurate and timely information that meets the needs of the wider organisation and EECA Board, ensuring that legislative requirements are met.

KEY RESULT AREAS

- Maintain the financial systems to ensure their effective and efficient performance;
- Assist in the development of systems and procedures to ensure the effective financial management of EECA;
- Ensure the financial accounting systems provide accurate & timely information that meet stakeholder needs;
- Ensure that EECA meets its legislative compliance obligations.

Accountability	Description
Financial Expertise	Facilitate and encourage communication and understanding between the Finance function and other areas of EECA, including providing support to users of financial systems. Provide financial based support as require such as information required for Parliamentary questions, the Minister and MBIE and Official Information Act requests.
Financial Accounting Systems	Maintain the EECA financial systems (Finance One), including the general ledger, using XL One Modeller to produce reports, and monitor procedures. Develop systems and procedures to ensure the effective financial management of the organisation. Assist the Manager Finance and IT with other Projects as required.
Reporting	Preparation of monthly management reports, including financial variance reporting, project analysis and non-financial indicators (“milestones”) and reports, and reconciliation of general ledger accounts. Reconciliation of general ledger accounts, balance sheet accounts and key operating statement balances. Preparation of the Annual Report (Financial Statements and notes to the accounts section) and management of working files. Contribute to preparation of Statement of Intent and Statement of Performance Expectations as required. Provide support in preparation of annual budget and financial forecasting as required. Assist with the monthly preparation of the forecast annual performance.
Compliance	Review tax returns including GST and FBT, completed by the Assistant Accountant and ensure payments are made by the due date. Assist the Manager – Finance and IT, to plan and manage the interim and year end audit process and provide internal and external auditors with information as necessary for auditing purposes.
Process Improvement	Support development of systems and procedures to ensure effective financial management of EECA.
Operational Support	Provide key support for the management of the financial systems, including maintenance of the general ledger to enable effective reporting and monitoring. Ensure that professional standards of presentation, quality and accuracy are maintained at all times via personal representations, reports prepared, analysis undertaken and advice tendered. Assist the Manager – Finance and IT with preparation for the Annual Budget activities as required. Provide financial support to the Statement of Performance Expectations preparation process as required. Support the more junior members of the Finance Team.
Customer Service & Relationship Management	Provide professional, efficient and effective service to relevant stakeholders and liaison with suppliers as required. Undertake relationship management activities with external service providers. Establish and maintain effective working relationships with key staff within the wider team EECA, other Government departments (and externally with key stakeholders).
Collaboration	Provide training in use of financial systems to other members of EECA. Work collaboratively across dynamic and/or virtual teams in order to assist

	the market delivery teams and other corporate services teams. Provide specialist advice and support to all teams to ensure robust development and the successful delivery of their programmes of work.
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RELATIONSHIPS

It is expected that effective working relationships are established with relevant EECA staff and external stakeholders.

Where your position fits:

Refer Finance/IT Team organisational chart

Internal Relationships	<ul style="list-style-type: none"> • EECA Management • Everyone at EECA
External Relationships	<ul style="list-style-type: none"> • Ministry of Business Innovation & Employment • Service providers e.g. banks • Other Government departments/agencies • Local Government/public sector organisations
Financial delegations	<ul style="list-style-type: none"> • Delegated financial authority TBC

EDUCATIONAL QUALIFICATIONS, EXPERIENCE AND SKILLS REQUIRED

The incumbent should possess:

- Strong experience in financial management and accounting;
- Experience in producing meaningful reports;
- A relevant tertiary qualification or equivalent work experience;
- Advanced working knowledge of financial management systems, preferably Finance One and Online Banking (payments and enquiries);
- Demonstrated analytical and problem solving skills;
- Demonstrated experience in building effective and enduring relationships;
- Proven ability to work under pressure and implement business solutions in a proactive and resourceful style;
- Strong written and verbal communication skills;
- Knowledge and expertise in the Microsoft Office products in particular Word and Excel;
- Strong negotiation skills and the ability to mediate effectively;
- Excellent people skills and the natural ability to manage issues in a sensitive and mature manner;
- Excellent facilitation and interpersonal skills;
- Maturity, sound judgement, and ability to take a strategic and analytical overview.

GENERAL

A policy of equal employment opportunity operates and EECA provides a work environment that is free from discriminatory practices and encourages all employees to reach their full potential.

As a good employer, EECA takes its Health and Safety responsibilities seriously and all staff are expected to comply with all Health and Safety policies and practices, as part of their employment.

COMPETENCIES

These competencies are included in your performance agreement. It is expected that all staff exhibit these competencies in addition to the technical competencies required in each role.

The incumbent should have, or be:

1. **Results and action oriented:** Is driven by results, maintains a record of exceeding delivery goals; steadfastly pushes self and others for bottom-line performance; Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently.
2. **Strong customer focus:** Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; builds rapport and establishes effective relationships with customers and gains their trust and respect.
3. **Partnership Acumen:** Proven ability to develop and maintain partnerships for co-benefit; and which for EECA increase available resources, or enable a stronger impact on the market.
4. **Collaborative Team Player:** Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can work across EECA to solve problems with a minimum of noise; is seen as cooperative; has integrity and easily gains trust and support of peers; encourages and rewards collaboration from team members; can be candid with peers.
5. **Commercial orientation:** Understand how markets and businesses work, how information and influencing strategies can build capability, and affect decision making, to achieve market change; how dynamics of market players will affect EECA's desired results.
6. **Future orientation:** Sees ahead clearly; can anticipate future consequences and trends accurately; communicates a compelling and inspired vision and sense of core purpose; creates milestones and symbols to rally support behind the vision; makes the vision shareable by everyone.
7. **Building effective teams:** Blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.

PROPOSED JOB DESCRIPTION



Position:	Relationship Manager Heavy Transport Sector
Team:	Transport Team
Reports to:	General Manager Transport
Direct Reports:	Nil
Employment:	Permanent
Grade:	TBC
Location:	Wellington
Effective from:	

WHO ARE WE?

EECA is a Crown entity working to improve New Zealanders' energy choices across all sectors of society.

EECA works to encourage, support and promote energy efficiency and renewable energy. We are an agency focused on delivery, and we work with partners both in the private sector and in government to capture the many benefits of better energy use.

EECA is governed by a Board, and accountable to the Minister of Energy and Resources.

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Our Values = Trust, Energy and Knowledge

PURPOSE

The EECA transport strategy is to deliver targeted information about vehicles, drivers and fuels to help realise New Zealand's biggest opportunity for reducing CO2 emissions.

New Zealanders will reap the consequential benefits of this strategy through fewer accidents, improving health, and savings through the reduced use of fuel, improved resilience to external financial and economic impacts and reduced impact on New Zealand's environment.

The objective of the Transport Team is to deliver market change programmes which result in significant, cost-effective and sustainable energy savings. In a customer demand driven market it is essential we demonstrate the energy gains the Transport Team is able to achieve. The Transport Team is responsible for focusing and improving EECA's performance in this high impact area by identifying, developing and delivering change in both heavy and light vehicle fleets, and renewable fuels.

The current Heavy Vehicle programme is on hold, however there is a requirement to maintain the existing contracts through to 30 June 2017, as well as maintain relationships and provide information to key stakeholders.

KEY RESULT AREAS

- Manage remaining grant contracts under the Heavy Vehicle Programme
- Maintain and continue to build relationships with key industry stakeholders and market participants
- Ensure all financial and performance reporting for the heavy transport programme is completed on time and to EECA's required standards
- Work with the EV team to provide information on and promote heavy electric vehicles and help with the processing of LEV Contestable Fund applications involving heavy vehicles

- Work across EECA to support the roll out of biodiesel blends to heavy vehicles when Z commences production from NZ's first major biodiesel plant this year
- Provide market intelligence and information to inform EECA's policy and strategy discussions with stakeholders
- Respond to information requests from heavy vehicle fleets , freight sector participants and other stakeholders about heavy vehicle fuel efficiency
- Work across EECA to ensure EECA gains maximum value from our sponsorship of the Transport Fuels and Fleet Management Summit and other relevant events
- Negotiate a collaboration agreement with the Road Transport Forum

Accountability	Description
Relationship Management	Maintaining and nurturing industry and government relationships and partnerships to further EECA's transport and carbon strategies. Maintaining strong and effective two-way communication with key stakeholders including heavy vehicle transport suppliers, industry representative groups, and Government and programme partners. Engaging directly with targeted transport companies, service providers, consultants, and other intermediaries who are critical to achieving programme objectives and deliverables.
Programme Development & Delivery	Providing specific heavy vehicle transport market insight Delivering the remainder of the heavy vehicle transport programme . Ensuring programme delivery is based upon quality management principles.
Project Planning & Delivery	Using project management disciplines and procedures to deliver successful project outcomes.. Using quality assurance processes to identify and understand risks and deliver consistent quality deliverables Monitoring, measuring and evaluating project outcomes as part of an integrated reporting system that meets the needs of stakeholders and tracks performance against Statement of Performance Expectations and Business Plan performance measures. Maintaining strong and effective relationships with service providers to ensure projects are delivered to time, quality, budget and the timely forecasting of project spend.
Collaboration	Working in collaboration with the Transport team and other EECA teams throughout the programme lifecycle to ensure timely engagement for all relevant support activities to achieve programme and project deliverables.
Influencing Transport Market Change	Identifying industry barriers to implementing change and how these can be addressed. Working collaboratively within the Transport team and across EECA to define changes in the Transport market. Managing and delivering specific Heavy Vehicle programme objectives. .
Coaching & Supporting external stakeholders	Leading, coaching and supporting EECA's service providers in the promotion of programmes and projects, including providing personal expertise (e.g. technical, project management, commercial), client or service provider visits or other support materials.
Procurement & Contract Management	Using best practice and EECA's procurement processes to elicit and evaluate proposals, then negotiate and manage contracts with service providers.

RELATIONSHIPS

It is expected that effective working relationships are established with relevant EECA staff and external stakeholders.

Internal Relationships	<ul style="list-style-type: none">• EECA Management• Everyone at EECA
External Relationships	<ul style="list-style-type: none">• EECA trained Fuel Management Advisors (FMAs)• Transport Operators (all levels)• Other Government agencies (e.g. NZTA, MoT, ACC)• Transport service providers• Industry organisations (e.g. RTF, National Road Carriers, RTANZ)
Financial delegations	<ul style="list-style-type: none">• Delegated financial authority TBC

Where your position fits:

Refer Transport organisational chart

EDUCATIONAL QUALIFICATIONS, EXPERIENCE AND SKILLS REQUIRED

The incumbent should possess:

- A proactive, resourceful and self-starting operating style with the demonstrated ability to stay task focused and get results;
- Extensive experience in the transport sector with knowledge of fuel efficiency, regulations, key players and market dynamics;
- Commercial acumen and understanding of transport issues and the ability to translate these into successful targeting of programmes for the transport market and energy users;
- Proven track record of successfully managing national scale programmes / projects along with a thorough knowledge of project and budget management;
- Highly skilled communicator and facilitator with demonstrated experience in building effective and enduring relationships with a variety of stakeholders;
- Enthusiasm for promoting energy efficiency and renewable energy in New Zealand;
- Experience in managing procurement processes i.e. tendering, contract negotiation and management;
- Ability to absorb and interpret technical subject matter then relate this information to contracted providers, industry experts and professional advisers;
- Experience in developing and managing programmes / projects in non-technology fields is desirable, in particular:
 - Marketing and communications programmes / projects;
 - Capability and training programmes / projects; and
 - Funding programmes / projects.
- Maturity, sound judgement, and the ability to take a strategic overview;

GENERAL

A policy of equal employment opportunity operates and EECA provides a work environment that is free from discriminatory practices and encourages all employees to reach their full potential.

As a good employer, EECA takes its Health and Safety responsibilities seriously and all staff are expected to comply with all Health and Safety policies and practices, as part of their employment.

COMPETENCIES

These competencies are included in your performance agreement. It is expected that all staff exhibit these competencies in addition to the technical competencies required in each role.

The incumbent should have, or be:

1. **Industry experience:** Significant experience in, or working with, the New Zealand Transport industry.
2. **Partnership Acumen:** Proven ability to develop and maintain partnerships for co-benefit; and which for EECA increase available resources, or enable a stronger impact on the market.
3. **Results and action oriented:** Is driven by results, maintains a record of exceeding delivery goals; steadfastly pushes self and others for bottom-line performance; Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently.
4. **Strong customer focus:** Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; builds rapport and establishes effective relationships with customers and gains their trust and respect.
5. **Collaborative Team Player:** Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can work across EECA to solve problems with a minimum of noise; is seen as cooperative; has integrity and easily gains trust and support of peers; encourages and rewards collaboration from team members; can be candid with peers.
6. **Commercial orientation:** Understand how markets and businesses work, how information and influencing strategies can build capability, and affect decision making, to achieve market change; how dynamics of market players will affect EECA's desired results.
7. **Future orientation:** Sees ahead clearly; can anticipate future consequences and trends accurately; communicates a compelling and inspired vision and sense of core purpose; creates milestones and symbols to rally support behind the vision; makes the vision shareable by everyone.
8. **Government savvy:** Demonstrated experience to work across government agencies to develop partnerships and alliances to deliver change.
9. **Planning:** Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.

Finance/IT and Transport Team Change: Final Decision

17 October 2016

Embargoed til 4pm 17 October 2016

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Introduction

The objective of this change proposal is to address the rationalising of resourcing requirements within the Finance/IT and Transport teams. It is important that EECA continues to have a focus on financial sustainability, and represents value for money to NZ Inc.

Review of Finance and Transport resource requirements

1. Analyses of the current workload and capacity of the Finance function and Heavy Transport activities have been undertaken and reviewed.
2. The analysis in the Finance team showed that there was insufficient work for two Finance roles, with the underutilised capacity predominantly within the Financial Accountant role and the Systems and Management Accountant role. The proposal is to replace these with one role – a Financial/Systems Accountant role.
3. The analysis in the Heavy Transport area showed that there was insufficient work for the three roles – Programme Manager, and two Relationship Managers. The proposal is to replace these with one role – a Relationship Manager Heavy Transport Sector role.

Consultation Process and Feedback

Nine submissions were made during the consultation period, including one representing the PSA view.

General themes were:

- Support for the proposal for the change in the Finance function
- Support for the proposal for the change in the Heavy Transport function
- The importance of ensuring that sufficient knowledge and capability is retained in the Heavy Transport area

Specific role feedback:

- Some minor areas of clarification of workflow for the Finance role have been requested
- The new Heavy Transport role needs further clarification of the accountabilities and work activities required.

Final Decision

The decision that has been approved by the Governance Group is to implement the change to the Finance/IT and Transport teams as proposed, with the following changes:

- The new Financial/Systems Accountant role- with some minor clarification to the job description
- The new Relationship Manager Heavy Transport Sector role – with further clarification required to the job description.

Guiding Principles

- In the situation of change, EECA will endeavour to retain valuable skills and experience wherever possible, while meeting the objective of the review¹;
- Transparency and openness: Listen to team member concerns, share ideas early, seek and share feedback regularly and openly;
- All team members will be supported and respected through the process;
- Team member feedback will also be considered as part of the final proposal decision; and
- That the new structure must set the team up for success and contribute to a positive working environment.

EECA Policy / Organisational Change

In the situation of change, EECA will endeavour to retain valuable skills and experience wherever possible, while meeting the objectives of any review. When EECA has initiated a review that is likely to result in organisational change it will notify staff and the PSA as soon as possible.

Organisational change occurs when EECA makes a decision that requires:

- A reduction in the number of employees, and/or reductions to employees' current job size/salary, or
- Significant changes to work structures, or
- Significant changes to an employee's current position and/or the nature of their work.

Unless otherwise agreed, redundancy is available only as a last resort.

¹ EECA & PSA Collective Agreement: Section 6 Management of Change, page 15. EECA Individual Employment Agreement: Section 6 Management of Change, page 17. HR017 Management of Organisational Change – May 2013.

Organisational Changes

Diagram 1: Existing Organisational Structure – Finance and IT Team

Finance and IT Team

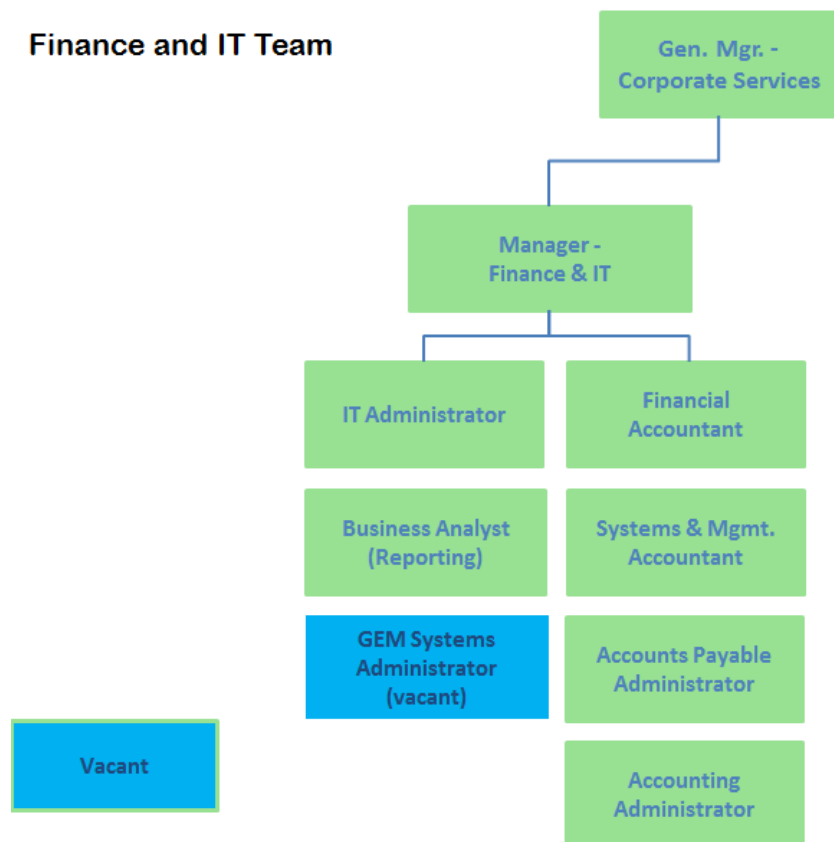


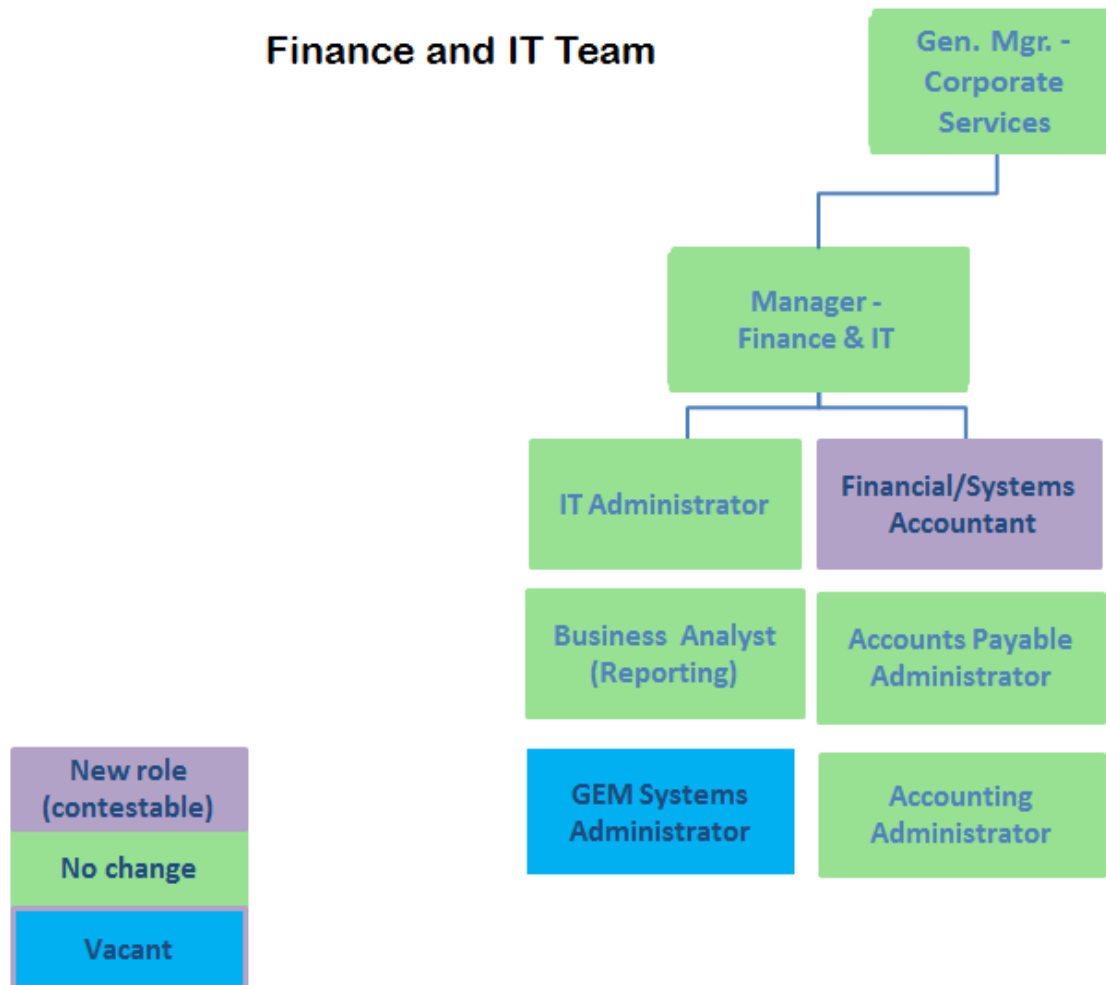
Diagram 2: New Structure – Finance and IT Team

Diagram 3: Existing Organisational Structure – Transport Team

Transport Team

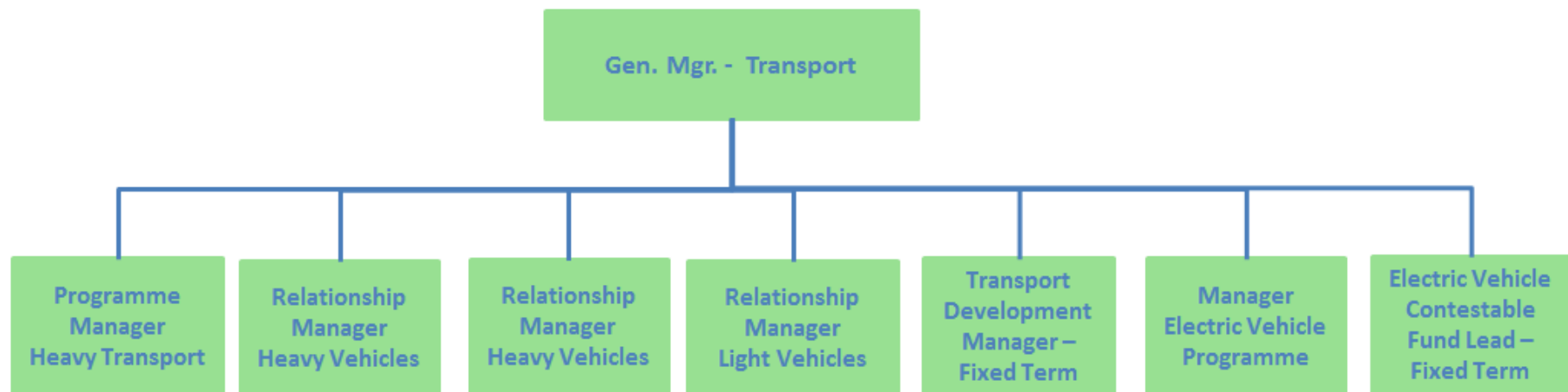
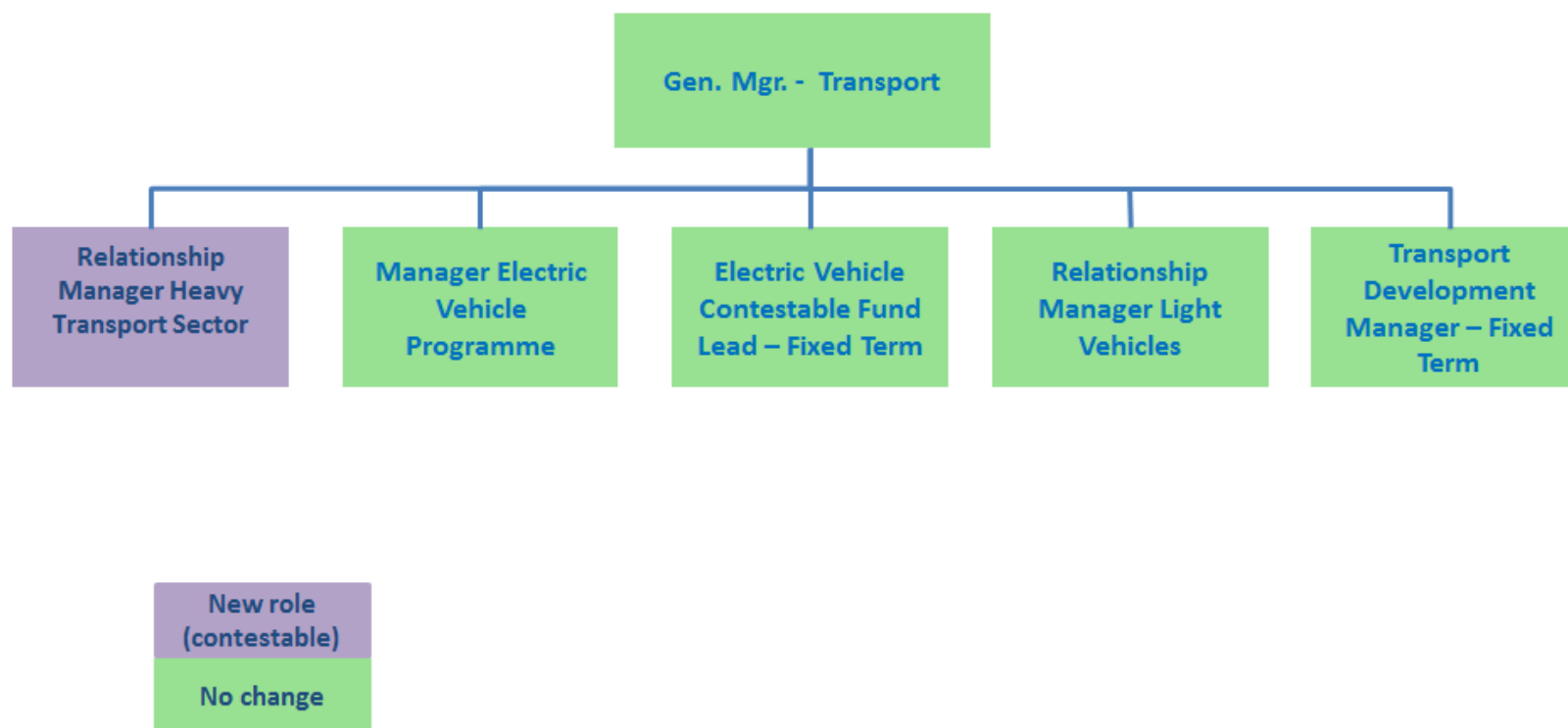


Diagram 4: New Organisational Structure – Transport Team

Transport Team



Summary of Position Impacts

The following table summarises the impact on positions:

Position	Description of Impact
General Manager Corporate Services	No change
Manager Finance and IT	No change
Financial Accountant	Disestablishment of position
Systems & Management Accountant	Disestablishment of position
Financial/Systems Accountant	New role Contestable process
Accounting Administrator	No change
Accounts Payable Administrator	No change
IT Administrator	No change
Business Analyst Reporting	No change
GEM Systems Administrator	No change
General Manager Transport	No change
Programme Manager Heavy Transport	Disestablishment of position
Relationship Manager Heavy Vehicles	Disestablishment of position
Relationship Manager Heavy Vehicles	Disestablishment of position
Relationship Manager Heavy Transport Sector	New role Contestable process
Relationship Manager Light Vehicles	No change
Manager EV Programme	No change
EV Contestable Fund Lead	No change
Transport Development Manager	No change

KEY:

Disestablishment of position: This position(s) will no longer exist within the team.

Contestable process: Due to

- Changes in the nature of the work done by the position; and / or
- Reduction in number of the roles; and / or
- The nature of the existing employment agreement; then

Staff will go through an application and assessment process to determine the best candidate.

Contestable Recruitment Process

The contestable recruitment process for the Financial/Systems Accountant role and Relationship Manager Heavy Transport Sector roles will commence by Thursday 20 October 2016. These roles will be advertised internally only.

Support

Support services continue to be available to all staff through EAP Services – this is a confidential service. These include counselling, career planning advice, financial planning advice, interview preparation for opportunities in the structure and job search assistance where required. In addition there will be career transition support services provided by other suppliers.

You are able to contact EAP directly and say that you are from EECA, the EAP details are:

- Email wn@eapservices.co.nz or phone 0800 327 669

Alternatively, you are also able to contact the HR Team to discuss your thoughts, any ideas or concerns.

You are also able to contact your PSA representative to discuss the proposal, the contact details are:

- Amelia Smith: 04 470 2443
- Allen Davison: 04 470 2211

—

Appendix: Position Descriptions

Please refer attached position description:

Financial/Systems Accountant

Relationship Manager Heavy Transport Sector

Note that these are Draft – pending further clarification as outlined previously

DRAFT JOB DESCRIPTION



Position:	Financial/Systems Accountant
Team:	Finance /IT Team, Corporate Services
Reports to:	Manager – Finance and IT
Direct Reports:	Nil
Employment:	Permanent
Grade:	16
Location:	Wellington
Effective from:	October 2016

WHO ARE WE?

EECA is a Crown entity working to improve New Zealanders' energy choices across all sectors of society.

EECA works to encourage, support and promote energy efficiency and renewable energy. We are an agency focused on delivery, and we work with partners both in the private sector and in government to capture the many benefits of better energy use.

EECA is governed by a Board, and accountable to the Minister of Energy and Resources.

More information on who we are and what we do is available on our website

www.eeca.govt.nz/about-eeca

Our Values = Trust, Energy and Knowledge

PURPOSE

The objective of the Corporate Services Team is to provide support services to ensure that programmes meet the high quality standards required in the most effective way; support the effective governance of EECA's work and fulfil EECA's public service responsibilities.

The Finance and IT team is responsible for providing financial and IT processes, systems and outputs for EECA. This group provides support to managers and staff within EECA to assist them to deliver their project milestones and outcomes.

The key objective of the Financial/Systems Accountant position is to be responsible for best practice recording, reporting and coordination of EECA's financial performance and management. This includes operation of financial accounting systems and procedures in order to provide accurate and timely information that meets the needs of the wider organisation and EECA Board, ensuring that legislative requirements are met.

KEY RESULT AREAS

- Maintain the financial systems to ensure their effective and efficient performance;
- Assist in the development of systems and procedures to ensure the effective financial management of EECA;
- Ensure the financial accounting systems provide accurate & timely information that meet stakeholder needs;
- Ensure that EECA meets its legislative compliance obligations.

Accountability	Description
Financial Expertise	Facilitate and encourage communication and understanding between the Finance function and other areas of EECA, including providing support to users of financial systems. Provide financial based support as require such as information required for Parliamentary questions, the Minister and MBIE and Official Information Act requests.
Financial Accounting Systems	Maintain the EECA financial systems (Finance One), including the general ledger, using XL One Modeller to produce reports, and monitor procedures. Develop systems and procedures to ensure the effective financial management of the organisation. Assist the Manager Finance and IT with other Projects as required.
Reporting	Preparation of monthly management reports, including financial variance reporting, project analysis and non-financial indicators (“milestones”) and reports, and reconciliation of general ledger accounts. Reconciliation of general ledger accounts, balance sheet accounts and key operating statement balances. Preparation of the Annual Report (Financial Statements and notes to the accounts section) and management of working files. Contribute to preparation of Statement of Intent and Statement of Performance Expectations as required. Provide support in preparation of annual budget and financial forecasting as required. Assist with the monthly preparation of the forecast annual performance.
Compliance	Review tax returns including GST and FBT, completed by the Assistant Accountant and ensure payments are made by the due date. Assist the Manager – Finance and IT, to plan and manage the interim and year end audit process and provide internal and external auditors with information as necessary for auditing purposes.
Process Improvement	Support development of systems and procedures to ensure effective financial management of EECA.
Operational Support	Provide key support for the management of the financial systems, including maintenance of the general ledger to enable effective reporting and monitoring. Ensure that professional standards of presentation, quality and accuracy are maintained at all times via personal representations, reports prepared, analysis undertaken and advice tendered. Assist the Manager – Finance and IT with preparation for the Annual Budget activities as required. Provide financial support to the Statement of Performance Expectations preparation process as required. Support the more junior members of the Finance Team.
Customer Service & Relationship Management	Provide professional, efficient and effective service to relevant stakeholders and liaison with suppliers as required. Undertake relationship management activities with external service providers. Establish and maintain effective working relationships with key staff within the wider team EECA, other Government departments (and externally with key stakeholders).
Collaboration	Provide training in use of financial systems to other members of EECA. Work collaboratively across dynamic and/or virtual teams in order to assist

	the market delivery teams and other corporate services teams. Provide specialist advice and support to all teams to ensure robust development and the successful delivery of their programmes of work.
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RELATIONSHIPS

It is expected that effective working relationships are established with relevant EECA staff and external stakeholders.

Where your position fits:

Refer Finance/IT Team organisational chart

Internal Relationships	<ul style="list-style-type: none"> • EECA Management • Everyone at EECA
External Relationships	<ul style="list-style-type: none"> • Ministry of Business Innovation & Employment • Service providers e.g. banks • Other Government departments/agencies • Local Government/public sector organisations
Financial delegations	<ul style="list-style-type: none"> • Delegated financial authority TBC

EDUCATIONAL QUALIFICATIONS, EXPERIENCE AND SKILLS REQUIRED

The incumbent should possess:

- Strong experience in financial management and accounting;
- Experience in producing meaningful reports;
- A relevant tertiary qualification or equivalent work experience;
- Advanced working knowledge of financial management systems, preferably Finance One and Online Banking (payments and enquiries);
- Demonstrated analytical and problem solving skills;
- Demonstrated experience in building effective and enduring relationships;
- Proven ability to work under pressure and implement business solutions in a proactive and resourceful style;
- Strong written and verbal communication skills;
- Knowledge and expertise in the Microsoft Office products in particular Word and Excel;
- Strong negotiation skills and the ability to mediate effectively;
- Excellent people skills and the natural ability to manage issues in a sensitive and mature manner;
- Excellent facilitation and interpersonal skills;
- Maturity, sound judgement, and ability to take a strategic and analytical overview.

GENERAL

A policy of equal employment opportunity operates and EECA provides a work environment that is free from discriminatory practices and encourages all employees to reach their full potential.

As a good employer, EECA takes its Health and Safety responsibilities seriously and all staff are expected to comply with all Health and Safety policies and practices, as part of their employment.

COMPETENCIES

These competencies are included in your performance agreement. It is expected that all staff exhibit these competencies in addition to the technical competencies required in each role.

The incumbent should have, or be:

1. **Results and action oriented:** Is driven by results, maintains a record of exceeding delivery goals; steadfastly pushes self and others for bottom-line performance; Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently.
2. **Strong customer focus:** Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; builds rapport and establishes effective relationships with customers and gains their trust and respect.
3. **Partnership Acumen:** Proven ability to develop and maintain partnerships for co-benefit; and which for EECA increase available resources, or enable a stronger impact on the market.
4. **Collaborative Team Player:** Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can work across EECA to solve problems with a minimum of noise; is seen as cooperative; has integrity and easily gains trust and support of peers; encourages and rewards collaboration from team members; can be candid with peers.
5. **Commercial orientation:** Understand how markets and businesses work, how information and influencing strategies can build capability, and affect decision making, to achieve market change; how dynamics of market players will affect EECA's desired results.
6. **Future orientation:** Sees ahead clearly; can anticipate future consequences and trends accurately; communicates a compelling and inspired vision and sense of core purpose; creates milestones and symbols to rally support behind the vision; makes the vision shareable by everyone.
7. **Building effective teams:** Blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.

DRAFT JOB DESCRIPTION

Position:	Relationship Manager Heavy Transport Sector
Team:	Transport Team
Reports to:	General Manager Transport
Direct Reports:	Nil
Employment:	Permanent
Grade:	17
Location:	Wellington
Effective from:	October 2016

WHO ARE WE?

EECA is a Crown entity working to improve New Zealanders' energy choices across all sectors of society.

EECA works to encourage, support and promote energy efficiency and renewable energy. We are an agency focused on delivery, and we work with partners both in the private sector and in government to capture the many benefits of better energy use.

EECA is governed by a Board, and accountable to the Minister of Energy and Resources.

More information on who we are and what we do is available on our website

www.eeca.govt.nz/about-eeca

Our Values = Trust, Energy and Knowledge

PURPOSE

The EECA transport strategy is to deliver targeted information about vehicles, drivers and fuels to help realise New Zealand's biggest opportunity for reducing CO2 emissions.

New Zealanders will reap the consequential benefits of this strategy through fewer accidents, improving health, and savings through the reduced use of fuel, improved resilience to external financial and economic impacts and reduced impact on New Zealand's environment.

The objective of the Transport Team is to deliver market change programmes which result in significant, cost-effective and sustainable energy savings. In a customer demand driven market it is essential we demonstrate the energy gains the Transport Team is able to achieve. The Transport Team is responsible for focusing and improving EECA's performance in this high impact area by identifying, developing and delivering change in both heavy and light vehicle fleets, and renewable fuels.

Heavy transport and the freight sector are strategically important to EECA as they offer significant potential for energy productivity improvement and carbon emission reduction. Although the current Heavy Vehicle programme is on hold, this role has an important function in maintaining positive relationships with to key sector stakeholders so we can keep the door open to potential new opportunities and continue to deliver information. The role will manage the remaining contracts under the Heavy Vehicle programme through to 30 June 2017.

KEY RESULT AREAS

- Maintain relationships with key industry stakeholders and market participants
- Manage remaining grant contracts under the Heavy Vehicle Programme
- Ensure all financial and performance reporting for the Heavy Vehicle Programme is completed on time and to EECA's required standards

- Provide market intelligence and information to inform EECA's policy and strategy discussions with stakeholders
- Respond to information requests from heavy vehicle fleets, freight sector participants and other stakeholders about heavy vehicle fuel efficiency including our information resources on electric heavy vehicles and biofuels.

Accountability	Description
Relationship Management	Maintaining and nurturing industry and government relationships and partnerships to further EECA's transport and carbon strategies. Maintaining strong and effective two-way communication with key stakeholders including heavy vehicle transport suppliers, industry representative groups, freight supply chain participants and Government. Engaging directly with remaining programme companies and service providers. , and other intermediaries who are critical.
Programme Development & Delivery	Providing specific heavy vehicle transport market insight to inform policy and strategy discussions Delivering the remainder of the heavy vehicle transport programme. Ensuring programme delivery is based upon quality management principles.
Project Planning & Delivery	Using project management disciplines and procedures to deliver successful project outcomes for the remaining contracts in the Heavy Vehicle programme. Using quality assurance processes to identify and understand risks and deliver consistent quality deliverables Monitoring, measuring and evaluating project outcomes as part of an integrated reporting system that meets the needs of stakeholders and tracks performance against Statement of Performance Expectations and Business Plan performance measures. Maintaining strong and effective relationships with service providers to ensure projects are delivered to time, quality, budget and the timely forecasting of project spend.
Collaboration	Working in collaboration with the Transport team, the Business team and other EECA teams to ensure timely engagement for all relevant activities around for the heavy vehicle and freight sector. Provide market intelligence insights to inform EECA's policy and strategy discussions.
Influencing Transport Market Change	Identifying industry barriers to implementing change and how these can be addressed. Working collaboratively within the Transport team and across EECA to define changes in the Transport market. Managing and delivering specific Heavy Vehicle programme objectives.
Coaching & Supporting external stakeholders	Leading, coaching and supporting EECA's service providers in the promotion of programmes and projects, including providing personal expertise (e.g. technical, project management, commercial), client or service provider visits or other support materials.
Procurement & Contract Management	Using best practice and EECA's processes to manage remaining contracts with service providers.

RELATIONSHIPS

It is expected that effective working relationships are established with relevant EECA staff and external stakeholders.

Internal Relationships	<ul style="list-style-type: none"> • EECA Management • Everyone at EECA
External Relationships	<ul style="list-style-type: none"> • Industry organisations (e.g. RTF, National Road Carriers, RTANZ) • Freight supply chain actors • Sustainable Business Council • Other Government agencies (e.g. NZTA, MoT, ACC) • EECA trained Fuel Management Advisors (FMAs) • Transport Operators (all levels)
Financial delegations	TBC

Where your position fits:

Refer Transport organisational chart

EDUCATIONAL QUALIFICATIONS, EXPERIENCE AND SKILLS REQUIRED

The incumbent should possess:

- A proactive, resourceful and self-starting operating style with the demonstrated ability to stay task focused and get results;
- Extensive experience in the transport sector with knowledge of fuel efficiency, regulations, key players and market dynamics;
- Commercial acumen and understanding of transport issues and the ability to translate these into successful targeting of programmes for the transport market and energy users;
- Proven track record of successfully managing national scale programmes / projects along with a thorough knowledge of project and budget management;
- Highly skilled communicator and facilitator with demonstrated experience in building effective and enduring relationships with a variety of stakeholders;
- Enthusiasm for promoting energy efficiency and renewable energy in New Zealand;
- Experience in managing procurement processes i.e. tendering, contract negotiation and management;
- Ability to absorb and interpret technical subject matter then relate this information to contracted providers, industry experts and professional advisers;
- Maturity, sound judgement, and the ability to take a strategic overview;

GENERAL

A policy of equal employment opportunity operates and EECA provides a work environment that is free from discriminatory practices and encourages all employees to reach their full potential.

As a good employer, EECA takes its Health and Safety responsibilities seriously and all staff are expected to comply with all Health and Safety policies and practices, as part of their employment.

COMPETENCIES

These competencies are included in your performance agreement. It is expected that all staff exhibit these competencies in addition to the technical competencies required in each role.

The incumbent should have, or be:

- 1. Industry experience:** Significant experience in, or working with, the New Zealand Transport industry.

2. **Partnership Acumen:** Proven ability to develop and maintain partnerships for co-benefit; and which for EECA increase available resources, or enable a stronger impact on the market.
3. **Results and action oriented:** Is driven by results, maintains a record of exceeding delivery goals; steadfastly pushes self and others for bottom-line performance; Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently.
4. **Strong customer focus:** Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; builds rapport and establishes effective relationships with customers and gains their trust and respect.
5. **Collaborative Team Player:** Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can work across EECA to solve problems with a minimum of noise; is seen as cooperative; has integrity and easily gains trust and support of peers; encourages and rewards collaboration from team members; can be candid with peers.
6. **Commercial orientation:** Understand how markets and businesses work, how information and influencing strategies can build capability, and affect decision making, to achieve market change; how dynamics of market players will affect EECA's desired results.
7. **Future orientation:** Sees ahead clearly; can anticipate future consequences and trends accurately; communicates a compelling and inspired vision and sense of core purpose; creates milestones and symbols to rally support behind the vision; makes the vision shareable by everyone.
8. **Government savvy:** Demonstrated experience to work across government agencies to develop partnerships and alliances to deliver change.
9. **Planning:** Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.

Document 3.
Proposal for Change May 2017

Embargoed until 2pm 2 May 2017

Proposal for Change

1 May 2017

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Foreword from the Chief Executive

Soon after I joined EECA I became aware that we needed to change in response to new opportunities and expectations of us. There were a number of important drivers including:

- The identification, through the Programme Reviews, of certain areas of capability which needed strengthening
- The decision of the Board to exit certain initiatives including Energy Star, the Fuel Efficient Tyres Programme and the Heavy Vehicle Programme
- A better alignment of market engagement initiatives within one operations group
- The evolving maturity of the Electric Vehicles Programme and its normalisation as part of EECA's market engagement
- The looming completion of the WUNZ programme by 30 June 2018
- A need to ensure EECA operates in a lean and agile manner

These drivers would require changes to our structure and roles, and have now resulted in this proposal presented for consultation and comment. The proposed changes to the organisational structure are significant and potentially have an impact on over 20 individual roles with a proposed reduction in 6 FTEs. We envisage completing these changes by the end of Q3 in 2017/18.

After your feedback is considered it is intended to make timely final decisions and to implement the necessary actions as soon as practical, while managing a deliberate transition process.

Change of this nature and scale creates uncertainty and stress, especially for individuals affected. Please reach out for any support you may require either through your line manager, HR or our external support provider EAP.

I look forward to receiving the responses on the proposals contained in this organisational change document and for a final process that is timely and provides final clarity and certainty while being respectful and sensitive to individuals.

Kind Regards,

A handwritten signature in blue ink, appearing to read 'Andrew Caseley', written in a cursive style.

Andrew Caseley

Introduction

Over the past year EECA has worked with MBIE and other government partners to revise NZ's Energy Efficiency & Conservation strategy (NZECS). This is EECA's guiding document.

In addition EECA has worked closely with MBIE and the Ministry of Transport to implement EECA's components of the Low Emission Vehicles programme, being an Information Campaign and Contestable Fund for innovative market development.

Together MBIE and EECA have worked to introduce legislative changes which enable more flexible and more broadly based levy funding arrangements. From 2017/18 EECA's LEV programme components will be funded from the new levy arrangements, and will represent a significant proportion of this funding source.

EECA is now in the process of aligning its programme activity to the revised NZECS and the new levy funding arrangements. This includes re-prioritising funding to the LEV programme components from 2017/18 and the consequential impact on other areas of EECA activity.

In preparing for re-prioritisation and alignment decisions EECA and MBIE have conducted a review of EECA's programme activity to assess strategic alignment and programme performance, in particular value for money to the government.

The process of re-prioritising funding, and aligning EECA's programme portfolio to the refreshed NZECS, will have both short term and medium term implications for organisational change.

The EECA Board has made business decisions for 2017/18 which will begin the transition towards stronger alignment of EECA's programme portfolio with the revised NZECS. Decisions have been taken to refocus programmes and to stop, or reduce investment in programmes. These have been based on the recommendations of the programme reviews. The Statement of Performance Expectations (2017/18) reflects these decisions and describes the market change and public benefits EECA has promised to deliver next year.

In addition the Minister's Letter of Expectations for 2017/18 has clear expectations of EECA as a lean and agile organisation which:

- has a strong understanding of the markets it works in, and keeps abreast of changes in those markets, particularly technology advances;
- is responsive to the opportunities for change, and can target those opportunities which deliver greatest public value at lowest cost;
- has the ability to deliver market change and exit.

This means further developing EECA's flexibility, and capability in the areas of: market analysis and research; programme design, monitoring and reporting which requires considered data collection and analysis.

This proposal for change is focused on the immediate organisational change required to:

- fund Year 2 of the Electric Vehicles programme;

- implement programme decisions (refocus, stop, reduce investment) to align EECA's programme portfolio with the revised NZEECS, government expectations and Board decisions;
- align programme activity to the new Levy arrangements;
- respond to the key findings of the programme reviews (particularly bolstering capability), and to the Minister's expectations (as expressed in LOE 2017/18) .

The importance of EECA's Operating Model

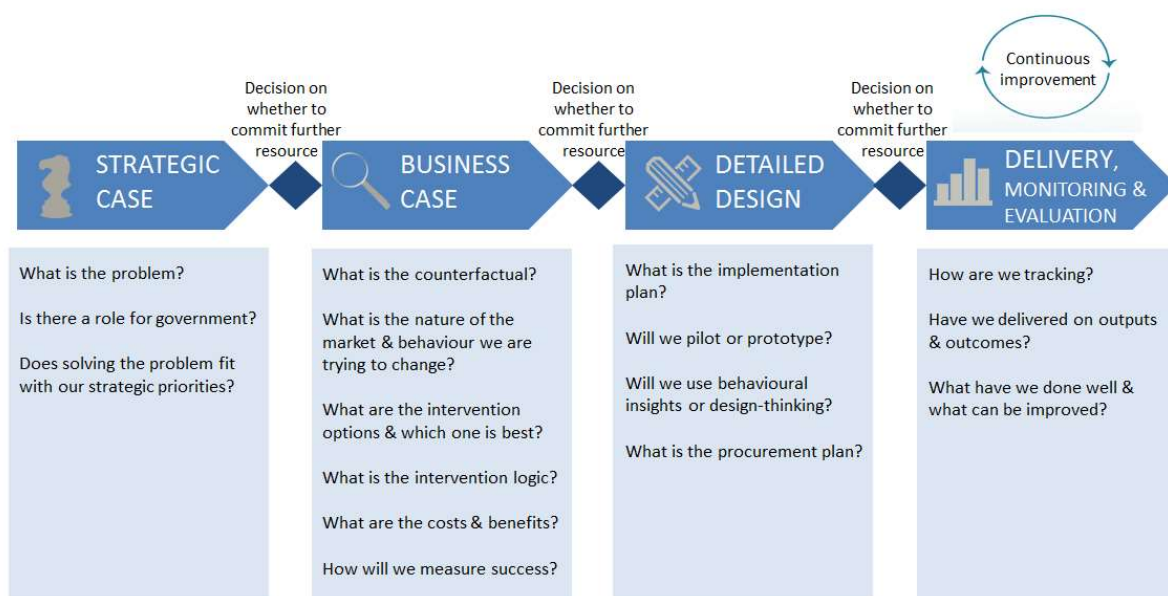
The recommendations of the EECA/MBIE programme reviews (2016) reinforced the principle that EECA's activities must be strategy-led and evidence based. The reviews highlighted the importance of EECA's Operating Model to determine where, when and how EECA should influence our target markets.

EECA is a part of the wider state sector thinking and practices – which is focused on stronger collaboration, financial prudence and delivering value for money to everyone in New Zealand.

EECA's programme design and decision-making framework is as follows:

THE OPERATING MODEL

EECA's programme design & decision-making framework



Four organisational competencies underpin the effective operation of this business model:

- An ability to turn energy related data and information, into intelligence that is relevant to making decisions about NZ energy savings, and their economic, environmental and social co-benefits;
- Translating NZEECS priorities and related market opportunities into well designed, and well-articulated, programmes which achieve widespread internal and external commitment;

- An ability to attract and retain the confidence of people and organisations with whom EECA needs to partner to effect positive change in New Zealand;
- Effecting market change through a structured engagement designed to create market acceptance and motivation to continue and sustain the change.

The way we implement and manage the lifecycle of EECA programmes from initiation to exit, and how we achieve and measure market change is important to all of our stakeholders.

EECA needs to have a clear explanation and investment proposal of why it is taking action, how it will intervene, and how the intervention will stop once the market is able to sustain the change for itself.

EECA needs to carefully manage its programmes to be more tightly focused on achieving our strategic goals and delivering the best value to New Zealand in energy savings and benefits. The programme reviews identified that we need to improve our capability in core disciplines such as: market analysis and research; programme design; monitoring and reporting; data collection and analysis.

Purpose of this document

This document provides the information you'll need to:

- Understand the proposed changes to EECA's organisational structure;
- Understand any proposed changes, if any, to your current role;
- Be involved in the consultation process, and
- Provide any feedback you may have on the proposed changes.

Please note – Team and role titles: The titles of teams and roles have been defined or changed to reflect proposed changes in function or capability. The objective is to succinctly describe the purpose and function of the role or team. Please take the opportunity to give feedback about both the team and job titles themselves, as we would like your feedback about the names we might use in future.

Proposed Changes

To position EECA to deliver the performance described in the Statement of Performance Expectations (2017/18), and to address areas of capability improvement required to meet organisational, Board and Minister's expectations, it is proposed that changes are made to our Group structure and numerous roles.

This section describes these changes.

Our team structures and roles

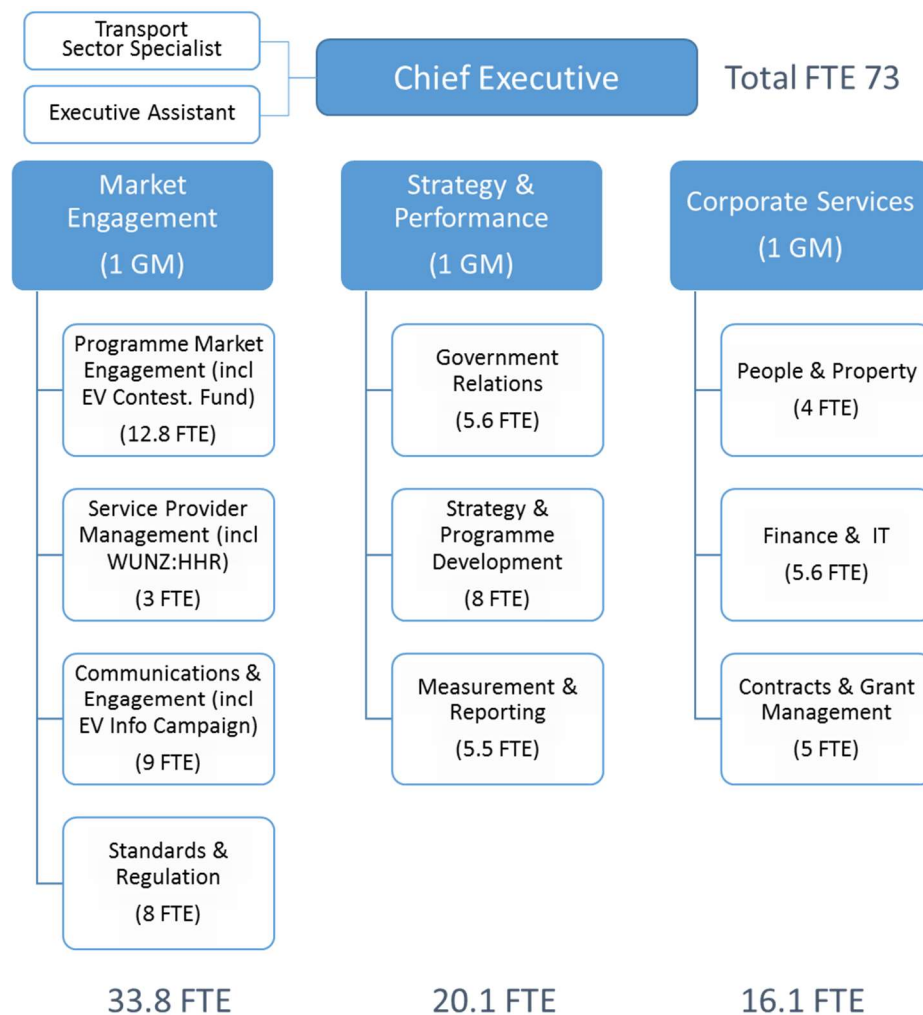
It is proposed that EECA gives effect to its role and purpose through the integrated effort of three Groups (refer the diagram below.)

The accountabilities of each Group are described in the next few pages together with a description of how the proposed structure differs from the current state. It is proposed that each of the three Groups is led by a General Manager accountable to the Chief Executive.

The proposed impact of the implementation of this new structure would result, by the end of Quarter 3 2017/18, in a net reduction from 79 Full Time Equivalent (FTEs) position as at April 2017 to 73 FTE positions. This includes a proposed impact on approximately 20 roles, with the disestablishment of some roles, and the creation of new roles.

EECA proposes to retain a market facing, delivery focused structure but to strengthen its programme design, market intelligence and measurement and reporting functions. It is proposed to streamline EECA's leadership and management functions by working in three Groups with accountability for: market engagement; strategy development and performance assessment; and corporate services. This change is designed to: create clear accountability for both results and areas of capability development; address leadership workload imbalance; and support agile decision making within a small, focused leadership team.

Proposed Organisational Structure



Note: A number of transitional roles will exist (e.g. WUNZ:HHR) as we manage delivery expectations while transitioning to the final organisational structure (above).

The proposed structure of Groups and teams is outlined over the next pages.

For a summary of proposed position impacts, please refer to pages 20-22.

Market Engagement Group

EECA proposes to integrate its market engagement activity into one team reporting to a General Manager.

Many of the delivery activities undertaken by EECA when influencing a target market are the same, or very similar, and require similar competencies or disciplines. Delivering a contestable funds package to target innovation in the electric vehicles market requires the same or similar skills and processes as for energy efficiency technology demonstration or crown loans funding opportunities. Whether partnering with service providers in the energy efficiency business market, or service providers in the residential insulation market, similar principles apply.

Successful market interventions do require EECA staff to understand the specific nuances of that market or industry, and the technologies involved. This is particularly true when EECA staff are involved in direct engagement to influence market players and success is predicated on their ability to communicate as credible “experts”.

Developing a flexible team which can engage with credibility, and conduct core delivery activities consistently, has benefits both to the effectiveness and efficiency with which EECA conducts its programmes, and the professional development of staff.

The proposal reflects the current focusing of market delivery activity in the residential and transport sectors to two programmes: WUNZ:HHR and Electric Vehicles; and the reduction in delivery activity as a result of programmes we are exiting (e.g. EnergyStar) or operating at lower investment levels (e.g. NABERSNZ, VFEL).

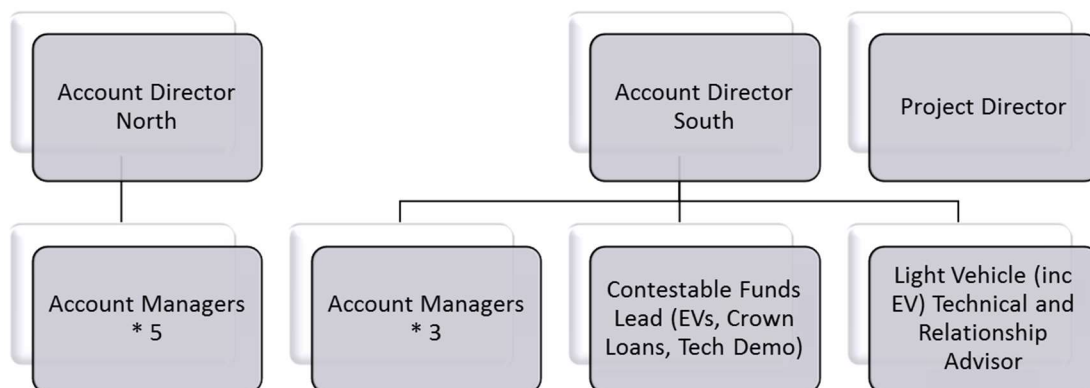
Over the past year, consideration has been given to the resourcing requirements for the WUNZ:HHR project as it moves towards its completion, and more recently the LEV contestable fund and information campaign projects as they now move into more mature delivery. This has formed the basis for the proposed resourcing of these projects as we progress through 2017/18.

In regards to resourcing of engagement with large energy users, it was noted that during the past two and a half years the Business Team has been utilising attrition and has reduced the group by 3 roles over this time.

It is proposed that the Market Engagement team comprises four teams working closely together and across the other two Groups:

- Programme Market Engagement Team;
- Service Provider Management Team;
- Communications and Engagement Team;
- Standards and Regulation Team.

Programme Market Engagement Team



This team currently manages a programme of direct engagement with NZ's largest energy using businesses. Account Managers work with Large Energy Users to improve energy efficiency and expand the use of renewable energy sources thereby improving NZ's energy productivity and reducing carbon emissions.

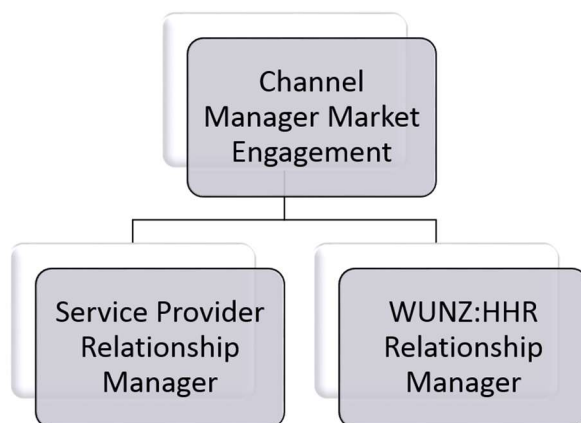
It also manages a number of funds providing grants to industry initiatives in electricity efficiency and renewables for example Technical Demonstration projects and Crown Loans. It is now proposed that this team also manage the Low Emission Vehicles Contestable fund as this now moves into business as usual delivery.

The following changes are proposed for this team:

- Those roles which are currently responsible for monitoring and reporting Business programme performance will be reassigned to the new Measurement and Reporting team;
- The Project Manager for Tech Demos will be redeployed to the Contestable Funds Lead which will include Crown Loans and the EV fund, and will be supported by a Light Vehicles Technical and Relationship Advisor

Further details on the impact of this proposed change on current roles, and description of proposed new roles, can be found in the Summary of Proposed Position Impacts section.

Service Provider Management Team



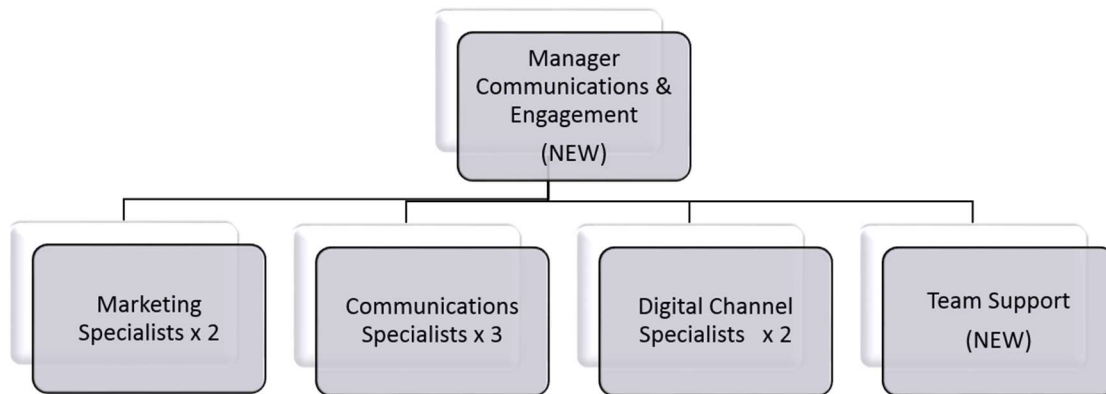
The purpose of the Service Provider Management team is to build industry capability by engaging and supporting service providers. This is proposed to now include service providers across EECA's target markets and in particular business and residential.

The following changes are proposed for this team:

- The WUNZ:HHR relationship manager will become part of the Service Provider Management Team.

Further details on the impact of this proposed change on current roles, and description of proposed new roles, can be found in the Summary of Proposed Position Impacts section.

Communications and Engagement Team



There is a clear expectation that EECA should be the authoritative source of information to New Zealand businesses and consumers on energy efficiency conservation and renewables. It is expected to provide trusted and relevant information in a manner which generates behavioural change and action. The proposal is to integrate how EECA provides targeted information to consumers and businesses by rethinking its communication and information provision functions.

It is proposed that one integrated team provides specialist information and behavioural change expertise, and to enable that team to play a key role in defining behavioural change initiatives, and as part of this to work as an integral part of market engagement programmes.

As such it will:

- provide key thinking to the programme design process and so work closely with the Strategy and Programme Development team;
- work as part of market engagement teams designing specific information products which are delivered through appropriate channels, and managing specific media and issues;
- conduct research into target markets (households and businesses) to help inform programme design and monitor performance;
- manage EECA's digital presence and deliver effective website maintenance;
- help maintain EECA's brands as valuable assets.

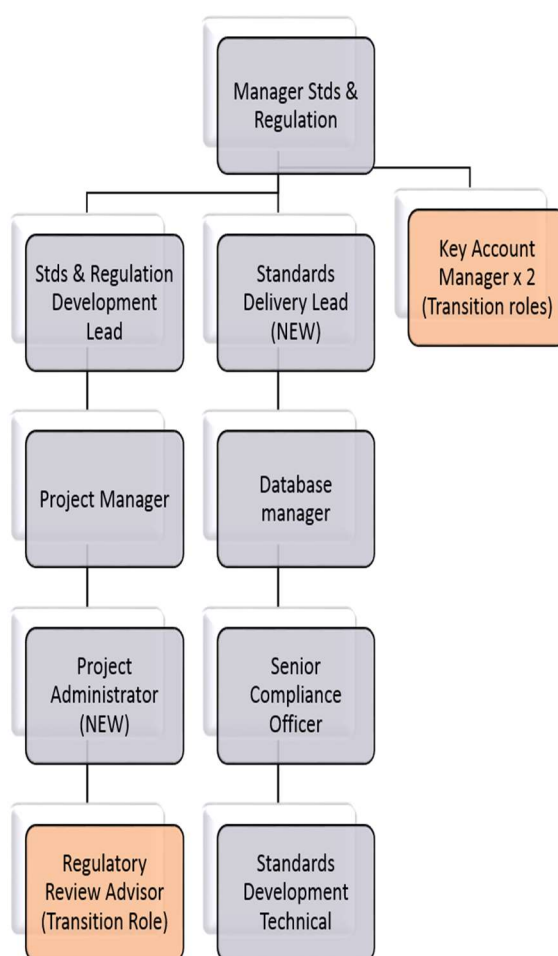
The following changes are proposed for this team:

- A new management role;
- The existing Senior Advisor Communications roles for Residential and EVs will be reassigned to this team;
- The existing Senior Advisor Marketing roles for Business and Residential will be reassigned to this team;

- The existing digital channel specialists will be reassigned to this team;
- The current fixed term marketing support role will become a permanent role of Team Support;
- A new role of Senior Advisor Communications for Business will be created.

Further details on the impact of this proposed change on current roles, and description of proposed new roles, can be found in the Summary of Proposed Position Impacts section.

Standards and Regulation Team



The proposal is to strengthen EECA's ability to deliver New Zealand specific standards and regulations, and to recognise the exit of Energy Star and the fuel efficient tyres programme. This team will help assess the need and benefit for regulatory interventions and drive them through the E3 programme with an emphasis on including NZ priority projects based on strong, robust data and sound economic analysis.

It is expected that this team will expand its scope of activities by not only focusing on products and point of sale but also considering standards and regulation for systems and supply (potentially gas and other fuels, innovative electricity). This team will: work with industry to design and implement

regulated and voluntary standards; provide technical input into NZ standards development; and ensure effective compliance with regulation.

It is proposed that this team has two delivery parts: standards and regulation development (a small team consisting of a Development Lead, Project Manager and Project Administrator); and standards delivery, responsible for industry engagement; compliance and information provision and technical rigour.

The following changes are proposed for this team:

- It will be renamed Standards and Regulation, and be relocated to the Market Engagement Group;
- Project Managers will be reduced to one, plus an administrator;
- Compliance Officer roles will be reduced to one Senior Compliance Officer;
- A new role of Standards Delivery Lead will be created ;
- Key account manager roles will be phased out and the existing regulatory review process completed.

Further details on the impact of this proposed change on current roles, and description of proposed new roles, can be found in the Summary of Proposed Position Impacts section.

Strategy and Performance Group

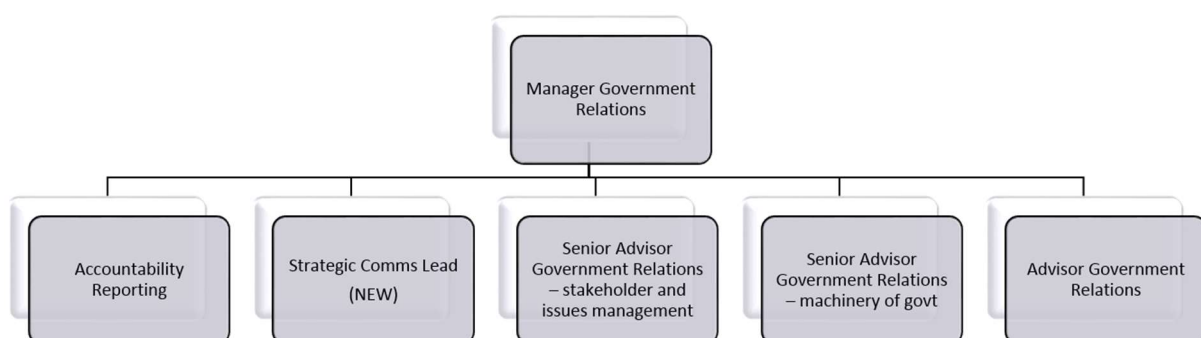
The Strategy and Performance Group will be accountable for:

- effective relationships and communication with: the Minister and her office, EECA's monitoring agency and other government partners;
- developing strategy for Board consideration, and reviewing and then developing initiatives to deliver the NZEES;
- management of the investment programme portfolio: from pipeline, through design and initiation, to monitoring and reporting so as to achieve greatest public benefit for NZ;
- effective levy consultation and reporting;
- analysing available market and performance data to lead future thinking and report EECA performance;
- reinforcing EECA's authoritative voice on the benefit of energy efficiency, conservation and renewables.

It is proposed that the Strategy and Performance Group comprises three teams working closely together:

- Government Relations Team;
- Strategy and Programme Development Team;
- Measurement and Reporting Team.

Government Relations Team

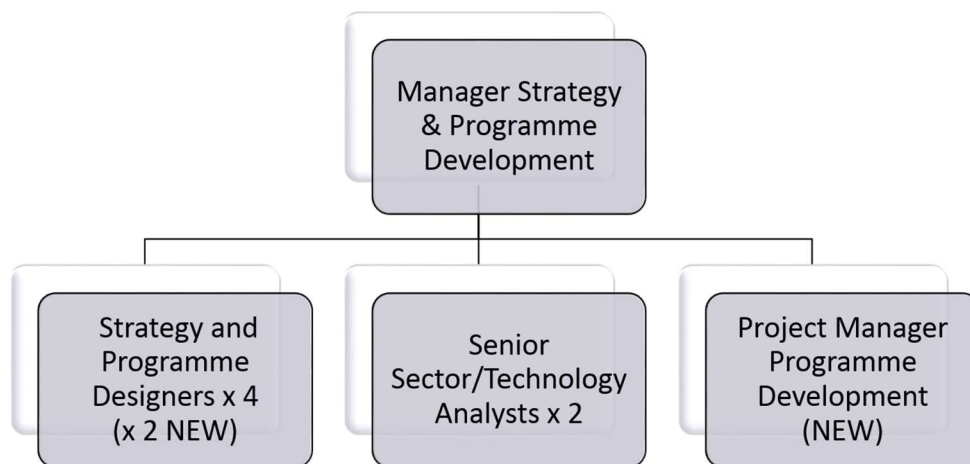


The following changes are proposed for this team:

- The Business Intelligence Advisor to be renamed to Accountability Reporting and to be reassigned from the Corporate Services Group;
- A new role to be created of Strategic Communications Lead.

Further details on the impact of this proposed change on current roles, and description of proposed new roles, can be found in the Summary of Proposed Position Impacts section.

Strategy and Programme Development Team



There are high expectations that in a time of accelerating technological advances, EECA will keep abreast of these advances and:

- be able to identify and target the opportunities within its functions that can deliver the greatest public value at the lowest cost
- be sufficiently agile to respond quickly to evolving opportunities, deliver public benefits and when necessary exit.

To meet this expectation it is proposed to strengthen the management of EECA's programme pipeline, and evidence based programme design. This was a significant area of improvement identified by the programme reviews (2016).

This team will ensure that the portfolio of programmes is responsive to market opportunities and being refreshed whenever required.

The Strategy and Programme Development team will have a clear mandate and accountability for the programme design function. It will be resourced with the required project management and stakeholder management skills to facilitate cross-government and cross-EECA input. Using the operating model framework this team will be expected to manage effective and efficient programme initiation.

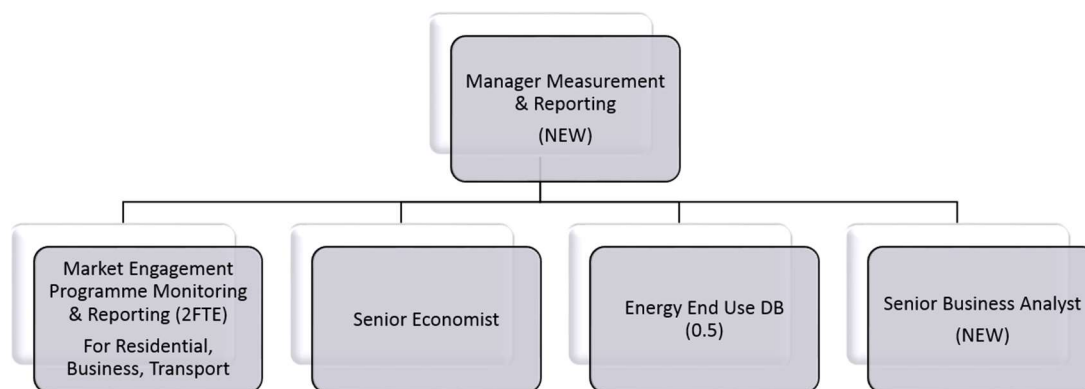
The following changes are proposed for this team:

- The Senior Energy Economist will be reassigned to the new Measurement and Reporting team;

- The Senior Analyst Energy Information will be redeployed to the new Measurement and Reporting team, and be reduced to .5FTE;
- A new role of Project Manager Programme Development will be created to deliver timely outputs;
- Two new permanent analyst roles will be created to strengthen the team.

Further details on the impact of this proposed change on current roles, and description of proposed new roles, can be found in the Summary of Proposed Position Impacts section.

Measurement and Reporting Team



The proposal is to create a new team to build capability in data analytics for EECA's target markets, both to inform future strategy and intervention, and to establish a consistent and verifiable approach to EECA's programme measurement and performance reporting. This team will be expected to provide insights into EECA's markets and performance by:

- turning energy related data and information, into intelligence that is relevant to making decisions and gauging progress in respect to NZ energy savings, and their economic, environmental and social co-benefits;
- implementing effective data collection, analysis and reporting which allow effective measurement of EECA programme performance and related public benefits.

The following resources are proposed for this team:

- A new Management role is created;
- A new Senior Business Analyst role is created;
- The Senior Energy Economist is reassigned to this team;
- The Energy End Use Database role is redeployed to this team and is .5FTE;
- Two existing roles from the Business Group focused on programme monitoring and reporting are reassigned to this team.

Further details on the impact of this proposed change on current roles, and description of proposed new roles, can be found in the Summary of Proposed Position Impacts section.

Corporate Services Group

The Corporate Services Group is accountable for:

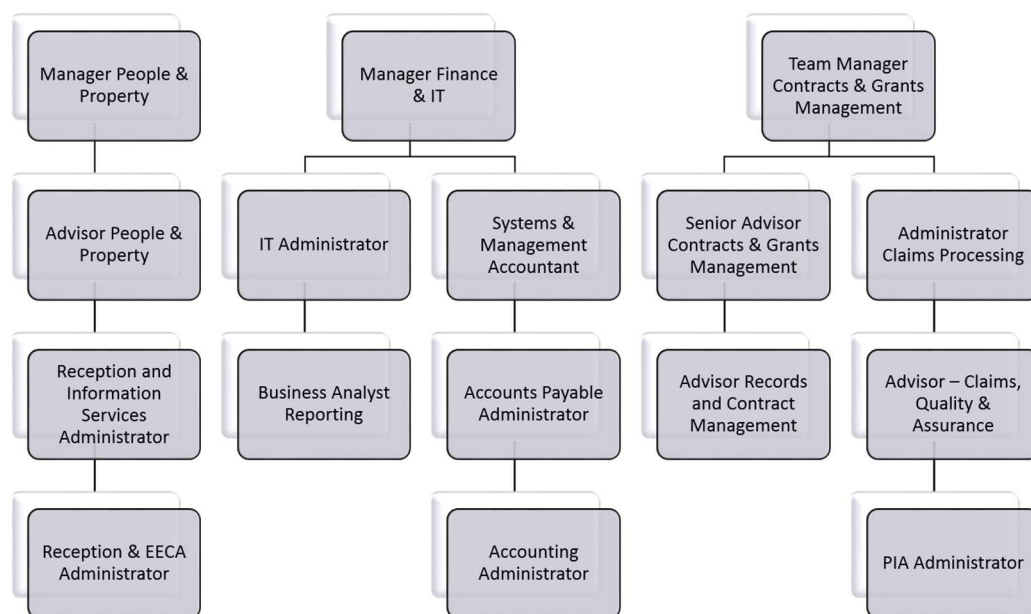
- support services and frameworks which make sure we deliver programmes to meet quality standards, in the most cost effective way;
- services to support effective governance of EECA's work, and to fulfil EECA's public service responsibilities

These support services include Finance, IT, HR, Health and Safety, Property and Facilities Management, Centralised administrative support, Information services, Reception services for EECA and HRC, Contract management, Records management, Quality Assurance, Claims and Grants processing, Government Procurement.

During the past three years the Corporate Services group has used a combination of natural attrition and organisational change to improve efficiency and has reduced required resources by 4 roles.

The only change proposed to this Group is that the Senior Advisor Business Intelligence role be reassigned to the Government Relations team. But the expectation is that this role (as with others) will work closely with the Corporate Services Group.

Please refer to the team structure below:



Other CE Reports

It is proposed that, in addition to the General Managers and Executive Assistant, the following roles will report directly to the CE.

The first is a Transport Sector Specialist role. This is a new role which reflects the strategic importance of the transport sector within the NZEECS and EECA's strategy. This role will input into the strategic thinking on the required transition of the NZ Transport System to greater use of renewable energy sources and the part EECA can play. It will also help influence and develop government policy (as opportunities arise), particularly with MoT and NZTA, to achieve this objective.

The role will also reinforce EECA's "authority" role in the transport area by ensuring EECA is up to date with transport energy related developments, and will work closely with major industry stakeholders and help to convey key messages to target audiences.

A direct reporting relationship will enable the CE to be actively involved in, and across, the evolving transport sector opportunities, relationships and issues, which are of strategic importance to EECA.

In addition, two WUNZ:HHR Stakeholder Management transition roles will report to the CE. These roles will continue to promote the WUNZ:HHR programme with key stakeholders (including DHBs) until EECA has generated the required market take-up to successfully complete the programme and achieve targeted return on investment. The successful completion and exit of the WUNZ:HHR programme is a priority for EECA in 2017/18, and a direct reporting relationship will enable the CE to keep abreast of the progress and issues.

Summary of Proposed Position Impacts

The following table summarises the proposed impact on existing positions, by current teams. Proposed new contestable positions are then listed on page 22.

Note: If a position is not listed in this table, there is no proposed change.

Current Team / Position	Description of Impact
General Management Team	
General Manager Business	Position disestablished. Contestable process for other roles.
General Manager Residential	Position disestablished. Transition role to 31 March 2018
General Manager Transport	Position disestablished. Redeployment to Transport Sector Specialist.
General Manager Strategic Delivery Services	Redeployment to General Manager Strategy and Performance Group
Residential	
Manager Partnership Funding	Position disestablished. Contestable process for other roles.
Relationship Manager Health	Position disestablished. Transition role to 31 March 2018 on a .5FTE basis
Relationship Manager Service Providers	Reassigned to Service Provider Management team in the Market Engagement Group
Contract role	Contract will finish as per current completion date.
Transport	
Relationship Manager Heavy Transport	Position disestablished. Contestable process for other roles.
Relationship Manager Light Vehicles	Reassigned to Light Vehicle (incl EV) Technical and Relationship Advisor in Programme Market Engagement Team, in the Market Engagement Group.
EV Contestable Fund Lead	Fixed term contract will finish at end of contract
Business	
Project Manager	Redeployed to Contestable Funds lead (EV, Crown Loans, Tech Demo) in the Programme Market Engagement Team in the Market Engagement Group
Governance and Reporting Specialist	Reassignment to Market Engagement Programme Monitoring and Reporting in the Measurement and Reporting team, within the Strategy and Performance

Current Team / Position	Description of Impact
	Group
Funding Application and Systems specialist	Reassignment to Market Engagement Programme Monitoring and Reporting in the Measurement and Reporting team, within the Strategy and Performance Group
Marketing Team	
Manager Marketing	Position disestablished. Contestable process for other roles.
Senior Advisor Marketing (x2)	Reassignment to Communications and Engagement Team, in the Market Engagement Group
Digital Channel Specialist (x2)	Reassignment to Communications and Engagement Team, in the Market Engagement Group
Senior Advisor Fixed term roles x 2	Fixed term roles will be extended to cover any transition requirements.
Marketing Assistant Fixed term role	Fixed term contract will finish. Contestable process for Team Support role.
SPP Team	
Manager SPP	Reassigned to Manager Strategy and Programme Development
Senior Advisor SPP	Reassigned to Strategy and Programme Designer
NABERSNZ Technical Specialist	Reassigned to Senior Sector /Technology Analyst
Senior Analyst Tech and Research	Reassigned to Senior Sector /Technology Analyst
Analyst SPP	Reassigned to Strategy and Programme Designer
Senior Energy Economist	Reassignment to Senior Economist in the Measurement and Reporting team.
Senior Analyst Energy Information	Position disestablished as full time role. The role is proposed as a .5FTE role and could be redeployed.
Fixed term roles x 2	Fixed term roles will finish at end of contract. Contestable process for Strategy & Programme Designer roles.
Communication and Government Relations Team	
Manager Communications and Government Relations	Redeployed to Manager Government Relations.
Senior Advisor Government Relations (x 2)	Reassigned to Government Relations Team.
Advisor Government Relations	Reassigned to Government Relations Team
Senior Advisor Communications (x2)	Reassigned to Communications & Engagement Team, in the Market Engagement Group

Current Team / Position	Description of Impact
Fixed term positions (x1)	Fixed term role will finish at end of contract. Contestable process for other roles.
Efficient Products	
Manager Efficient Products	Reassignment to Manager Standards and Regulation, in the Market Engagement Group
Senior Advisor Efficient Products	Reassignment to Standards and Regulations Lead, in the Standards and Regulation team, Market Engagement Group
Project Manager Efficient Products (x2)	Positions disestablished. Contestable process for 1 x Project Manager role and other roles
Project Manager Efficient Products (x1)	Position disestablished. Redeployed to Regulatory Review Advisor and this is a transition role. This reflects the current work being undertaken. Contestable process for other roles
Information Project Manager	Reassignment to Database Manager in the Standards and Regulation team, Market Engagement Group
Senior Advisor Standards	Redeployment to Standards Development Technical in the Standards and Regulation team, Market Engagement Group
Key Account Manager (x2)	Positions disestablished after transition period to 30 September 2017. Contestable process for other roles
Compliance Officer (x2)	Positions disestablished. Contestable process for 1 x Senior Compliance officer role, and other roles
Corporate Services	
Senior Advisor Business Intelligence	Reassignment to Accountability Reporting role in the Government Relations team in the Strategy and Performance Group

KEY:

Reassignment: Roles and responsibilities of this position are not materially different, but:

- May be moved into a different team;
- May be a different job grade;
- May have a new reporting line; or be
- Given a different name.

Redeployment: Although the roles and responsibilities may be materially different, the candidate is identified as having the capability with support and training to perform them.

Disestablishment of position: This position(s) will no longer exist within the organisation because there are materially different changes to the roles and responsibilities of the position; or there is a reduction in the number of positions.

Contestable process: Staff will go through an application and assessment process to determine the best candidate; due to:

- Changes in the nature of the work done by the position; and / or
- Reduction in number of the roles; and / or
- The nature of the existing employment agreement.

Risk management: Transitioning EECA

The changes that are being proposed will require careful planning and transition so that we balance our 'business as usual' responsibilities to deliver our current programmes and initiatives while re-organising ourselves into the final structure and teams.

Proposed New Positions - Contestable

The following table summarises the proposed new positions and how it is proposed that these positions are recruited.

Team / Position	Proposed Recruitment Approach
Leadership Team	
General Manager – Market Engagement	Internal recruitment
Market Engagement	
Manager Communication and Engagement	Internal/external recruitment
Communications and Engagement	
Senior Advisor Communications	Internal recruitment
Team Support	Internal recruitment
Standards and Regulations	
Standards Delivery Lead	Internal/external recruitment
Project Manager	Internal Recruitment
Project Administrator	Internal/external recruitment
Senior Compliance Officer	Internal recruitment
Measurement and Reporting	
Manager Measurement and Reporting	Internal/external recruitment
Senior Business Analyst	Internal/external recruitment

Team / Position	Proposed Recruitment Approach
Government Relations	
Strategic Communications Lead	Internal/external recruitment
Strategy and Programme Development	
Strategy and Programme Designer (x2)	Internal/external recruitment
Project Manager Programme Development	Internal/external recruitment

Staff Consultation

EECA has clear and established policies and procedures for managing a proposal for change, and these will be followed over the next few months.

Guiding Principles

- We have a focus to retain valuable skills and experience wherever possible, while meeting the objective of the proposal for change ¹;
- Transparency and openness: Listen to staff concerns, share ideas early, seek and share feedback regularly and openly;
- All staff will be supported and respected through the process;
- Staff feedback will also be considered as an important part of the final proposal decision;
- The proposed new structure must set teams up for success and contribute to a positive working environment;
- That all teams continue to be able to focus on the delivery of existing programmes for EECA, consistent with EECA's strategic plan, while team business plans will be modified to reflect the operating model; i.e. continued delivery of contracted objectives to Government; and
- Impacted teams or individuals are able to transition their work in a structured, well-organised and considered manner.

EECA Policy / Organisational Change²

In the situation of change, EECA will endeavour to retain valuable skills and experience wherever possible, while meeting the objectives of any review. When EECA has initiated a review that is likely to result in organisational change it will notify staff and the PSA as soon as possible.

Organisational change occurs when EECA makes a decision that requires:

- A reduction in the number of employees, and/or reductions to employees' current job size/salary, or

¹ Section 6 'Management of Change', Page 22, EECA and PSA Collective Agreement 2016- 2018.

² HR017 Management of Organisational Change Policy - May 2013. <http://eeca.intranet/file/1241>

- Significant changes to work structures, or
- Significant changes to employees' current positions and/or the nature of their work³.

Unless otherwise agreed, severance is available only as a last resort.

³ Section 6 'Management of Change', Page 22, EECA and PSA Collective Agreement 2016– 2018.

Consultation Process

Consultation is an essential part of the change process. Staff and the PSA will have the opportunity to be involved and consulted and their views taken into account by EECA before decisions are finalised in any change situation⁴.

The consultation document will be released to all staff in the first week of **May 2017**, with affected staff and teams having been advised prior to this, and continue for a two week period. During this time you can submit your feedback about this proposal for change in three ways:

- Via email to myfeedback@eeca.govt.nz
- Via the PSA; &
- Verbally during scheduled team meetings with HR representatives and the Chief Executive Andrew Caseley.

Your feedback will be held in the strictest of confidence and be considered by the Manager People and Property and the Chief Executive as part of the final decision. FAQs and a summary of the feedback received will be posted for staff on the intranet during the consultation period, so that staff have visibility of what is being considered throughout the process.

Grading of roles

The grading approach that the HR team will take is to provisionally assign the grades according to benchmark roles in our grading structure. This is because it may not be appropriate to conduct the usual Evaluation Committee process due to some committee members being directly affected by the proposal. The final grades can be decided once a confirmed decision is made about the final structure and roles; if necessary EECA will seek external assistance to size a (new) position.

Support

Support services will be made available to all staff through EAP Services, it is a confidential service. These include counselling, career planning advice, financial planning advice and job search assistance where required. In addition they will provide career transition support services.

You are able to contact EAP directly and say that you are from EECA, the EAP details are:

- Email wn@eapservices.co.nz or Phone 0800 327 669
- <https://www.eapservices.co.nz/>

Alternatively, you are also able to contact the HR Team in Wellington to discuss your thoughts, any ideas or concerns. You are also able to contact your PSA representatives to discuss the proposal:

- Amelia Smith 04 470 2443 and Allen Davison 04 470 2211

⁴ HR017 Management of Organisational Change Policy - May 2013. <http://eecaintranet/file/1241>

Proposed Schedule

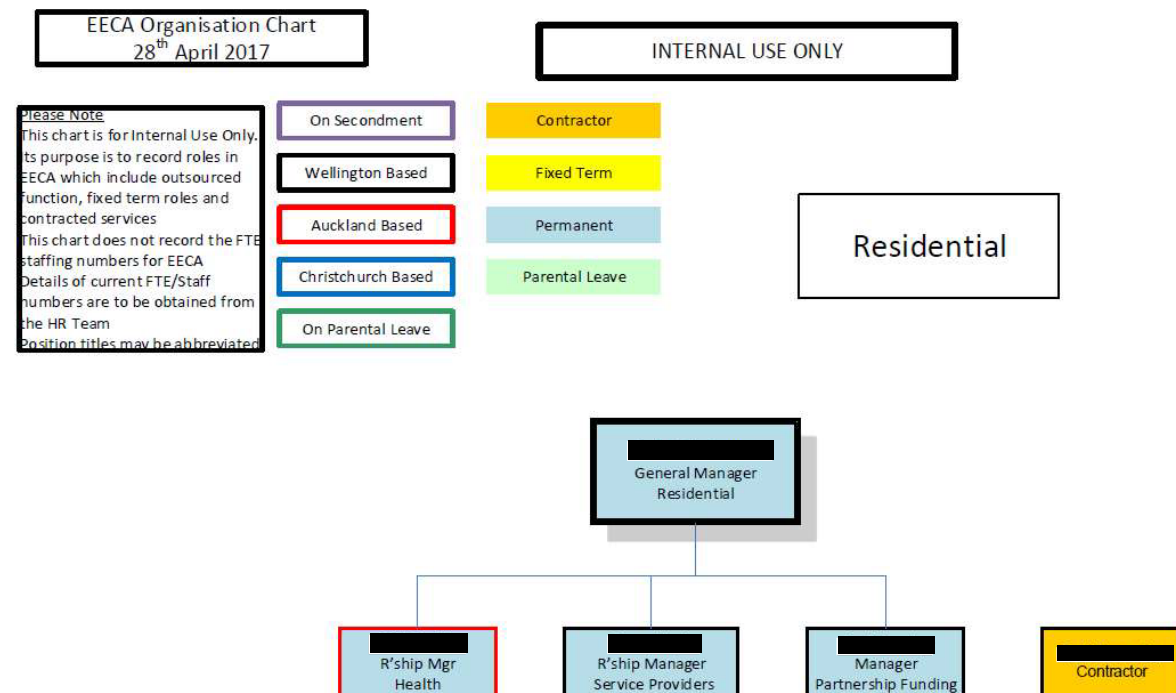
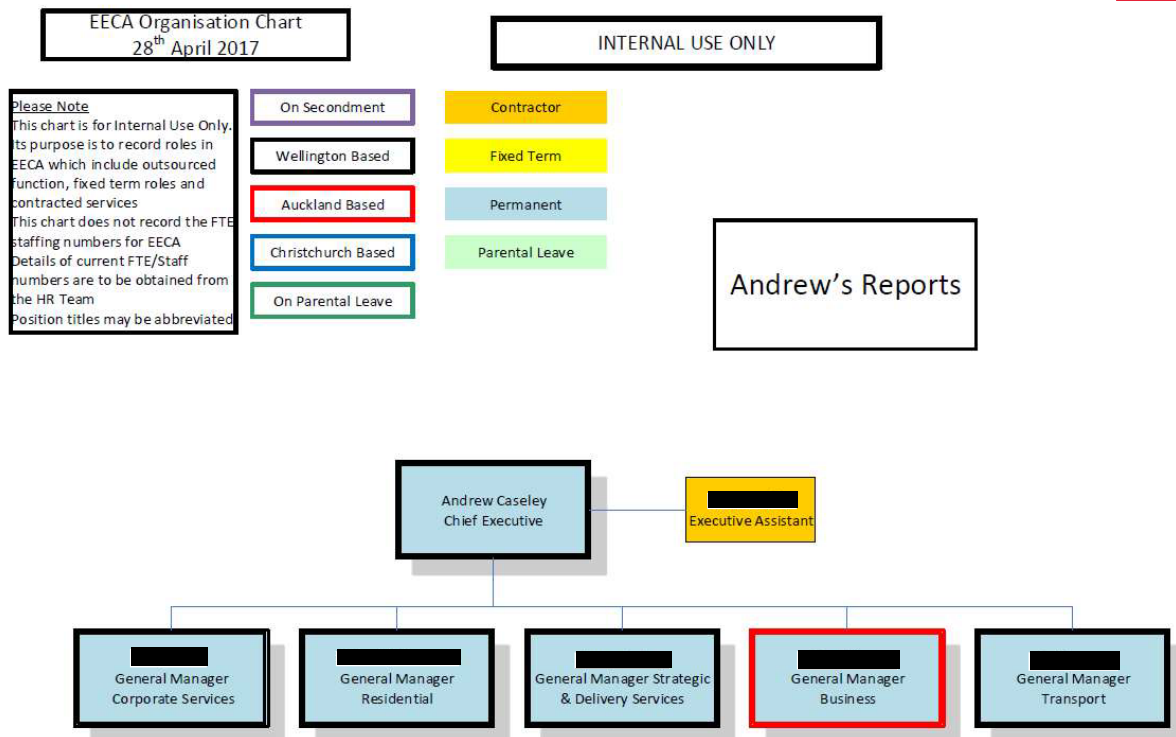
This table shows the proposed timeline for the consultation process.

Activity	Date
PSA briefing	Thursday 27 April 2017
Present proposal for change to affected staff	Monday 1 – Tuesday 2 May 2017
Present proposal for change to all of EECA (2 weeks) Consultation document to all staff via intranet and special EECA update meeting & feedback begins	Tuesday 2 May 2017
Proposal Question & Answer sessions	To be scheduled as per team and/or individual requests.
Consultation period ends	Tuesday 16 th May 2017 10am
Review of feedback (2 weeks)	Tuesday 16 th May – Tuesday 30 May 2017
Final decision and implementation	Week beginning Tuesday 6 th June 2017
Present final decision to PSA	Week beginning Tuesday 6 th June 2017
Present final decision to affected staff	Week beginning Tuesday 6 th June 2017
Present final decision to impacted teams	Week beginning Tuesday 6 th June 2017
Present final decision to all of EECA	Week beginning Tuesday 6 th June 2017
Contestable recruitment process	Commences June 2017
End of the recruitment process / announcement of roles	Dependent on the final decision.
Transition planning period	Dependent on the final decision & individual circumstances.
Begin transition to new structure	July 2017
Completion of the transition	Implementation completed by end of September 2017 other than identified transition roles extending beyond this date.

Appendix 1: Existing Organisational Chart – April 2017

<http://eecaintranet/file/8196>

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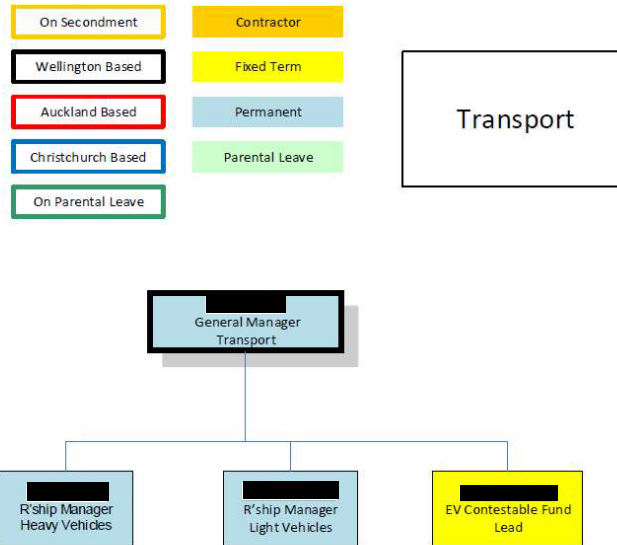


EECA Organisation Chart
28th April 2017

INTERNAL USE ONLY

9(2)(a)

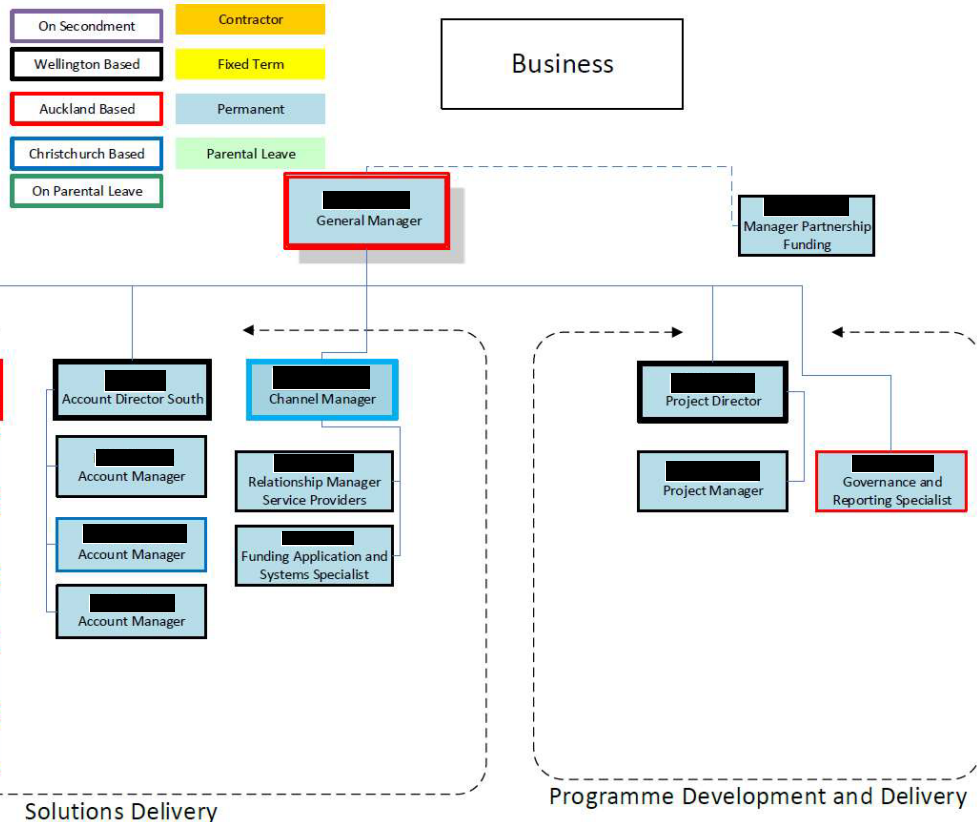
Please Note
This chart is for Internal Use Only. Its purpose is to record roles in EECA which include outsourced function, fixed term roles and contracted services. This chart does not record the FTE staffing numbers for EECA. Details of current FTE/Staff numbers are to be obtained from the HR Team. Position titles may be abbreviated.

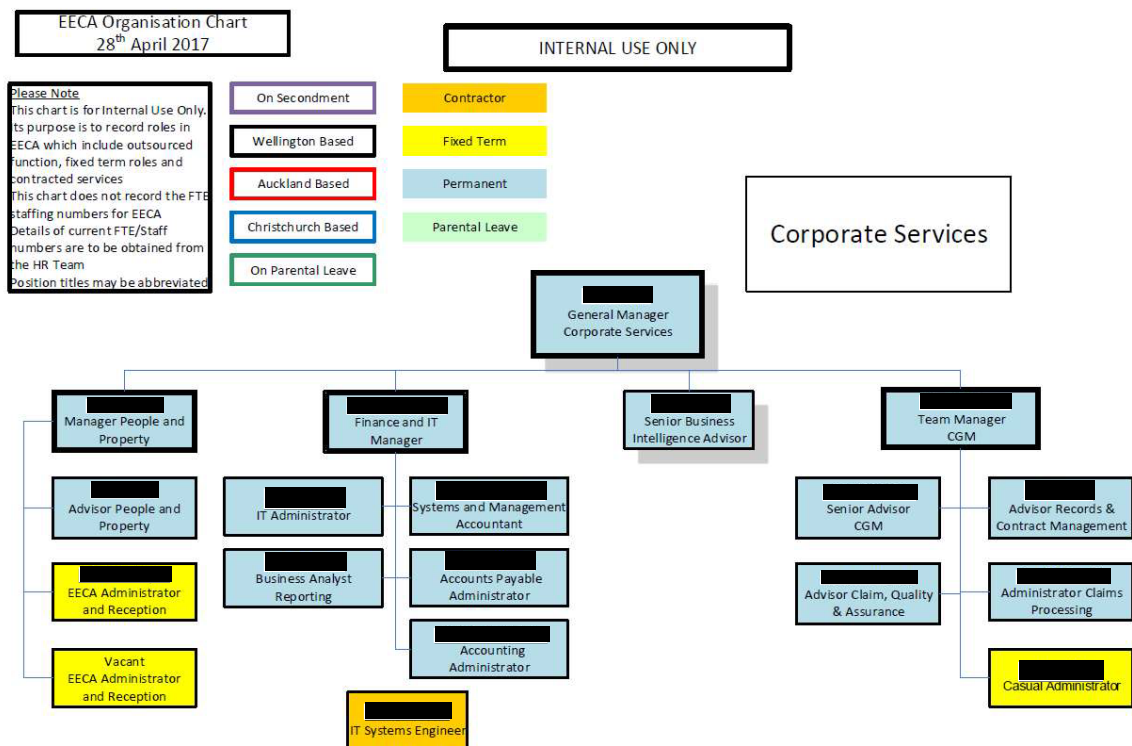
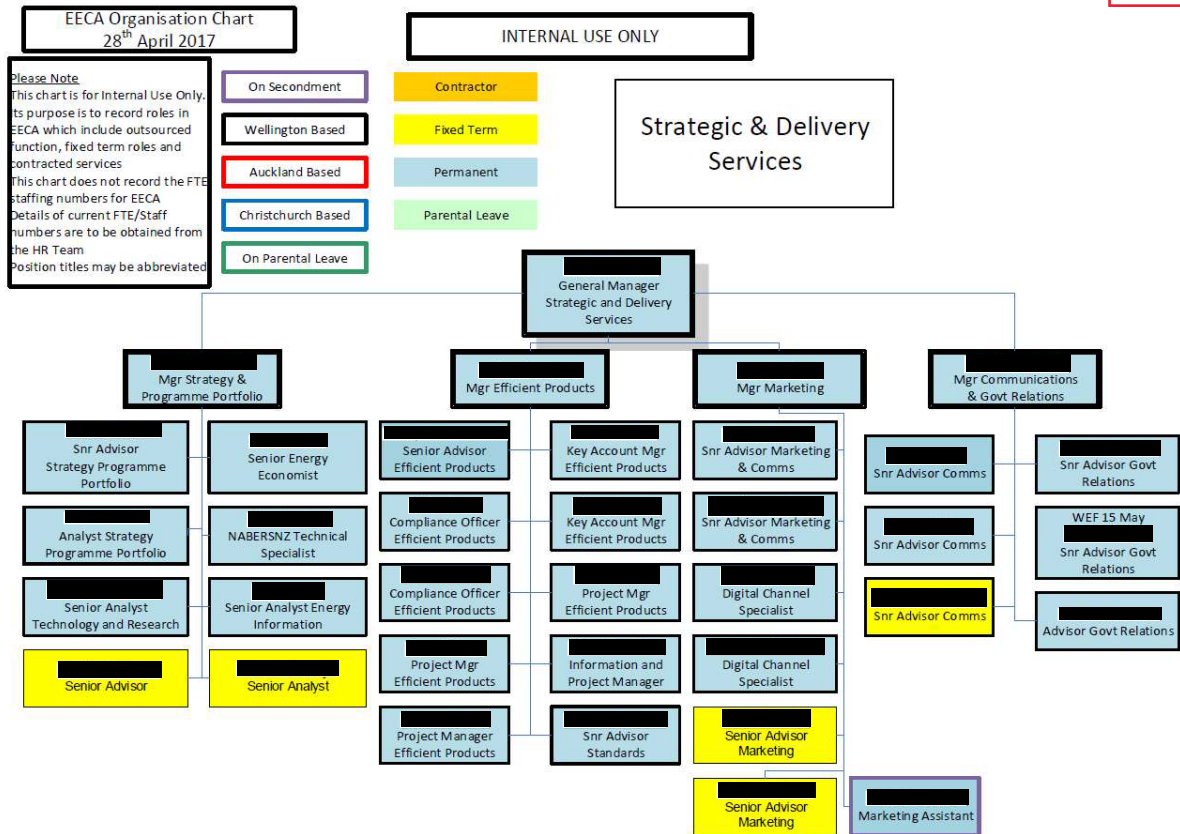


EECA Organisation Chart
28th April 2017

INTERNAL USE ONLY

Please Note
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Appendix 2: Job specs for proposed new positions

General Manager Market Engagement Group

Accountability

Delivering market change programmes that will result in significant, cost effective and sustainable energy savings, and related public benefits. Managing a team which is focussed on lifting New Zealand's energy efficiency performance in the residential, business and transport sectors.

Integrating and aligning all market engagement activity (information, regulation, capability building, direct engagement), and ensuring EECA maintains its authoritative presence in the market. This involves developing and maintaining partnerships which leverage EECA's resources in the market.

Build and manage strong relationships with key stakeholders and influencers – in particular business leaders, levy payers' industry representatives and lobby groups.

Capabilities/competencies

- Industry experience
- Commercial orientation
- Partnership Acumen
- Strong customer focus
- Managing vision and purpose
- Directing others
- Strategic perspective
- Results oriented

Manager Communications and Engagement Team

Accountability

EECA is an authoritative source of information to New Zealand businesses and consumers on energy efficiency conservation and renewables. It is expected to provide trusted and relevant information in a manner which generates behavioural change and action. The Communications and Engagement team is core to meeting this expectation.

The Manager Communications and Engagement will strengthen how EECA provides targeted information to consumers and businesses by rethinking its communication and marketing functions. The role is responsible for managing a newly formed team of communication and marketing specialists and will initially work to redefine their role in:

- delivering behavioural change,
- strategic management of EECA's brands and digital presence, and
- being integral members of market engagement teams.

The role will be expected to work right across EECA – but particularly with the Strategy and Programme Development Team, and the other Market Engagement teams.

Capabilities/competencies

- Future orientation and Innovative thinking
- Communicating vision and purpose
- People and thought leadership
- Change management experience
- High level analytical and problem solving approach
- High levels of stakeholder management

Senior Compliance Officer

Accountability

Assess how industry compliance with regulation and voluntary standards is best achieved.

Achieving balance between investigating breaches of the regulations and technical information, and maintaining strong industry relationships in support of the intervention objectives.

Extend the compliance function beyond products and labelling to achieving compliance with standards and regulation for systems and supply.

Capabilities/competencies

- Industry experience
- Partnership Acumen
- Commercial orientation
- Future orientation
- Results and action oriented

Standards Delivery Lead

Accountability

Strategic approach to industry engagement

Influencing key stakeholders to achieve mutually beneficial outcomes

Work with industry to implement standards and regulation

Capabilities/competencies

- Influencing
- Industry experience
- Partnership Acumen
- Commercial orientation
- Strong customer focus
- High levels of stakeholder management
- Results and action oriented

Project Administrator

Accountability

Support the activities of the team, undertaking tasks and projects as required, including assisting with the co-ordination and organisation of meetings and events.

Provide knowledge and expertise in Microsoft Office products in particular Word and Excel

Capabilities/competencies

- Results and action oriented
- Planning
- Strong customer focus
- Collaborative team player

Manager Measurement and Reporting Team

Accountability

Responsible for managing a newly formed team which will have a focus on building capability in, and then delivering, measurement and performance reporting. This includes looking at data both at the macro and micro level, and includes cost benefit and potentials analysis.

Responsible for improving the way we capture data, analyse and report on it.

Responsible for ensuring that programme data is monitored and verified in a robust manner, and that effective controls are in place so that our performance measures demonstrate the value of our programmes

The role will be expected to work right across EECA – but particularly with the Strategy and Programme Development Team, and the Market Engagement Group.

Capabilities/competencies

- People and thought leadership
- Continuous improvement focus
- Change management experience
- High level analytical and problem solving approach
- Innovative thinking
- High levels of stakeholder management
- Solid understanding of EECA's activities, data systems, capture mechanisms, and reporting tools in a government agency environment.
- An ability to convert data into meaningful performance assessment

Senior Business Analyst

Responsible for improving the capability of EECA's measurement frameworks and data capture processes.

Responsible for defining requirements, determining capability gaps and developing approaches to enhance existing processes and build new processes where applicable.

Work across EECA to design and maintain the processes and controls that will support and enable the transformation of our data capture and reporting.

Design innovative ways to visualize and present data.

Capabilities/competencies

- Advanced business analyst experience
- Demonstrated commitment to customer service and continuous improvement
- Strong relationship building skills
- Excellent communication skills
- Proven analytical and problem solving capability
- Ability to analyse and interpret statistical and performance related data and then report it
- Solid experience in working on a range of business integration projects

Strategic Communications Lead

Accountability

Managing the delivery of strategic communications external to EECA.

Focus on integrating the insights and knowledge developed by internal EECA teams and proactively publishing strategic and authoritative information on energy efficiency, conservation and renewables to government and other key stakeholders.

Manage high profile, strategic or political media risks.

The role will work closely with the CE and General Managers on identifying and prioritising opportunities for communicating key messages. The role will work closely with the Strategy and Programme Development team, and Measurement and Reporting team, to prepare and publish authoritative information.

Capabilities/competencies

- Government savvy and effective risk management
- Partnership acumen
- Future orientation
- Strategic perspective
- Strong media relationships

Project Manager Programme Development

Accountability

Responsible for facilitating and driving the design of EECA's programmes and interventions using the principles of EECA's operating model. Taking an inclusive approach involving internal and external stakeholders (other govt. agencies and industry bodies).

Ensuring that all programme design outputs (business case, intervention logic, monitoring and evaluation plans etc) are produced in a timely manner, are fit for purpose, and managed through their lifecycle as EECA information assets.

Driving both rigour and responsiveness: ensuring that EECA develops the processes, attitudes and skills to respond quickly to market, technology or political opportunities and directives, design interventions which will deliver public benefit, and then exit.

Taking a nimble approach to project management to direct the right people and other resources at the right projects at the right time.

Capabilities/competencies

- Project management and directing others
- Facilitation and stakeholder management
- Building effective teams
- Results and action oriented
- Innovation management

Transport Sector Specialist

Accountability

Maintain EECA's focus on the NZEECS transport priority areas (Freight and Light Passenger Fleet).

Build strong relationships with transport and energy sector leaders, industry associations, and central and local government.

Provide leadership, influence and foster collaborative working relationships across government and stakeholders to mine the public benefits potential in more energy efficient transport systems.

Lead EECA's "authority" role in the transport area by ensuring EECA is up to date with transport energy related developments, and publishing appropriate commentary for the benefit of NZ.

Continue to build cross government and industry relationships important to the successful implementation of the government's Low Emission Vehicles programme.

Capabilities/competencies

- Industry experience
- Partnership Acumen
- Government savvy
- Future orientation
- Innovation management

Embargoed until 12pm Friday 9 June 2017

EECA

Proposal for Change – Final Decision

June 2017

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Message from the Chief Executive

I would like to thank everyone for the engagement that has occurred since the Proposal for change was issued for your feedback in early May.

This engagement has taken a variety of forms including the receipt of 47 individual and combined written submissions as well as the two Q & A sessions and numerous one on one and collective sessions with either myself or with Jacqui Agar. This combined feedback has been extremely useful and has resulted in modifications to the original proposal. I am confident they better reflect what the changes are seeking to achieve.

Please take time to read this document thoroughly and clarify any matters which may be unclear. The document does not include the detail of how Groups and Teams will work day to day – this will evolve over time - but as I have stated previously, the way an organisation is structured is but one part of how effectively an organisation operates and achieves its objectives. It is the way we all interact and operate as a cohesive team which will be most important, and this will be an on-going work in process as we embed this in the way we work day to day, and have this as an integral part of our culture.

Only time will tell if the decisions contained in this document fully reflect the intent of the changes being made and so, if refinements are required going forward then they will occur.

There have been many changes made to role titles and there will be a further opportunity for people to suggest changes with their Group Managers if they feel they still do not best represent the function of the role, and I will make any final decisions on this by the end of June.

The reality of the changes being made will be difficult for a number of people so please continue to support one another and to reach out for support as you may require it, either through your line manager, HR or our external support provider EAP.

We will now move as quickly as we can to fill the identified roles and to embed the changes being made and as part of this it is my intention to meet with all Teams within each Group at the earliest opportunity to clarify any issues and to move through the change process into a “situation normal” just as quickly as possible.

Thank you again for all your input - it has been very valuable and I now look forward to your ongoing support as the changes are implemented.

Kind Regards,



Andrew Caseley

Introduction

Last month I put forward a proposal for organisational change. These changes are designed to:

- support refocused service delivery (as defined by the Statement of Performance Expectations 17/18);
- address areas of capability improvement required to better meet the functions of EECA.

The EECA Board has made business decisions for 2017/18 which will begin the transition towards stronger alignment of EECA's programme portfolio with the revised NZEECS. Decisions have been taken to refocus programmes and to stop, or reduce investment in some programmes. These have been based on the recommendations of the programme reviews and other influences eg the Levy changes. The Statement of Performance Expectations (2017/18) reflects these decisions and describes the market change and public benefits EECA has committed to deliver next year.

In addition the Minister's Letter of Expectations for 2017/18 has clear expectations of EECA being a lean and agile organisation which:

- has a strong understanding of the markets it works in, and keeps abreast of changes in those markets, particularly technology advances;
- is responsive to the opportunities for change, and can target those opportunities which deliver greatest public value at lowest cost;
- has the ability to deliver market change and exit.

This means further developing EECA's flexibility and capability particularly in the areas of: market analysis and research; programme design; and monitoring and reporting which requires considered data collection and analysis.

The proposal for change was focused on the immediate organisational change required to:

- fund the ongoing years of the Electric Vehicles programme;
- implement programme decisions (refocus, stop, reduce investment) to align EECA's programme portfolio with the revised NZEECS, government expectations and Board decisions;
- align programme activity to the new Levy arrangements;
- respond to the key findings of the programme reviews (particularly bolstering capability), and to the Minister's expectations (as expressed in the LOE 2017/18) .

Following a two week consultation period useful and constructive staff feedback has been received and fully considered. In response some adjustments have been made to the scope and nature of the organisational change, and transitional arrangements. This document provides the details of the final decision making.

Consultation Process

Thank you to everyone who provided feedback on the proposal during the consultation period. This was a busy two weeks and there was a lot of debate and questions asked to clarify the intention and implications of the proposed changes.

Apart from the formal consultation activities such as: individual meetings with affected staff and PSA representatives; EECA Update presentations; and Question & Answer sessions (FAQs), The Manager People and Property and the Chief Executive had many discussions with individuals, small groups and teams.

It was pleasing to observe a broad cross section of staff engaging in discussion and debate on how the new structure would work in practice. This resulted in forty-seven thoughtful and considered submissions. Five submissions were received from teams/groups; forty-one submissions were received from individuals and one submission from the PSA. This level of engagement and the constructive nature of the submissions is a demonstration of EECA's positive and engaged culture, and is highly valued.

Each one of the submissions was considered and there were many common themes. It is not possible for each item of feedback to be described, or responded to in this document however it is useful to share the common themes and feedback which has led to the final decision.

Submission Themes

Across the submissions received there was strong support for:

- **the three Group structure** (Market Engagement; Strategy & Performance; Corporate Services) and the transition to a smaller, more agile leadership team;
- **integrating all market engagement activities**, both across the market dimension (business, residential, transport) and intervention tools (information and communication, standards and regulations, direct engagement, industry capability building, grant funding);
- **clear accountability for Programme Development**: defining accountability and capability requirements for programme development within the Strategy & Performance Group, with an emphasis on the need for the inclusion of market/delivery experience in this process;
- **clear accountability for data analytics**: defining clear accountability and capability requirements for data collection and analysis within the Measurement and Reporting Team;
- **integrating communication and marketing functions**: to form a team focused on achieving behavioural change and rethinking how EECA provides information to its markets.

Across the submissions received the following were common issues raised by staff:

- resourcing levels proposed for the EV projects given the priority of this work for EECA;
- resourcing levels and capability in Regulation development and implementation, within the Standards and Regulations team;
- resourcing levels and capability in marketing within the Communications & Engagement team, particularly with respect to the EV Information Campaign;
- clear accountability for WUNZ:HHR programme completion;
- the required transition arrangements of a small number of roles whose current functions cross over Market Engagement / Strategy and Performance activity.

Many submissions made useful suggestions for taking the proposed structure forward and making it successful. These included:

- clarifying operational delegations and accountabilities;
- operating cohesively as one entity and thereby maximizing effectiveness;

- building a stronger rapport with EECA's monitoring agency;
- clarifying the need for and obtaining market research related information ;
- teams with close relationships (e.g. Strategy & Programme Development and Measurement & Reporting teams) working on clarification of roles within business processes, interface points and expectations of each other;
- agreeing leadership principles;
- establishing a clear mandate from the EECA leadership team, to those managers responsible for achieving uplift in capability and resulting performance;
- working on internal and external communication processes;
- careful recruitment and selection to those new roles identified as developing new capability for EECA.

In the following section I explain the decisions I have taken as a result of receiving the staff feedback.

Final Decision

Confirming the importance of EECA's Operating Model

Many staff provided feedback which supported the principles of EECA's Operating Model. In particular the feedback supported the change to establish clearer accountability for: programme development within the Strategy & Programme Development team; and programme delivery within the Market Engagement Group.

The feedback reinforced the need to infuse EECA's programme development with both evidence based analysis, and market intelligence drawn from our engagement expertise and interactions. It was pleasing to read this feedback as there are high expectations of EECA as a delivery agency to have a strong understanding of our markets, and to respond quickly to the opportunities for change in those markets in a disciplined and evidence based way.

We will reflect these principles, and work to develop the necessary cross-EECA collaboration which underpins the Operating Model core competencies:

- An ability to turn energy related data and information, into intelligence that is relevant to making decisions about NZ energy efficiency and the use of renewable energy sources, and their economic, environmental and social co-benefits;
- Translating NZEECS priorities and related market opportunities into well designed, and well-articulated, programmes which achieve widespread internal and external commitment;
- An ability to build and retain the confidence of people and organisations with whom EECA needs to partner to effect positive change in New Zealand;
- Effecting market change through a structured engagement (partner, deliver, exit), designed to create market acceptance and motivation to continue and sustain the change.

The way we work, and the way we work together

Staff provided very clear feedback concerning improvements in how EECA manages its government relationships, our leadership style (both internal and external), clarity of operational authority (e.g. sign outs) and how we should work together better to get things done. This feedback is welcomed and strongly endorsed. Roles and team structures provide one dimension of what is needed to work effectively together. Very quickly we will establish a collaborative and supportive style of leadership as well as build our internal and external relationships; make our accountabilities clearer; and establish a culture which thrives on innovation and change, and demands and strives for high performance.

Our team structures and roles

Based on the feedback received, a number of adjustments to the proposed structure have been made. In summary it has been decided to:

- Increase the level of transition resourcing to the EV projects to ensure effective delivery while related organisational change is embedded. This includes marketing which will then be reviewed by the manager Communications and Engagement for any longer term need, and fund management resourcing;

- Maintain a core WUNZ:HHR programme team reporting to the Chief Executive for a transition period (until 30 September 2017 and 31 March 2018). This team will have accountability for the successful conclusion of the WUNZ:HHR programme. Following this transition period, any concluding programme activity and future WUNZ related activity will be embedded in the Market Engagement Group;
- Increase the level of resourcing and capability (.6FTE) in Regulation development and implementation;
- Recognise the specialist need for EECA's data analysis and performance measurement capability by bringing in additional external expertise into the organisation;
- Reconsider the transition of a small number of roles whose current responsibilities span both Market Engagement and Strategy & Performance activity.

EECA's Overall Structure

It has been confirmed that EECA will give effect to its role and purpose through three groups (and identified teams) whose leaders will now be referred to as Group Managers. EECA's overall structure will be:

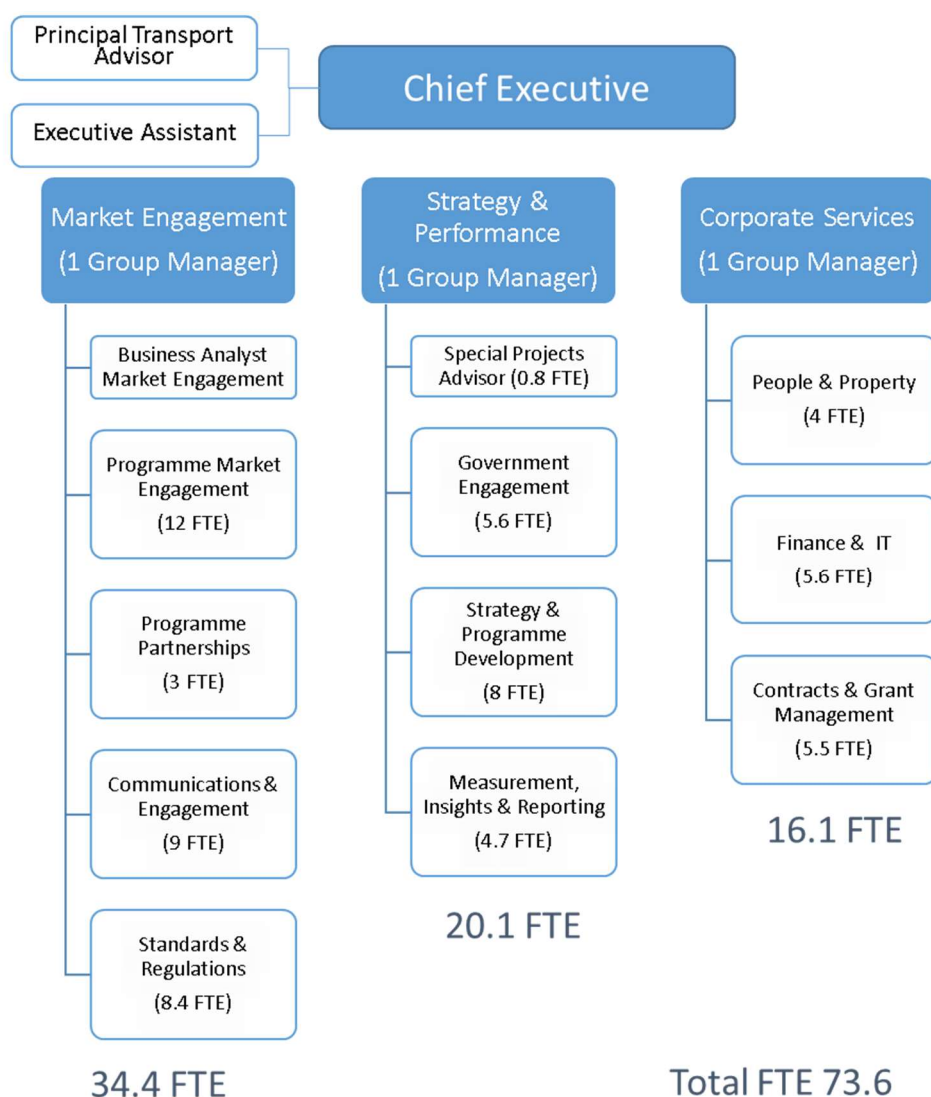


Figure 1 Overview of Group Structure

In addition, as part of a deliberate transition strategy, transitional roles will exist as outlined in the table below:

Transition roles	
WUNZ:HHR	Manager Partnership Funding to 30 September 2017. Senior Advisor Residential Contractor Resource to 30 September 2017.
WUNZ:HHR Closure Team	WUNZ:HHR Closure Manager to 31 March 2018 WUNZ:HHR Closure Relationship Manager (.6FTE) to 31 March 2018
EV Resourcing	EV Contestable Fund Lead to 30 September 2017. Marketing Senior Advisor to 30 November 2017.
Programme partnerships Team	Funding Application Advisor to 31 March 2018.
Standards & Regulations	Key Account Managers (x2) to 30 September 2017

The accountabilities of each group and team are described in the next few pages together with a description of the key decisions.

The implementation of this new structure will result in a net reduction from 79 Full Time Equivalent (FTE) positions (inclusive of all current fixed term roles) to 73.6 FTE positions. This does not include transition roles (for example the WUNZ:HHR Closure team) which will be required as we complete outstanding commitments, or fulfill required functions while change is being fully embedded.

I envisage completing these changes by the end of Q3 2017/18, with the majority of roles transitioned by 30 September 2017.

As we explore new opportunities in our target markets, consideration will be given to supplementing this structure with additional roles that are linked directly to any new or expanded programmes and their life cycle. This will require the upfront identification of the delivery resourcing requirements when we are designing and developing the relevant programme, and giving our teams greater clarity about what is expected of them and when.

Detailed changes to teams and roles

The following sections in this document describe feedback specific to teams and roles, and the final decisions taken as a result.

Market Engagement Group

The Market Engagement Group will integrate all market engagement activity, under the leadership of a Group Manager. This includes engagement activity across markets (i.e. residential; transport; and business), and across intervention approaches (i.e. information and communication; regulation; standards; direct engagement; industry capability building; grant funding). This Group is accountable for the successful delivery of EECA's programmes and plays a leadership role in:

- attracting and retaining the confidence of partners: people and organisations with whom EECA will work to effect positive change in New Zealand;
- effecting market change through a structured engagement (partner, deliver, exit) designed to create market acceptance and motivation to continue and sustain the change.

The Group is also expected to influence and contribute their delivery expertise to the process of programme design and development as well as measurement, insight and reporting.

The Market Engagement Group will be led by a Group Manager and will comprise four teams working closely together:

- Programme Market Engagement;
- Programme Partnerships;
- Communications & Engagement;
- Standards & Regulations.

Submissions across Group

Feedback received on functions or roles across the Group included:

- Reassignment of the Governance & Reporting Specialist to the role of Market Engagement Programme Monitoring & Reporting is not appropriate as the relevant performance measurement and reporting functions make up only 20% of the current role. Such a reassignment would leave a significant resource gap within the Market Engagement Group.

Final decisions

I have therefore made the decision to:

- Not proceed with the reassignment of the Governance & Reporting Specialist to the role of Market Engagement Programme Monitoring & Reporting, but proceed with the transfer of the performance data collection, measurement and reporting functions of this role to the Measurement & Reporting Team.
- Retain the resource in the Market Engagement team (without the performance measurement component) as Business Analyst Market Engagement, reporting to the Group Manager Market Engagement, to provide management support to the Group: statutory reporting support, project co-ordination, financial reporting support, co-ordinate responses to information requests etc.

Programme Market Engagement Team

It is confirmed that the Programme Market Engagement team is responsible for direct engagement with clients in EECA's target markets. Using an account management model they seek to influence and develop sustainable energy efficiency and renewable practices within NZ organisations.

Submission Summary

Feedback received on the functions or roles within this team included:

- Concern that the size of the Contestable Funds Lead role was more than 1 FTE;
- There were more effective reporting lines for the Contestable Funds Lead and Light Vehicle Technical and Relationship Advisor roles;
- The attributes and experience of the Project Director were now more consistent with the objectives and resourcing needs of the Strategy & Performance Group;
- That it was important for the scope of direct engagement activity to move beyond Business to the Residential and Transport sectors where appropriate;
- That the direct engagement structure requires additional expertise in the area of Heavy Vehicle Transport;
- Title changes for a number of roles within this team.

Final decisions

These final decisions have been made for the following reasons:

- The Contestable Funds Lead role remains 1 FTE. This decision was given much thought as the information provided was considered and detailed. The final decision has been reached on the basis that:
 - This role will focus on managing the contestable fund processes, and not the associated relationships or technical evaluation;
 - the Light Vehicle Technical & Relationship Advisor role to be renamed and continue to make a significant contribution to the EV Contestable Fund process, undertaking relationship management as required, and where appropriate, technical evaluation functions;
 - the number of EV Contestable Fund rounds will likely reduce from 2 to 1 annually, and round 2 of the EV Contestable Fund is well advanced.
- It is acknowledged that there will be a workload spike for the Contestable Funds Lead during the contracting phase of EV CF Round 2. Therefore the fixed term contract for the current EV Contestable Fund Lead will be extended to cover the contracting phase of the EV Contestable Fund Round 2.
- It is confirmed that the Contestable Funds Lead role and the Light Vehicle Technical & Relationship Advisor will report to the Account Manager South as the work undertaken by both of these roles relates to EECA's direct engagement with partners and not relationships with partner intermediaries.
- It has been decided that Heavy Vehicle expertise required by the direct engagement team can be provided by the Principal Transport Advisor or Light Vehicle Technical & Relationship Advisor, or be sourced externally by them.
- It has been decided to rename the Contestable Funds Lead role to Contestable Funds Manager.
- It has been decided to rename the Light Vehicle Technical & Relationship Advisor to Relationship Manager Transport.

In addition, the attributes and experience of the Project Director are now more consistent with the objectives and resourcing needs of the Strategy & Performance Group. Therefore it is proposed that this role is refocused on EECA wide strategic development projects and reside within the Strategy & Performance Group, reporting to the Group Manager Strategy & Performance. Further consultation is required with the current Project Director on this.

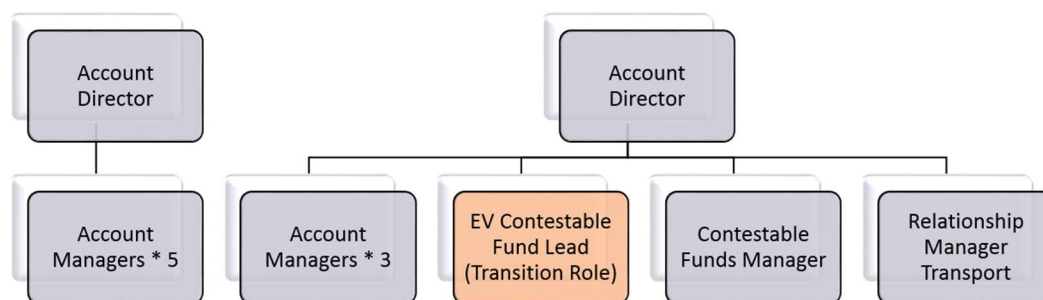


Figure 2 Programme Market Engagement Team

Service Provider Management Team

The Service Provider Management Team is responsible for building energy management industry capability which in turn supports NZ households and businesses to make effective energy efficiency and conservation choices.

This team works to raise awareness, and gain commitment to, energy management as a priority issue for householders and businesses, through industry intermediaries such as industry associations, service providers, lobby groups etc. The team works to maintain strong relationships with these key stakeholders and influencers.

The Service Provider Management team provides account and relationship management services to Service Providers and organisations participating in EECA market engagement initiatives, with a specific focus on improving service provider capability, capacity and delivery.

Submission Summary

Feedback received on the functions or roles within this team included:

- The reassignment of the Funding Application Systems Specialist role to the Measurement & Reporting team left the Service Provider Management team under-resourced as only 20% of this role relates to performance measurement and reporting. The remaining 80% of this role relates to managing the contractual relationships with service providers. Feedback has stated that this work is expected to significantly diminish over the 2017/18 year.
- The location of the WUNZ:HHR Relationship Manager in this team will create confusion over accountabilities with respect to this programme, and likely reduction in operational effectiveness, given that the WUNZ:HHR exit transition roles report to the Chief Executive.
- Strong feedback on the need to reflect the principle of working with “partners” rather than “service providers” through the title of the team and roles.

Final decisions

Final decisions have been made for the following reasons:

- Not proceed with the reassignment of the Funding Application Systems Specialist to the role of Market Engagement Programme Monitoring & Reporting, but proceed with the transfer of the performance data collection, measurement and reporting functions of this role to the Measurement & Reporting Team.
- To establish a transitional role, Funding Application Advisor, within the Service Provider Management team until 31 March 2018. Further consultation is required with the current Funding Application Systems Specialist on this. I have decided that this is a transition role as funding and therefore activity will be reduced during 2017/18.
- The core WUNZ:HHR Closure team consisting of the WUNZ:HHR Closure Manager, WUNZ:HHR Closure Relationship Manager and WUNZ:HHR Relationship Manager will report to the Chief Executive for a transition period (31 March 2018) and will be accountable for successful programme conclusion. At this point responsibility for concluding programme activity and any future WUNZ related activity will sit with the WUNZ:HHR Relationship Manager role, which will report in to the Programme Partnerships Team.
- The Service Provider Management team will be renamed Programme Partnerships Team.
- The Channel Manager Market Engagement role will be renamed Manager Programme Partnerships.
- The Service Provider Relationship Manager role will be renamed the Relationship Manager Programme Partners.

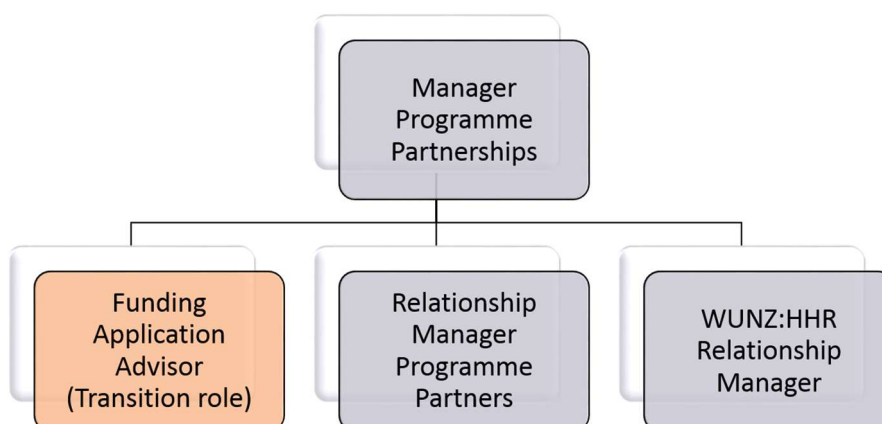


Figure 3 Programme Partnerships Team

Communications & Engagement Team

It is confirmed that the objectives of the Communications and Engagement Team are to ensure EECA's programmes provide targeted information which achieves behavioural change within NZ society and specific markets; and help EECA maintain its authoritative status on energy efficiency and conservation issues in NZ.

The team plays an important role in programme design, providing thought leadership in social marketing, and behavioural change.

The team leads the delivery of specialist market programmes, and team members are an integral part of other market engagement programme teams, assisting them to reach target markets with relevant information, using the most effective channels. Team members may produce or commission information products and services.

In addition the team:

- provides specialist communications expertise to support and reinforce behavioural change in the target markets;
- conducts research into target markets (households and businesses) to help inform how best to engage with target markets;
- manages EECA's digital presence, delivering effective website maintenance;
- plays an overarching role in maintaining EECA's brands as valuable assets.

Submission Summary

Feedback received on the functions or roles within this team included:

- strong support for integrating communication and marketing functions to form a team focused on achieving behavioural change, and for rethinking how EECA provides information to its markets;
- the level of marketing resource within this team should be increased, with particular emphasis on the need to support the EV Information Campaign;
- title changes for a number of roles within this team.

Final decisions

Final decisions have been made for the following reasons:

- A lot of thought has been given to the level of marketing resource within this team, as the information provided was considered and detailed. The importance of adequately resourcing the EV Information Campaign is acknowledged. However we want to challenge ourselves on the way we undertake communications and marketing functions to provide information which results in behavioural change.
- The fixed term contract of the current Senior Advisor Marketing - EV Information Campaign will be extended for a transition period, until the Manager Communications & Engagement is recruited and has time to assess the activities and associated ongoing resourcing needs to ensure the effective delivery of the EV Information Campaign.
- The Team Support role will be renamed the Communications & Engagement Co-ordinator.
- The Communications Specialist Roles will be renamed Communications Senior Advisors.
- The Marketing Specialist Roles will be renamed Marketing Senior Advisors.

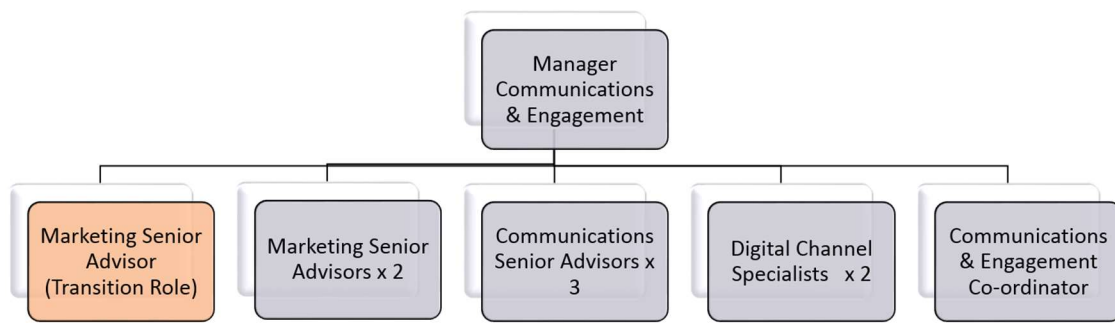


Figure 4 Communications & Engagement Team

Standards & Regulations Team

It is confirmed that the objectives of the Standards & Regulations team are to: achieve behavioural change in NZ markets through the intervention tools of regulations, standards and labelling; and to ensure New Zealand fulfils its role in, and optimises its investment in, the Trans-Tasman Equipment Energy Efficiency (E3) Programme.

The team plays an important role in implementing regulatory interventions, as well as providing thought leadership on how regulations, standards and certification policies can be used to influence behavioural change in the market. The team leverages and influences international relationships (Trans-Tasman and APEC agreements) to achieve target changes in New Zealand markets.

The team leads the delivery of specialist market programmes, and supports other market engagement programme teams where specialist expertise in regulations, standards or certification is required.

The team establishes and maintains the necessary market relationships, and technical infrastructure, to collect product performance and other market information relevant to: consumer education; government policy decision making; and the evaluation of standards and regulation programme interventions.

Submission Summary

Feedback received on the functions or roles within this team included:

- there is an ongoing requirement for regulatory policy support;
- resourcing levels for the Standards & Regulation Development work are insufficient;
- reducing the number of project managers to one (plus an administrator) requires the project manager to be a senior operator with five plus years' experience in technical policy related project management and who is an excellent communicator and influencer;
- there is internal capability within the current Efficient Products team to undertake the Standards Delivery Lead role;
- the way in which compliance activity is undertaken by EECA can be significantly improved;
- title changes for a number of roles within this team.

Final decisions

Final decisions have been made for the following reasons:

- Much thought has been given to the level of resource within this team, as the information provided was considered and detailed. There is a need to balance the future needs of the E3 programme with the exit from Energy Star and the Fuel Efficient Tyres programme.
- It has been decided to increase the level of regulation development and implementation resource within this team by making the Regulatory Review Advisor a permanent role (Regulatory Policy Advisor), and reassigning the Project Manager currently undertaking this work to this role (0.6 FTE).
- It has been decided that the Project Manager role is a senior role requiring not only comprehensive skills and experience as a project manager, but also a high level of technical policy related experience.
- Recruit for the Standards Delivery Lead role internally in the first instance given that internal capability exists to undertake this role.
- The Project Administrator Role will be renamed Standards & Regulations Co-ordinator.
- The Standards Delivery Lead Role will be renamed Standards & Regulations Delivery Lead.
- The Database Manager Role will be renamed Information Delivery Advisor.

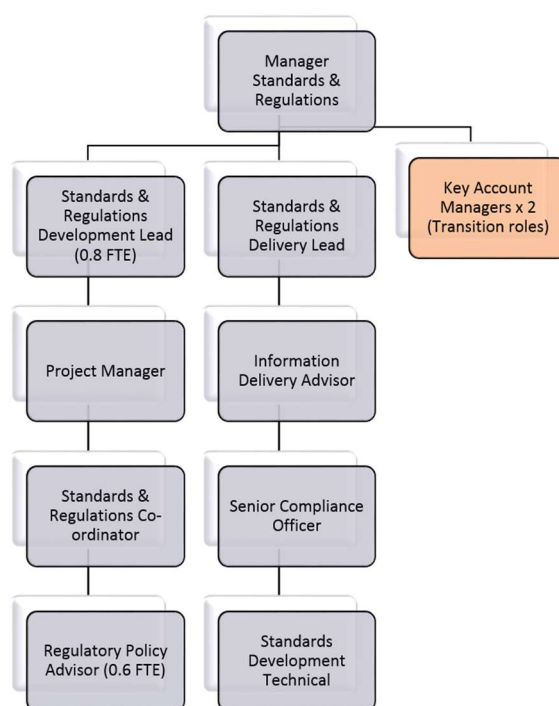


Figure 5 Standards & Regulations Team

Strategy & Performance Group

The Strategy and Performance Group will be accountable for:

- effective relationships and communication with: the Minister and her office, EECA's monitoring agency and other key government partners;
- developing strategy for Board consideration, and reviewing and then developing initiatives to deliver the NZEECS and other key Government strategy and policy decisions;
- management of the investment programme portfolio: from pipeline, through design and initiation, to monitoring and reporting so as to achieve greatest public benefit for NZ;
- effective levy consultation and reporting;
- analysing available market and performance data to lead future thinking and report EECA performance accurately and consistently;
- reinforcing EECA's authoritative voice on energy efficiency, conservation and renewables.

The Strategy & Performance Group will be led by a Group Manager and will comprise three teams working closely together:

- Government Engagement Team;
- Strategy & Programme Development Team;
- Measurement, Insights & Reporting Team.

Government Relations Team

I can confirm that the objectives of the Government Relations Team are to ensure:

- government understands the economic, social and environmental value EECA delivers to New Zealand;
- the Minister is well advised and supported with respect to energy efficiency and conservation in NZ;
- opportunities are identified and developed to reinforce EECA's authoritative voice on the benefits of energy efficiency, conservation and renewables;
- EECA fulfils its obligations in respect to government processes through effective accountability reporting, risk analysis and information provided to Parliament and parliamentary bodies such as Select Committees etc.

Submission Summary

Feedback received on the functions or roles within this team included:

- title changes for a number of roles within this team.

Final decisions

The following decisions have been made:

- The team will be renamed the Government Engagement Team and therefore the title of the manager role will be Manager Government Engagement; the advisor role will be Advisor Government Engagement and the two Senior Advisor roles will be renamed Senior Advisor Government Engagement.
- The Accountability Reporting Role will be renamed Senior Analyst, Risk & Accountability.

- The Strategic Communications Lead Role will be renamed Strategic Communications Specialist.

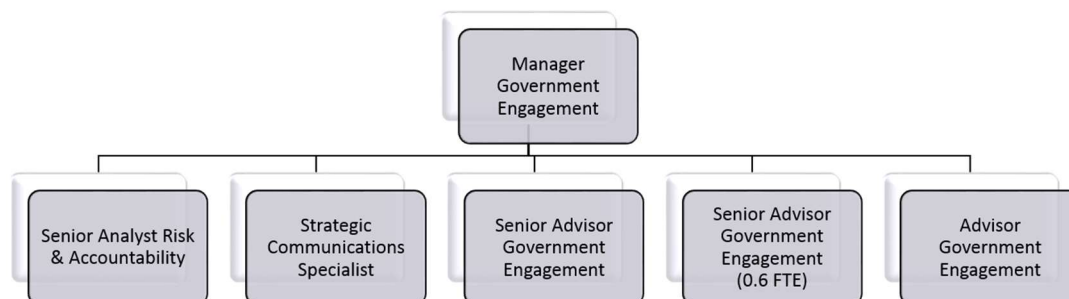


Figure 6 Government Engagement Team

Strategy & Programme Development Team

It is confirmed that the objectives of the Strategy and Programme Development Team are to ensure that: EECA's work programme is strategy led; that EECA identifies and targets opportunities (within its functions) that can deliver the greatest public value at the lowest cost; and translates these into effective market engagement programmes.

The team is continually scanning the international and NZ energy environment to identify opportunities which inform strategic conversations and decision making about energy efficiency and renewables in NZ. The team maintains sector and technical capability in target markets and technologies to keep abreast of these opportunities, and to educate others, contributing to EECA's authority mandate.

The NZ Energy Efficiency and Conservation Strategy (NZECS) articulates priorities for the medium term, and the team works to translate these priorities into well designed programmes to influence behavioural change in NZ society and target markets.

The team works with other government agencies to ensure the most effective intervention is implemented. The team ensures that EECA's portfolio of market engagement activity reflects an investment consistent with EECA's funding sources and EECA's longer term strategy. The team is responsible for regularly verifying the investment return on programmes through periodic internal programme reviews, and supported as needed by independent programme evaluations.

Submission Summary

Feedback received on the functions or roles within this team included:

- need to clarify responsibility for the programme evaluation function;
- need to clarify whether technical sector knowledge required to support programme design, effective market engagement and accurate external messaging resides in this team;

- expectations of this team are high and recruitment to new positions is critical to extending EECA's capability ;
- title changes for a number of roles within this team.

Final decisions

Final decisions have been made for the following reasons:

- It is confirmed that this team has responsibility for programme evaluation with support and input from other teams as deemed necessary.
- It is confirmed that the maintenance of technical sector knowledge to support EECA's authority position will predominantly reside in this team.
- The Senior Sector/Technology Analyst Roles will be renamed Senior Sector Technology Analyst.
- The Strategy & Programme Designer Roles will be renamed Strategy & Programme Advisor.

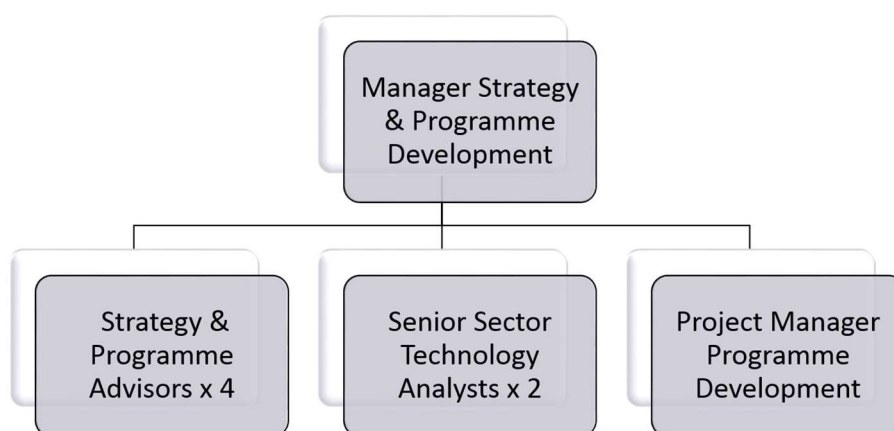


Figure 7 Strategy & Programme Development Team

Measurement and Reporting Team

It is confirmed that the objective of the Measurement and Reporting Team is to assemble and analyse credible data sources which are relevant to EECA's role and programmes, so as to: inform future strategy and interventions; and to establish a consistent and verifiable approach to EECA's programme measurement and performance reporting.

The team manages energy related data and information, extracting insights to support decision making, and gauges progress, in respect to NZ energy savings, and their economic, environmental and social co-benefits.

The team implements effective data collection, analysis and reporting which allow effective measurement of EECA programme performance and related public benefits.

Submission Summary

Feedback received on the functions or roles within this team included:

- reassignment of the Governance & Reporting Specialist and the Funding Application Systems Specialist to the roles of Market Engagement Programme Monitoring & Reporting is not appropriate

as in both cases the relevant performance measurement functions make up only 20% of their respective current roles;

- concern that the size of the Energy End Use Database role was more than 0.5 FTE;
- Strong support for the establishment of this team and the need for EECA to build capability in this area as was highlighted through the programme reviews;
- title changes for a number of roles within this team.

Final decisions

Final decisions have been made for the following reasons:

- To transfer the performance data collection, measurement and reporting functions of the Governance and Reporting Specialist and the Funding Application Systems Specialist roles, to the Measurement, Insights and Reporting Team, but not to pursue the reassignments of the current role holders into this team.
- Reduce the number of Market Engagement Programme Monitoring & Reporting roles to one initially and to recruit for this role externally as well as internally, following recruitment of the team manager. Interim processes for performance measurement and reporting will be put in place.
- The Energy End Use Database role has been given much thought as the information provided was considered and detailed. I have decided to increase this role to 0.7 FTE and rename the role Senior Analyst Energy End Use Database.
- The name of the team will be changed to Measurement, Insights and Reporting with a corresponding change in title for the team manager.
- The Market Engagement Programme Monitoring & Reporting Role will be renamed Senior Business Analyst Programme Monitoring.

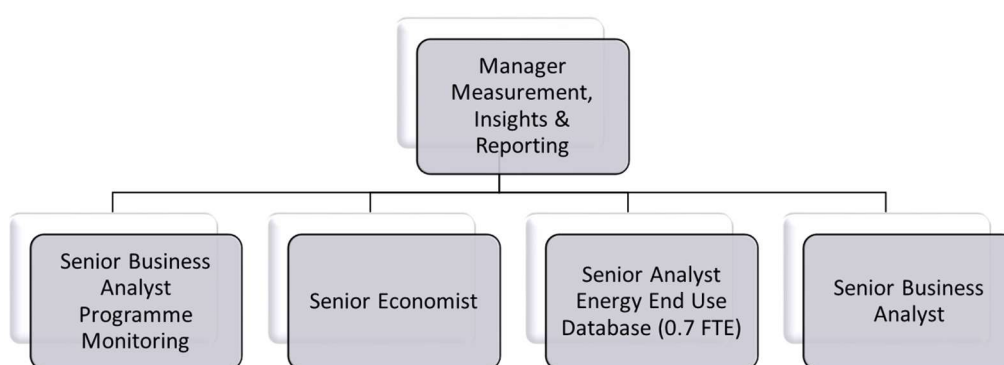


Figure 8 Measurement, Insight & Reporting Team

Corporate Services Group

The Corporate Services Group is accountable for:

- support services and frameworks which make sure we deliver programmes to meet quality standards, in the most cost effective way;
- services to support effective governance of EECA's work, and to fulfil EECA's public service responsibilities.

These support services include Finance, IT, HR, Health and Safety, Property and Facilities Management, Centralised administrative support, Information services, Reception services for EECA and HRC, Contract management, Records management, Quality Assurance, Claims and Grants processing, Government Procurement.

During the past three years the Corporate Services group has used a combination of natural attrition and organisational change to improve efficiency and has reduced required resources by 4 roles.

Final decisions

It is confirmed that the Senior Advisor Business Intelligence role will be reassigned to the Government Engagement team. But the expectation is that this role (as with others) will work closely with the Corporate Services Group. In particular, there will be a very close working relationship with the GM Corporate Services.

Please refer to the team structure below:

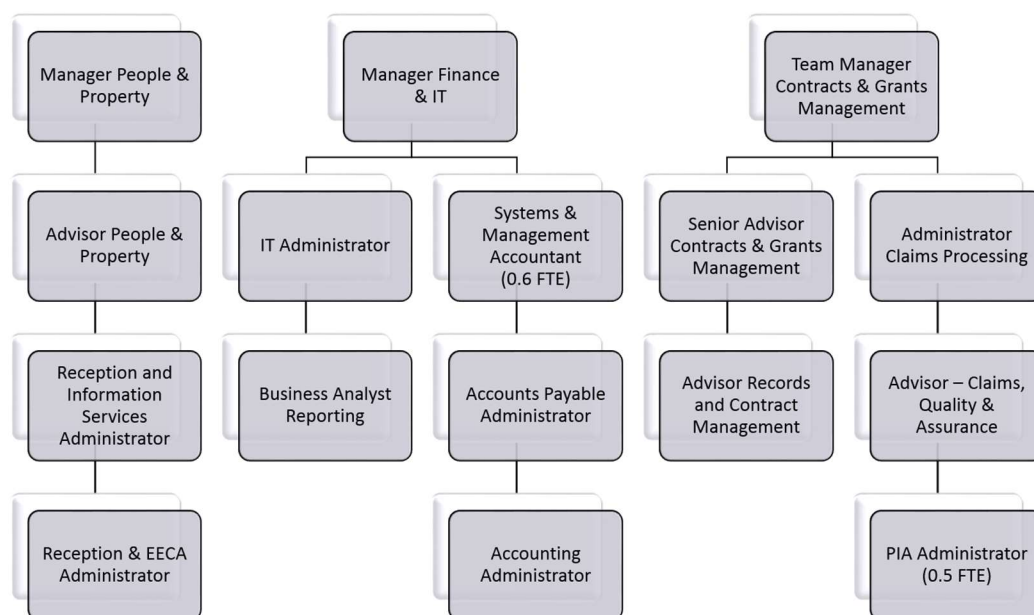


Figure 9 Corporate Services Group

Other Chief Executive Reports

Transport Sector Specialist

The objectives of the Transport Sector Specialist role are to:

- input into the strategic thinking on the transition of NZ's Transport System to greater use of renewable energy sources;
- to consider and promote EECA's role in that transition;
- help influence and develop government policy (as opportunities arise), particularly with MoT and NZTA, to achieve this transition;
- reinforce EECA's "authority" role in the transport area by ensuring EECA is up to date with transport energy related developments, and by working closely with major industry stakeholders, helping to convey key messages to target audiences.

Submission Summary

Feedback received on the functions or roles within this team included:

- a need for this role to work closely with the Strategy & Programme Development Team;
- a number of proposed title changes.

Final decisions

The following decision has been made:

- The Transport Sector Specialist role will be renamed Principal Transport Advisor.

WUNZ:HHR Exit Team (Transition Team)

The WUNZ:HHR Exit team is accountable for the successful conclusion of the WUNZ:HHR programme. The transition team will report to the Chief Executive and will be in place until 31 March 2018.

Submission Summary

Feedback received on the functions or roles within this team included:

- The location of the WUNZ:HHR Relationship Manager in the Service Provider Management team will create confusion over accountabilities with respect to this programme, and likely reduction in operational effectiveness, given that the WUNZ:HHR exit transition roles report to the Chief Executive. The core WUNZ:HHR team should be maintained as a transition team.
- The requirements of the transition role, WUNZ:HHR Relationship Manager Health, is more than 0.5 FTE.

Final decisions

Final decisions for the following reasons:

- Increase the size of the WUNZ:HHR Relationship Manager Health role from 0.5 to 0.6 for the transition period.

- Maintain the core WUNZ:HHR programme team (2.6 FTE) reporting to the Chief Executive for a transition period (until 31 March 2018). Following this transition period any concluding programme activity and any future WUNZ related activity, will be embedded in the Market Engagement Group.
- Maintain the Manager Partnership Funding and contract resource to 30 September 2017.
- The Team will be renamed the WUNZ:HHR Closure Team, and with the two transition roles being renamed the WUNZ:HHR Closure Manager and the WUNZ:HHR Closure Relationship Manager.
- At the conclusion of the transition period the WUNZ:HHR Relationship Manager will be reassigned to the Programme Partnerships Team.

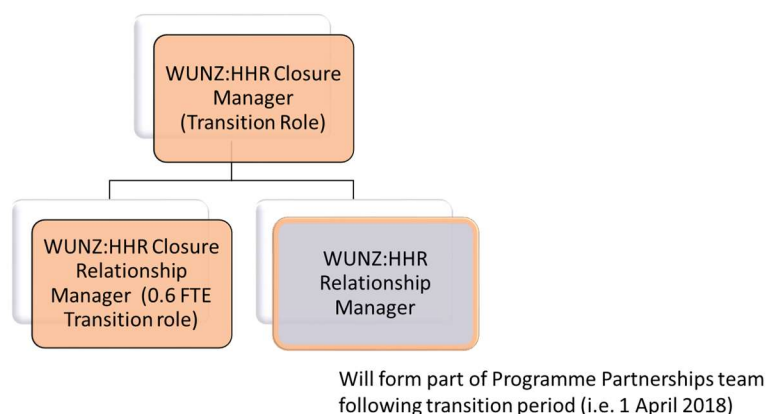


Figure 10 WUNZ:HHR Closure Team (Transition team)

Summary of Position Impacts

The following table summarises the impact on existing positions (other than title changes) by current teams. New contestable positions are then listed on page 27.

Note: If a position is not listed in this table, there is no change.

Current Team / Position	Description of Impact
General Management Team	
General Manager Business	Position disestablished. Contestable process for other roles.
General Manager Residential	Position disestablished. Transition role to 31 March 2018 in the WUNZ:HHR closure transition team. Contestable process for other roles.
General Manager Transport	Position disestablished. Redeployment to Principal Transport Advisor
General Manager Strategic Delivery Services	Redeployment to Group Manager Strategy and Performance Group
Residential	
Manager Partnership Funding	Position disestablished effective 30 September 2017. Contestable process for other roles.
Relationship Manager Health	Position disestablished. Transition role to 31 March 2018 on a .6FTE basis in the WUNZ:HHR closure transition team. Contestable process for other roles.
Relationship Manager Service Providers	Reassigned to WUNZ:HHR closure transition team until 31 March 2018. From 1 April 2018 will report in to the Programme Partnerships team in the Market Engagement Group
Contract role	Contract will be extended to 30 September 2017 as part of transition requirements
Transport	
Relationship Manager Heavy Transport	Position disestablished. Contestable process for other roles.
Relationship Manager Light Vehicles	Reassigned to Relationship Manager Transport in the Programme Market Engagement Team, in the Market Engagement Group.
EV Contestable Fund Lead	We will seek to extend the fixed term contract to 30 September 2017 as part of transition requirements.
Business	
Project Manager	Redeployed to Contestable Funds Manager (EV, Crown Loans, Tech Demo) in the Programme Market Engagement Team in the Market Engagement Group
Governance and Reporting Specialist	Reassignment to Business Analyst Market Engagement in

Current Team / Position	Description of Impact
	the Market Engagement Group.
Funding Application and Systems specialist	Proposed as transition role in the Programme Partnerships Team to 31 March 2018 in the Market Engagement Group. Contestable process for other roles.
Project Director	Proposed as reassignment to Special Projects Advisor in the Strategy and Performance Group
Marketing Team	
Manager Marketing	Position disestablished. Contestable process for other roles.
Senior Advisor Marketing (x2)	Reassignment to Communications and Engagement Team, in the Market Engagement Group
Digital Channel Specialist (x2)	Reassignment to Communications and Engagement Team, in the Market Engagement Group
Senior Advisor Fixed term roles x 2	We will seek to extend the EV Senior Advisor Marketing fixed term contract to 30 November 2017 as part of transition requirements.
Marketing Assistant Fixed term role	Fixed term contract will finish. Contestable process for Communications and Engagement Co-ordinator.
SPP Team	
Manager SPP	Reassigned to Manager Strategy and Programme Development
Senior Advisor SPP	Reassigned to Strategy and Programme Advisor
NABERSNZ Technical Specialist	Reassigned to Senior Sector Technology Analyst
Senior Analyst Tech and Research	Reassigned to Senior Sector Technology Analyst
Analyst SPP	Reassigned to Strategy and Programme Advisor
Senior Energy Economist	Reassignment to Senior Economist in the Measurement, Insights and Reporting team.
Senior Analyst Energy Information	Position disestablished as full time role. Offer of redeployment as a .7FTE Senior Analyst Energy End Use Database role in the Measurement, Insights and Reporting Team.
Fixed term roles x 2	Fixed term roles will finish at end of contract. Contestable process for Strategy & Programme Advisor roles.
Communication and Government Relations Team	
Manager Communications and Government Relations	Redeployed to Manager Government Engagement.
Senior Advisor Government Relations (x 2)	Reassigned to Government Engagement Team.
Advisor Government Relations	Reassigned to Government Engagement Team

Current Team / Position	Description of Impact
Senior Advisor Communications (x2)	Reassigned to Communications & Engagement Team, in the Market Engagement Group
Fixed term positions (x1)	Fixed term role will finish at end of contract. Contestable process for other roles.
Efficient Products	
Manager Efficient Products	Reassignment to Manager Standards and Regulations, in the Market Engagement Group
Senior Advisor Efficient Products	Reassignment to Standards and Regulations Development Lead, in the Standards and Regulations team, Market Engagement Group
Project Manager Efficient Products (x2)	Positions disestablished. Contestable process for 1 x Project Manager role and other roles
Project Manager Efficient Products (x1)	Redeployed to Regulatory Policy Advisor. (.6FTE)
Information Project Manager	Reassignment to Information Delivery Advisor in the Standards and Regulations team, in the Market Engagement Group
Senior Advisor Standards	Redeployment to Standards Development Technical in the Standards and Regulations team, Market Engagement Group
Key Account Manager (x2)	Positions disestablished after transition period to 30 September 2017. Contestable process for other roles
Compliance Officer (x2)	Positions disestablished. Contestable process for 1 x Senior Compliance officer role, and other roles
Corporate Services	
Senior Advisor Business Intelligence	Reassignment to Senior Analyst Risk and Accountability in the Government Engagement team in the Strategy and Performance Group

KEY:

Reassignment: Roles and responsibilities of this position are not materially different, but:

- May be moved into a different team;
- May be a different job grade;
- May have a new reporting line; or be
- Given a different name.

Redeployment: Although the roles and responsibilities may be materially different, the candidate is identified as having the capability with support and training to perform them.

Disestablishment of position: This position(s) will no longer exist within the organisation because there are materially different changes to the roles and responsibilities of the position; or there is a reduction in the number of positions.

Contestable process: Staff will go through an application and assessment process to determine the best candidate; due to:

- Changes in the nature of the work done by the position; and / or
- Reduction in number of the roles; and / or
- The nature of the existing employment agreement.

Risk management: Transitioning EECA

These changes will require careful planning and transition so that we balance our 'business as usual' responsibilities to deliver our current programmes and initiatives while re-organising ourselves into the final structure and teams.

New Positions - Contestable

The following table summarises the proposed new positions and how it is proposed that these positions are recruited.

Team / Position	Proposed Recruitment Approach
Leadership Team	
Group Manager – Market Engagement	Internal recruitment
Market Engagement	
Manager Communication and Engagement	Internal/external recruitment
Communications and Engagement	
Senior Advisor Communications	Internal recruitment
Communication and Engagement Co-ordinator	Internal recruitment
Standards and Regulations	
Standards & Regulations Delivery Lead	Internal recruitment
Project Manager	Internal/external recruitment
Standards & Regulations Coordinator	Internal/external recruitment
Senior Compliance Officer	Internal recruitment
Measurement and Reporting	
Manager Measurement, Insights and Reporting	Internal/external recruitment
Senior Business Analyst	Internal/external recruitment
Senior Business Analyst Programme Monitoring	Internal/external recruitment
Government Engagement	
Strategic Communications Specialist	Internal/external recruitment
Strategy and Programme Development	

Team / Position	Proposed Recruitment Approach
Strategy and Programme Advisor (x2)	Internal/external recruitment
Project Manager Programme Development	Internal/external recruitment

Contestable Recruitment Process

The contestable recruitment process will be managed by the HR team and supported by the appropriate people manager or relevant individual (where possible) in the interview sessions. It is intended that where possible, the interview panel will be made up of three people: an HR representative, the people manager and one other (to be determined based on the role).

The selection criteria are based on what is required for the position, and we will be seeking the best candidate for the job based on their skills, knowledge and experience. Regardless of the number of applicants for a particular position, the assessment will be based on merit.

The contestable recruitment process is that:

- HR will seek expressions of interest about which positions individuals are interested in applying for.
- HR will then accept applications for each of the positions, and then assess the candidates via interview on a job-by-job basis.
- Assessment criteria will be posted on the intranet prior to the interviews.
- The contestable recruitment process will begin after the final decision is announced. Refer to the 'Next Steps' section of this document for the planned implementation timeframes, including the recruitment activity.
- HR is committed to ensuring this process is as efficient, equitable and transparent as possible.

We will be advising an overall schedule of recruitments by the week of 12th June 2017.

Job Descriptions

Job Descriptions will be provided as Draft, with Managers and individuals finalising as required. For those staff being advised on an individual basis, the relevant Job Description, where applicable, will be provided as part of their documentation.

A list of Job Descriptions for contestable positions will be provided by close of business Friday 9 June.

Grading

The approach that EECA will take to grading positions in the new structure is that a provisional grade will be allocated to the position, which will then be reviewed and approved. If necessary, should there be any requirement to review any grading, we will undertake re-evaluations.

Titles

Group Managers will have a window of opportunity to discuss titles in their area with the Chief Executive, if there are any significant issues.

Right of review process

If an EECA employee has a concern about the integrity of a contestable recruitment process then they have recourse to the Right of Review process. The purpose of the Right of Review process is to test whether the requirement to appoint the person best suited to the position has been met, and to give everyone confidence that the recruitment and appointment process is robust and fair.

What is the process?

- An appointment of a role will be announced via email – this is to advise everyone that a role has been filled.
- Once an appointment has been announced, you can submit a Right of Review request via email stating why you believe an appointment should be reviewed to careers@eecca.govt.nz
- The request must be lodged within five working days of the appointment being announced. The person who has been appointed will be advised a Right of Review request has been raised.
- If no Right of Review request is lodged within this time frame, then the appointment will be confirmed.
- Once a Right of Review is lodged, the recruitment process will be reviewed and investigated by a party independent to the appointment process within EECA. The person requesting the review may be required to provide additional information.
- The reviewer will make a recommendation to the Chief Executive as to whether or not to confirm the appointment. Once the decision is made, this will then be communicated as soon as possible to the requester and the person who had been appointed into the role.

Please note the Right of Review process is only open to EECA employees. There is no right of review process if a role is not filled (i.e. a nil appointment). If you have any questions about this, please contact the HR team.

Managing Change at EECA

EECA Policy / Organisational Change¹

In the situation of change, EECA will endeavour to retain valuable skills and experience wherever possible, while meeting the objectives of any review. When EECA has initiated a review that is likely to result in organisational change it will notify staff and the PSA as soon as possible.

Organisational change occurs when EECA makes a decision that requires:

- A reduction in the number of employees, and/or reductions to employees' current job size/salary, or
- Significant changes to work structures, or
- Significant changes to employees' current positions and/or the nature of their work².
- Unless otherwise agreed, severance is available only as a last resort.

¹ HR017 Management of Organisational Change Policy - May 2013. <http://eeccaintranet/file/1241>

² Section 6 'Management of Change', Page 22, EECA and PSA Collective Agreement 2016– 2018.

Support

Support services will be made available to all staff through EAP Services, it is a confidential service. These include counselling, career planning advice, financial planning advice and job search assistance where required. In addition they will provide career transition support services.

You are able to contact EAP directly and say that you are from EECA, the EAP details are:

- Email wn@eapservices.co.nz or Phone 0800 327 669
- <https://www.eapservices.co.nz/>

We will have an EAP support person available on site in the Wellington office on Thursday 8 June and Tuesday 13 June.

Alternatively, you are also able to contact the HR Team in Wellington to discuss any ideas or concerns. You are also able to contact your PSA representatives to discuss the decision:

- Amelia Smith 04 470 2443 and Allen Davison 04 470 2211

In addition you are able to contact:

Tjarda Wierdsma: Tjarda.wierdsma@psa.org.nz

Next Steps

This table shows the implementation timeline based on the final decision.

Activity	Date
Advise final decision to PSA	Tuesday 6 June 2017
Advise final decision to affected staff	Week beginning Tuesday 6 June 2017
Advise final decision to all of EECA	Friday 9 June 2017
EAP onsite support in Wellington	Thursday 8 th June 2017 1-4 Tuesday 13 th June 2017 9-4
Recruitment processes commence	Week beginning 12 th June 2017
Transition planning period	June – July 2017
Begin transition to new structure	July 2017
Completion of the transition	Implementation completed by end of September 2017 other than identified transition roles extending beyond this date.

Document 5.
Proposal for Change June 2018

Embargoed until 4pm 1 June 2018

Proposal for Change

1 June 2018

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FOREWORD FROM THE CHIEF EXECUTIVE

Now that we are recruiting for the GM Market Engagement role, and the government has announced that EECA will be delivering an insulation and heating programme over the next 4 years, along with the pending start of a new financial year, I have been reflecting on the requirements of the Group Manager Market Engagement role and related matters.

I have now reached the conclusion that we should propose some changes to assist with the significant workload of this role, along with the delivery structure of the business engagement part of the Group.

The proposed changes are primarily around some functional realignment and rationalising of workloads, and are partially driven by the delivery requirements of the new Warmer Kiwi Homes Programme.

After your feedback is considered it is intended to make timely final decisions and to implement the necessary actions as soon as practical, while managing a deliberate transition process.

Change always creates uncertainty and stress, especially for individuals affected. Please reach out for any support required either through your line manager, HR or our external support provider EAP.

I look forward to receiving the responses on the proposals contained in this organisational change document.

Kind Regards,

A handwritten signature in blue ink, appearing to read 'Andrew Caseley', written in a cursive style.

Andrew Caseley

INTRODUCTION AND CONTEXT

On 17th May, as part of the Budget, Energy and Resources Minister Megan Woods and Climate Change Minister James Shaw announced a new insulation programme which will make Kiwi homes healthier and support families' wellbeing.

Warmer Kiwi Homes is a four-year programme funded by Budget 2018, and will be delivered by grants from EECA. This programme, commencing 1 July 2018, will mean low-income households living in their own homes will be eligible for grants covering two-thirds of the cost of installing ceiling and underfloor insulation, and from 1 July 2019 heating units. The grants will be topped up wherever possible by third-party funding to make the balance of the cost to home owners as low-cost as possible.

This programme, as a market-facing programme, will be part of the portfolio reporting through to the GM Market Engagement. This will mean an increase in the breadth of accountability for the GM Market Engagement and consideration that there may need to be a rationalisation of the direct reports for that portfolio.

Alongside that, we have re-looked at the synergies across the teams and groups, and we think a level of functional realignment across the Groups might improve operational effectiveness and better balance workloads amongst the Group Managers.

Furthermore the PIF review outlined the fact that leadership and workforce development are both areas where a more deliberate focus needs to occur to ensure that EECA has the capability to deliver on the challenges outlined in the review, and the underlying capacity to deliver on its strategy.

Our strategy



PURPOSE OF THIS DOCUMENT

This document provides the information you'll need to:

- Understand the proposed changes to EECA's organisational structure;
- Understand any proposed changes to specific roles;
- Be involved in the consultation process, and
- Provide any feedback you may have on the proposed changes.

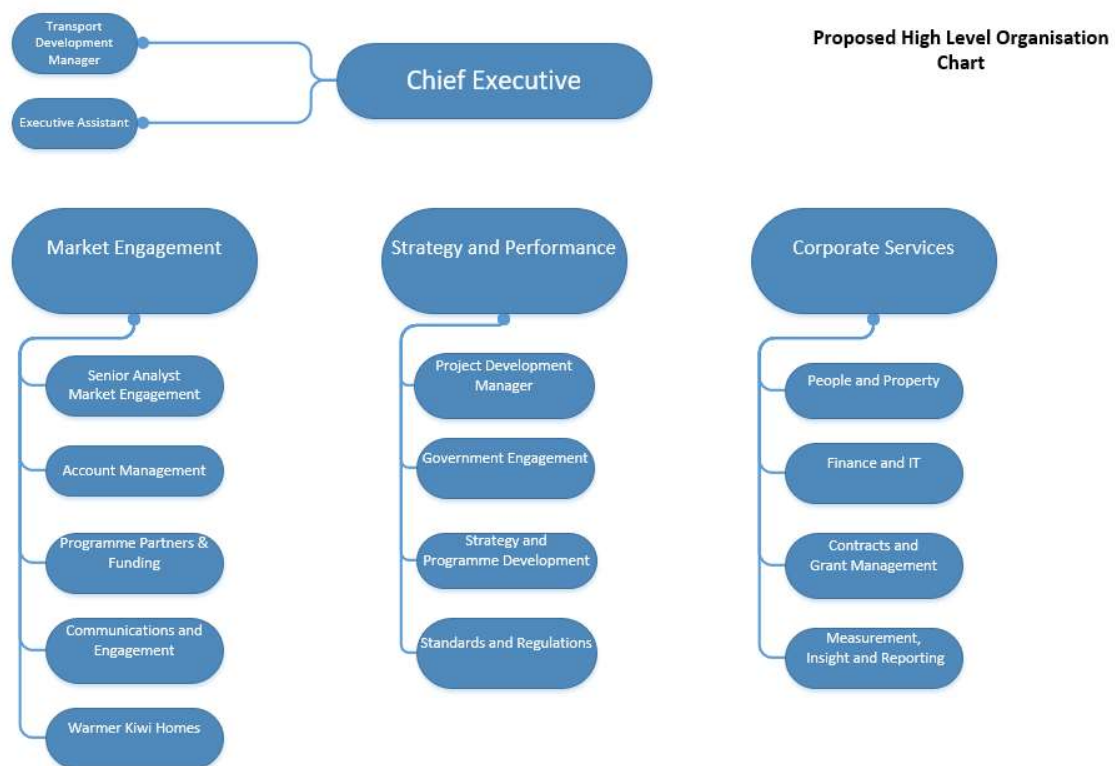
PROPOSED CHANGES

It is proposed that:

- The Standards and Regulations Team moves to the Strategy and Performance Group
- The Account Management teams are consolidated from two teams into one national team
- The Programme Partnerships team's scope is broadened to include the delivery of the LEV Contestable Fund
- The Measurement, Insight and Reporting Team moves to Corporate Services

The sections following describe these changes in more detail.

Proposed Organisational Structure



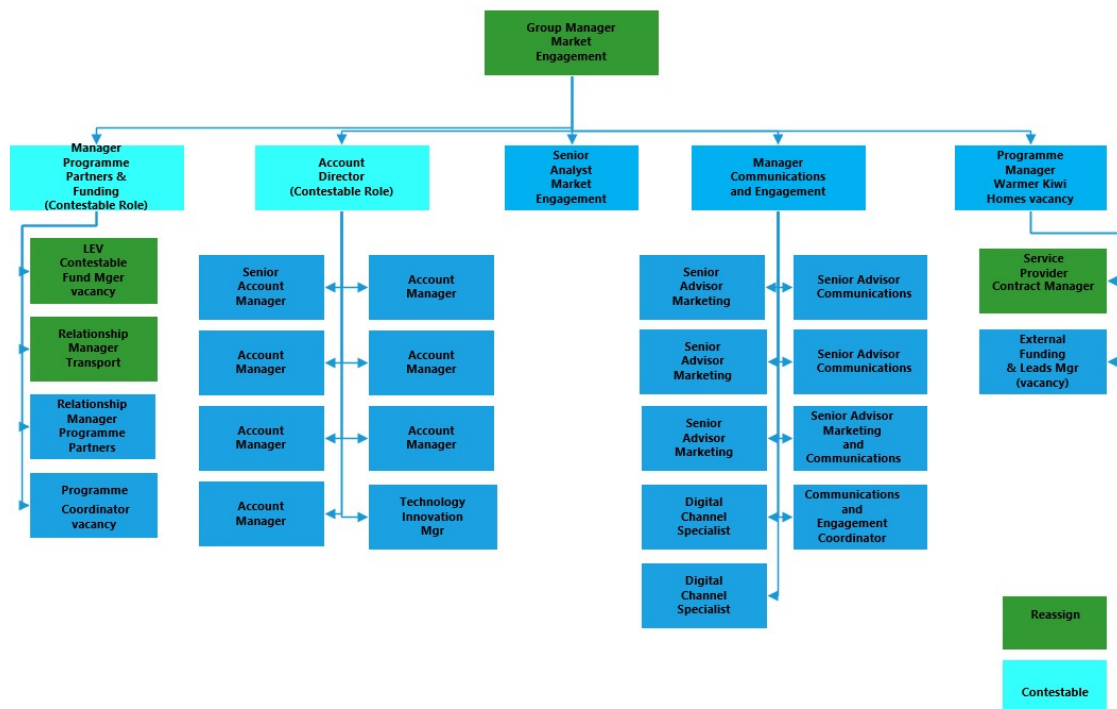
The proposed structure of Groups and teams is outlined over the next pages.

For a summary of proposed position impacts, please refer to page 15.

Market Engagement Group

It is proposed that the Market Engagement Group comprises four teams:

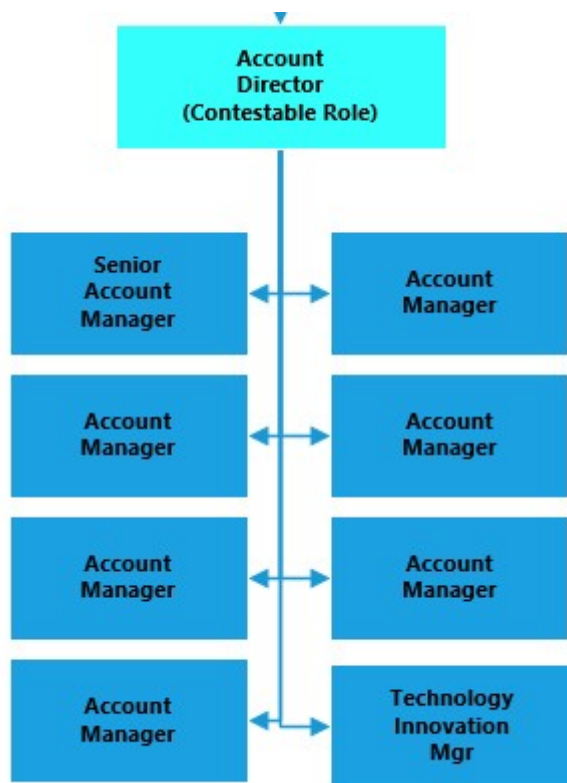
- Account Management Team
- Programme Partners and Funding Team
- Warmer Kiwi Homes Team.
- Communications and Engagement Team



Account Management Team

The following changes are proposed for this team:

- Disestablishing the Account Director North and South roles
- Combining the Account Management North and South Teams into a single team working from two locations (Auckland and Wellington)
- Appointing a single Account Director to manage the Account Management team (across two locations)



This team delivers energy and carbon savings by working collaboratively with New Zealand's largest business energy users and carbon emitters. The team has become skilled in developing bespoke partnerships and collaborations to deliver results.

There are several reasons driving this proposed change:

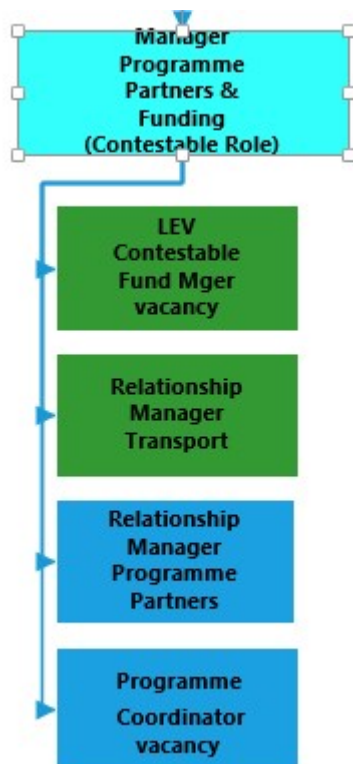
- Simplification of responsibilities under the strategic focus areas of productive and low-emissions business and efficient and low-emissions transport and to provide clarity on leadership of the relevant business plan activities and budgets
- A consistent approach when it comes to account management in terms of systems and processes
- Improvement of resource allocations across businesses and geographies by improved visibility and integration of the teams so that the best projects will get funding
- Management of work load and priorities across the whole team
- Simplification and streamlining of reporting lines to the GM Market Engagement

Further details on the impact of this proposed change on current roles, and description of proposed new roles, can be found in the Summary of Proposed Position Impacts section on page 15.

Programme Partners and Funding Team

The following changes are proposed for this team:

- Disestablishing the current Programme Partnerships Manager role
- Appointing a Manager Programme Partners and Funding to manage the team
- Re-assigning the LEVCF Manager from the Account Team South to the Programme Partners and Funding Team
- Re-assigning the Relationship Manager Transport role from the Account Team South to the Programme Partners and Funding Team



This team currently monitors, grows and utilises the capacity and capability of EECA's industry partners to deliver energy and carbon savings with medium sized business energy users. With a reduction in the level of activity with these industry partners it is proposed the team also manages EECA's Low Emissions Vehicle Contestable Fund (LEVCF).

There are several reasons driving this proposed change:

- A consistent and best practice approach when it comes to systems and processes for milestone tracking and delivery
- Better balance work load for the Account Director to allow them to focus on the delivery in to large energy using businesses and rationalise the workflow for the Manager Programme Partners and Funding.

Further details on the impact of this proposed change on current roles, and description of proposed new roles, can be found in the Summary of Proposed Position Impacts section on page 15.

Warmer Kiwi Homes

The budget announcement on 17 May 2018 of a four year appropriation for a new insulation and heating programme has necessitated a reconsideration of the decisions made in June 2017 around any future WUNZ related activity. At the time of the decisions made in June 2017 the assumption was for a grants related programme to cease at 30 June 2018.

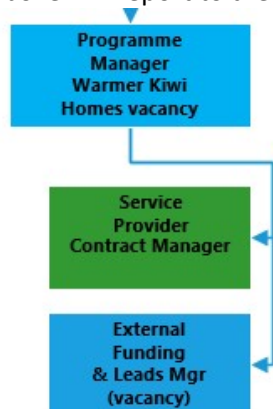
The recently announced Programme, Warmer Kiwi Homes, is a \$142.5M programme over four years and the successful delivery of this new programme is essential for EECA. Given the size and scale of the new Programme a new position, Programme Manager Warmer Kiwi Homes, has been established and will be recruited for immediately.

In assessing the needs of the new Programme, over the next two years, the following roles have been identified as necessary:

- **Service Provider Contract Manager**
This role will have primary responsibility for the delivery performance of all contracted service providers and is the role currently filled by Henry Nepia who will be reassigned to this role reporting to the new Programme Manager Warmer Kiwi Homes
- **External Funding and Leads Manager**
This role has been created with two key requirements:
 - To establish and develop external funding options to help low income homeowners meet their 1/3rd cost. This will include 3rd party Funding sources, Voluntary Targeted Rates and other funding mechanisms such as the recently announced ANZ bank interest free loans.
 - To work with various external entities to specifically target groups of homeowners who are likely to fall into the low income home owner qualification category. This will include entities such as: Grey Power, Iwi Authorities, Returned Services Association, and Primary Health Organisations.

These roles will be actively supported by the Programme Manager Warm Kiwi Homes, who will have direct accountability for the Programme and who will report to the Group Manager Market Engagement. This direct reporting line is essential given the size of the Programme and the importance of this initiative to the Government.

Until such time as the Programme Manager Warmer Kiwi Homes is appointed, the roles referred to above will report to the Chief Executive.



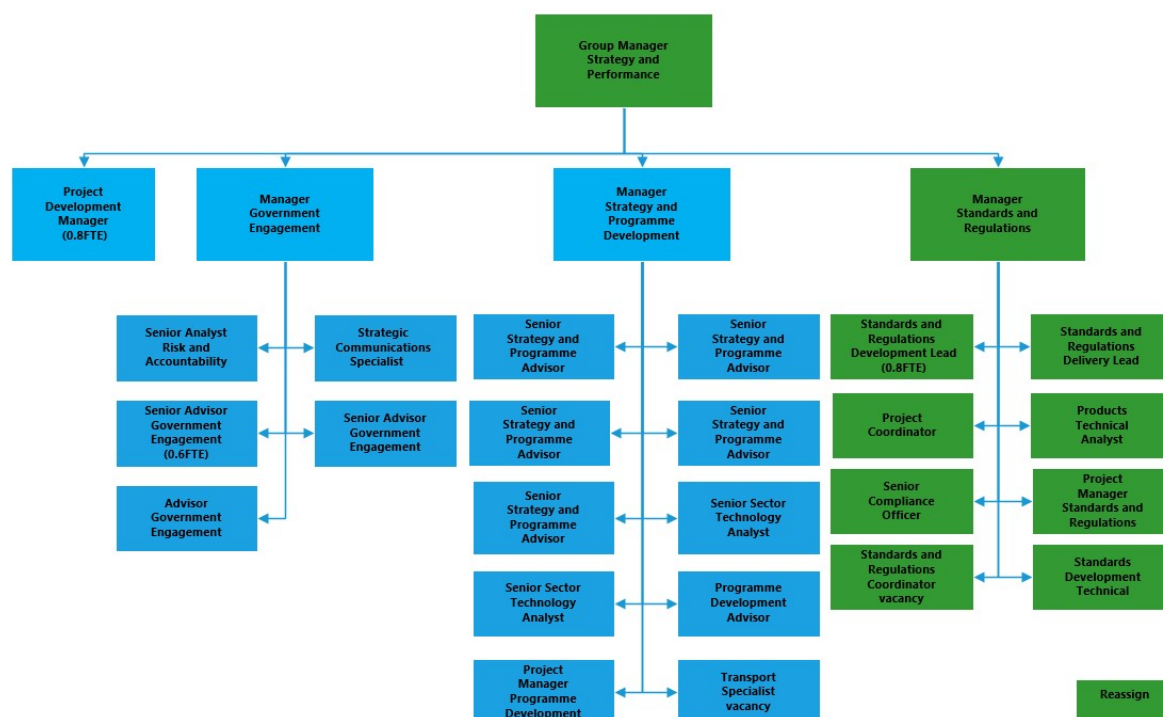
Communications and Engagement Team

No changes are proposed for this team.

Strategy and Performance Group

It is proposed that the Strategy and Performance Group comprises three teams:

- Government Engagement Team
- Strategy and Programme Development Team
- Standards and Regulations Team



The following changes are proposed for this group:

- Reassigning the Standards and Regulations team to the Strategy and Performance Group
- Reassigning the Measurement, Insight and Reporting Team to the Corporate Services Group

There are several reasons driving this proposed change:

- Alongside the delivery of the E3 programme, going forward, a critical success factor for the Standards and Regulations Team will be to review and improve the Energy Efficiency (Energy Using Products) Regulations 2002 and the regulation-making powers under the Energy Efficiency and Conservation Act.

The purpose of undertaking this review is twofold: to ensure that the regulations can be used to their full potential to achieve EECA's and New Zealand's energy and carbon reduction goals, and to ensure that we can maintain regulatory alignment with Australia through continued participation in the highly cost-effective E3 Programme. This work aligns better with the capabilities and purpose of the Strategy and Performance Group, specifically the Government Engagement Team, than it does with the Market Engagement Group since it will be essential

for the success of the review to work effectively and closely across numerous parts of the New Zealand and Australian Governments.

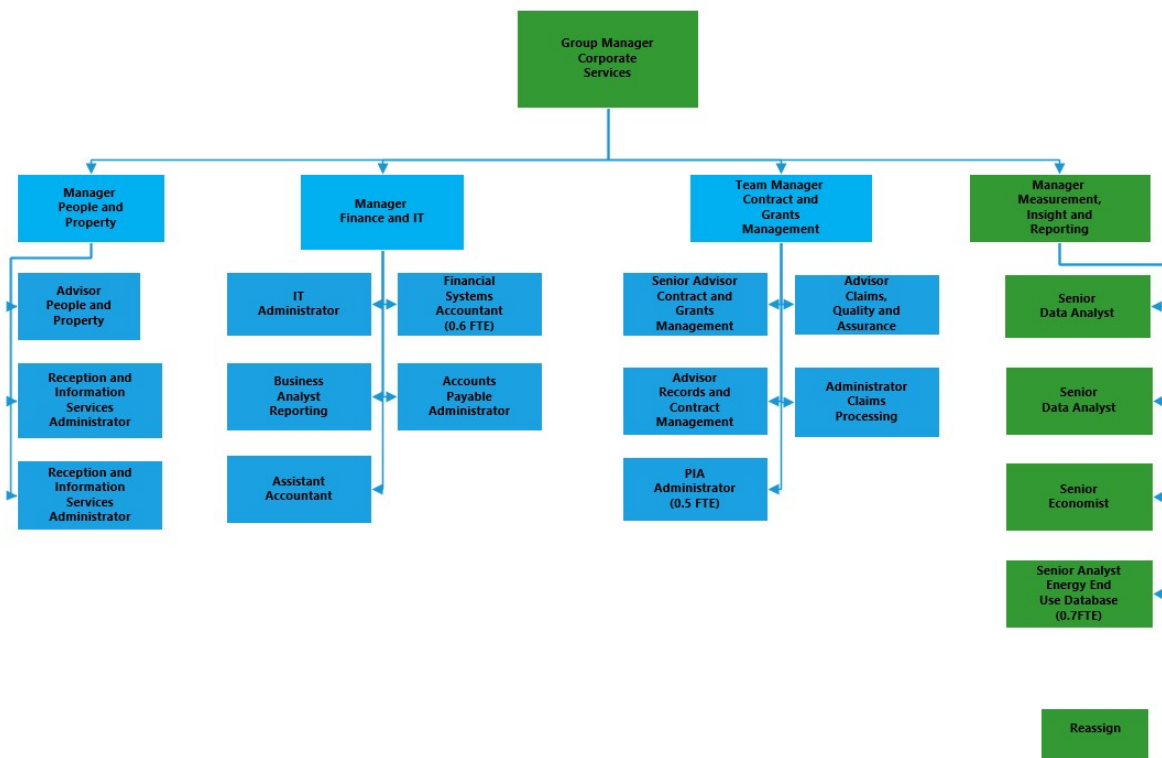
- The reassignment of the Standards and Regulations Team will also allow a better balance of workload operationally across the Groups within EECA.
- The reassignment of the Measurement, Insight and Reporting Team to the Corporate Services Group will allow for a better balance of workloads across the three operational Groups within EECA. This team is also heavily involved in helping identify appropriate measures and reporting on them for the Statement of Performance Expectations and Annual Report which has high levels of involvement by the Corporate Services Group.

Further details on the impact of this proposed change on current roles, and description of proposed new roles, can be found in the Summary of Proposed Position Impacts section on page 15.

Corporate Services Group

It is proposed that The Corporate Services Group comprises four teams:

- Finance and IT
- People and Property
- Contracts and Grants Management
- Measurement, Insight and Reporting



The following change is proposed for this group:

- Reassigning of the Measurement, Insight and Reporting Team to the Corporate Services Group

There are several reasons driving this proposed change:

- The reassignment of the Measurement, Insight and Reporting Team to the Corporate Services Group will allow for a better balance of workloads across the three operational Groups within EECA. This team is also heavily involved in helping identify appropriate measures and reporting on them for the Statement of Performance Expectations and Annual Report which has high levels of involvement by the Corporate Services Group.
- There are close working needs required between this Team and both the Finance and IT teams in regards to financial reporting measures and the need for robust, fit for purpose database platforms to store, retrieve and report on various measures and insights.

SUMMARY OF PROPOSED POSITION IMPACTS

The following table summarises the proposed impact on existing positions, by current teams. Proposed new contestable positions are then listed on page 16.

Note: If a position is not listed in this table, there is no proposed change.

Current Team / Position	Description of Proposed Impact
Account Director North	Disestablishment, contestable process for roles
Account Director South	Disestablishment, contestable process for roles
Programme Partnerships Manager	Disestablishment, contestable process for roles
GM Strategy and Performance Group	Reassignment
GM Corporate Services	Reassignment
GM Market Engagement	Reassignment
Standards and Regulations Team	Reassignment
Measurement, Insights and Reporting Team	Reassignment
WUNZ:HHR Relationship Manager	Reassignment
Relationship Manager Transport	Reassignment
LEV Contestable Fund Manager (current vacancy)	Reassignment

KEY:

Reassignment: Roles and responsibilities of this position are not materially different, but:

- May be moved into a different team/Group;
- May be a different job grade;
- May have functional changes to the 3 operational Groups at EECA;
- May have a new reporting line; or be
- Given a different name.

Redeployment: Although the roles and responsibilities may be materially different, the candidate is identified as having the capability with support and training to perform them.

Disestablishment of position: This position(s) will no longer exist within the organisation because there are materially different changes to the roles and responsibilities of the position; or there is a reduction in the number of positions.

Contestable process: Staff will go through an application and assessment process to determine the best candidate; due to:

- Changes in the nature of the work done by the position; and / or
- Reduction in number of the roles; and / or
- The nature of the existing employment agreement.

Proposed New Positions - Contestable

The following table summarises the proposed new positions and how it is proposed that these positions are recruited.

Team / Position	Proposed Recruitment Approach
Account Director, Market Engagement Group	Internal recruitment
Manager Programme Partners and Funding, Market Engagement Group	Internal recruitment

Staff Consultation

EECA has clear and established policies and procedures for managing a proposal for change, and these will be followed over the next few months.

Guiding Principles

- We have a focus to retain valuable skills and experience wherever possible, while meeting the objective of the proposal for change ¹;
- Transparency and openness: Listen to staff concerns, share ideas early, seek and share feedback regularly and openly;
- All staff will be supported and respected through the process;
- Staff feedback will also be considered as an important part of the final proposal decision;
- The proposed new structure must set teams up for success and contribute to a positive working environment;
- That all teams continue to be able to focus on the delivery of existing programmes for EECA, consistent with EECA's strategic plan;
- Impacted teams or individuals are able to transition their work in a structured, well-organised and considered manner.

EECA Policy / Organisational Change²

In the situation of change, EECA will endeavour to retain valuable skills and experience wherever possible, while meeting the objectives of any review. When EECA has initiated a review that is likely to result in organisational change it will notify staff and the PSA as soon as possible.

Organisational change occurs when EECA makes a decision that requires:

- A reduction in the number of employees, and/or reductions to employees' current job size/salary, or

¹ Section 6 'Management of Change', Page 22, EECA and PSA Collective Agreement 2016- 2018.

² HR017 Management of Organisational Change Policy - May 2013. <http://eecaintranet/file/1241>

- Significant changes to work structures, or
- Significant changes to employees' current positions and/or the nature of their work³.

Unless otherwise agreed, severance is available only as a last resort.

Consultation Process

Consultation is an essential part of the change process. Staff and the PSA will have the opportunity to be involved and consulted and their views taken into account by EECA before decisions are finalised in any change situation⁴.

The consultation document will be released to all staff on **1st June 2018**, with affected staff and teams having been advised prior to this, and continue for a two week period. During this time you can submit your feedback about this proposal for change in three ways:

- Via email to myfeedback@eeca.govt.nz
- Via the PSA; &
- Verbally during scheduled team meetings with HR representatives and the Chief Executive Andrew Caseley.

Your feedback will be held in the strictest of confidence and be considered by the Manager People and Property and the Chief Executive as part of the final decision. A summary of feedback received will be incorporated into the final decision document.

Support

Support services will be made available to staff through EAP Services, it is a confidential service. These include counselling, career planning advice, financial planning advice and job search assistance where required. In addition they will provide career transition support services.

You are able to contact EAP directly and say that you are from EECA, the EAP details are:

- Email wn@eapservices.co.nz or Phone 0800 327 669
- <https://www.eapservices.co.nz/>

Alternatively, you are also able to contact the HR Team in Wellington to discuss your thoughts, any ideas or concerns. You are also able to contact your PSA representatives to discuss the proposal:

- Carolyn Shivanandan 04 495 2978 and Wendy Jackson 04 470 2213

³ Section 6 'Management of Change', Page 22, EECA and PSA Collective Agreement 2016– 2018.

⁴ HR017 Management of Organisational Change Policy - May 2013. <http://eeca.intranet/file/1241>

Proposed Schedule

This table shows the proposed timeline for the consultation process.

Activity	Date
PSA briefing	Thursday 31 May 2018
Present proposal for change to affected staff and teams	Friday 1 June 2018
Post proposal for change to all of EECA via Intranet	Friday 1 June 2018
Consultation period ends	Friday 15 June 2018
Review of feedback complete	By Friday 22 June 2018
Final decision and implementation :	
Present final decision to PSA	Tuesday 26 June 2018
Present final decision to affected staff	Wednesday 27 June 2018
Present final decision to impacted teams	Wednesday 27 June 2018
Present final decision to all of EECA via Intranet	Wednesday 27 June 2018
Proposed timeframe for any contestable recruitment process dependent on the final decision	Early July 2018
End of the recruitment process / announcement of roles dependent on the final decision	End of July 2018

<http://eecaintranet/file/8844>



Embargoed until 4pm 27 June 2018

EECA

Proposal for Change – Final Decision

June 2018

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Message from the Chief Executive

I would like to thank everyone for attending the briefing sessions and then those who have provided specific submissions since the Proposal for change was issued for your feedback at the beginning of June.

15 individual and combined written submissions have been received, and the sessions I held with Teams and Groups provided further detail on my thinking, and allowed the opportunity for people to ask for more details and express their preliminary views. The combined feedback has been useful and has resulted in a modification to the original proposal.

Please take time to read this document thoroughly and if necessary clarify any matters which may be unclear.

The changes now decided are not extensive, but individuals are still impacted and this will be unsettling for both them personally and others. Please support one another through this change process and reach out for support as you may require it, either through your line manager, HR or our external support provider EAP.

We will now move as quickly as we can to recruit and make appointments to the identified roles and embed the changes being made. I will meet with the Business Teams to clarify any issues and to help them move through the change process into a “situation normal” just as quickly as possible. If any other Teams would like to meet with me at any time please ask.

Thank you again for all your input - it has been valuable and I now look forward to your ongoing support as the changes are implemented.

Kind Regards,

A handwritten signature in blue ink, appearing to read 'Andrew Caseley', written in a cursive style.

Andrew Caseley

26 June 2018

Introduction

At the beginning of the month I put forward a proposal for organisational change. These proposed changes were designed to:

- Better balance the workload of the GM Market Engagement role, which will soon include the Warmer Kiwi Homes programme as part of its portfolio of responsibilities.
- Better recognise this additional accountability for the GM Market Engagement, by rationalising the number of the direct reports for that portfolio.
- Create greater consistency, more effective resource planning, improved workload management and streamline reporting lines by consolidating the two existing Account Director roles into one.
- Improve the synergies across the Teams and Groups, and implement a level of functional realignment across the Groups to also improve operational effectiveness and better balance workloads amongst the Group Managers.
- Proactively focus on leadership and workforce development as areas where EECA needs to ensure that it has the capability to deliver on the challenges outlined in the PIF review, and the underlying capacity to deliver on its strategy

Our strategy



Following a two week consultation period, useful and constructive staff feedback has been received and now fully considered. In response, a modification has been made to the proposed organisational change. This document provides the details of the final decision.

Consultation Process

There were 15 submissions received. 14 submissions were received from individuals and 1 collective submission was received from the PSA. The thoughtful nature of the submissions has been valuable.

Each one of the submissions was considered and there were a number of common themes. It is not practical for each item of feedback to be fully described, or responded to specifically in this document, however it is useful to outline the common themes and feedback received which have led to the final decision.

Submission Themes

Across the submissions received there was strong support for:

- The reassignment of the Standards and Regulations Team to the Strategy and Performance Group
- The reassignment of the Measurement, Insight and Reporting Team to the Corporate Services Group

Across the submissions received the following issues were raised:

- Feedback that the change in the Market Engagement Group should wait for at least 10 months until after the new GM Market Engagement has been in place
- Concern about the breadth of the Group Manager Market Engagement role despite the proposed changes in GM workloads
- Feedback whether Warmer Kiwi Homes should report to the GM Market Engagement
- Mixed feedback regarding the creation of a single national Account Management team and how that will function
- Feedback that Account Managers should have more specific areas of focus
- Feedback regarding the need for more resource, and with a technical/programme support focus to support direct engagement within the Market Engagement Group
- Feedback regarding the contestability of proposed roles
- Feedback that the Technology Innovation role should remain as proposed and others that said it should be reassigned to the Programme Partners and Funding team.
- Feedback that the Auckland office might be negatively affected, depending on the outcome of recruitment processes, and that EECA becomes more Wellington centric.
- Feedback that some teams and roles need further clarification of responsibility and accountability
- Feedback regarding some Group Manager roles needing administrative resource
- Feedback that seating arrangements need to be considered given the changes proposed
- Feedback regarding workloads
- Feedback regarding systems – and the need for more operational support

Some submissions were made on an area that was out of the scope for the proposal for change:

- That the Senior Analyst Risk and Accountability would be better suited to being reassigned back to the Corporate Services Group

Response to feedback

The changes align with the timing of the commencement of the Warmer Kiwi Homes Programme, and the related recruitment of the Programme Manager Warmer Kiwi Homes (WKH), along with the consequential need to spread the workload more evenly amongst the GMs. The Programme Manager WKH with the right experience and skillset will be able to manage the programme successfully (with support from across the business as was always the intention). This is a large (in terms of dollars, particularly in year 3 and 4) programme, but it is not highly complex and will become largely uniform in terms of execution and delivery once all the systems and processes have been set up and operationalised. This will reduce the amount of time expected from the GM Market Engagement to be involved in the day to day delivery of the WKH Programme.

Despite some of the feedback received, it is still considered necessary to combine the Account Director roles North and South into one role. This will achieve the improvements originally outlined in the Proposal for Change document. These improvements are required now, so it is not considered to be any benefit to waiting for the appointment and establishment process of the new GM Market Engagement. Once recruitment processes have been completed, further clarification will be communicated on the way that the Account Management team will function in future.

The combining of the Account Director roles North and South will effectively reduce the resource base in the Account Management Team by one. It was pointed out in various submissions received that this could compromise delivery and potentially make the workload of the single Account Director unrealistic. This is a valid and relevant observation, and so the decision has been made to create an additional Account Manager role. This Account Manager will likely have a more technical focus, and be Wellington based in order to provide resource from the Account Management team to support programme development alongside the Strategy and Programme Development Team, which has been difficult to achieve over the past year due to Account Management delivery expectations.

The matter of the rationale for the contestability for the Manager Programme Partners and Funding has been raised. The threshold and judgement for assessing the degree of impact and change on any role is not an exact science. In this instance it is considered that the addition of the accountability for the Low Emissions Vehicle Contestable Fund delivery – and responsibility for the associated two roles (LEV Contestable Fund Manager and Relationship Manager Transport) is sufficient to materially change the nature of this role. This therefore defines it as a contestable role.

Some submissions proposed that the Technology Innovation Manager role be moved into the Programme Partners and Funding Team, but it has been decided that this role will remain within the Account Management Team. This is due to the fact that engagement and contracting of projects under this role will largely be with direct engagement customers (which will predominantly build the pipeline into tech demo, feasibility studies and any PHINZ pilot projects).

There was also concern expressed about the impact of the proposed changes on the Auckland Office. The Auckland Office will remain an integral part of EECA's delivery model. Despite any potential changes in leadership roles based in this office, an ongoing presence by EECA leaders from elsewhere in the business will occur. It will be important to reinforce this position, and also to recognise the number of important EECA customers based in this part of the country.

Feedback relating to clarification of individual and Team roles will all be considered over coming months, along with any related workload issues, operational support, and seating arrangements.

Further consideration will be given to the Senior Analyst Risk and Accountability's reporting line at a later time.

Based on the feedback received, an adjustment has been made which is to:

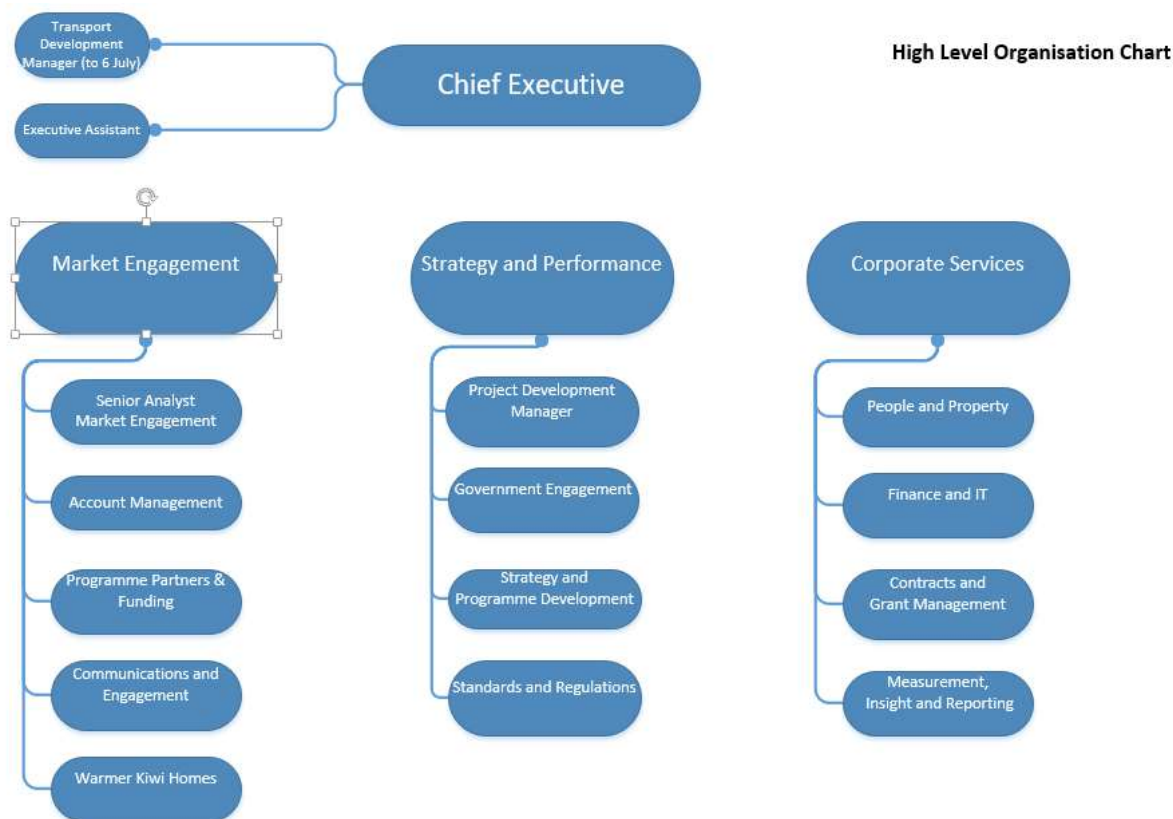
- Add a new Account Manager role with a technical focus to support the programme delivery and support requirements for programme development expected from the Account Management Team.

Final Decision

- The Standards and Regulations Team will move to the Strategy and Performance Group from 2 July 2018.
- The Measurement, Insight and Reporting Team will move to the Corporate Services Group from 2 July 2018.
- The Account Management teams will be consolidated from two teams into one national team.
- An additional Account Manager role will be added to the Account Management Team.
- The Programme Partnerships Team will be expanded to include the delivery of the LEV Contestable Fund and the related support from the Relationship Manager Transport; and be renamed the Programme Partners and Funding Team.

The sections following describe these changes in more detail.

EECA's Organisational Structure



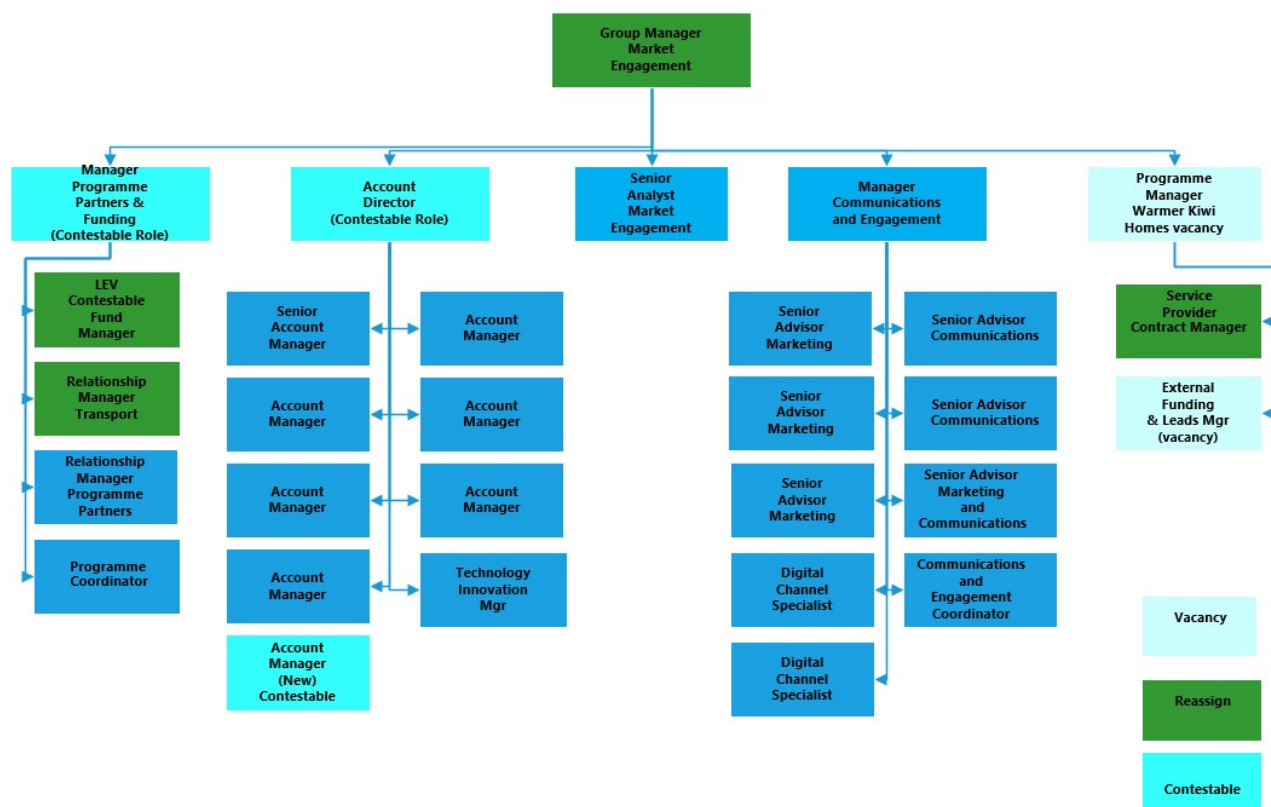
Confirmation of changes to teams and roles

The following section in this document confirm the final decisions taken.

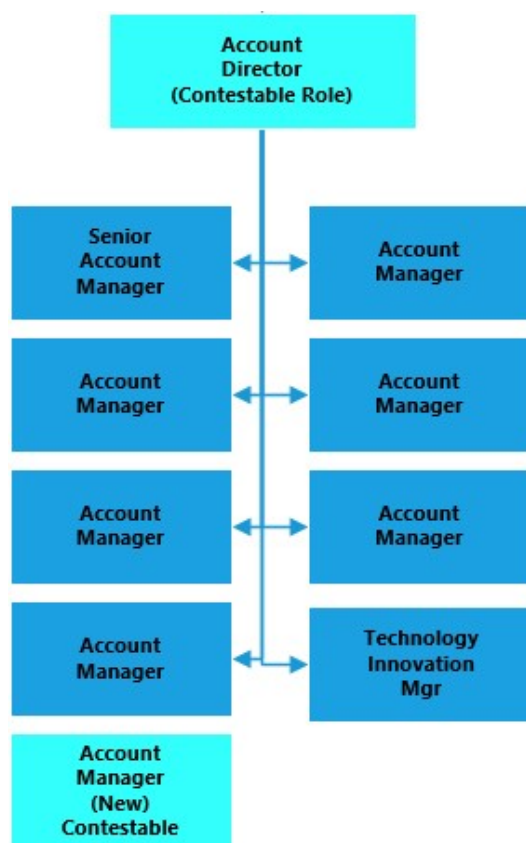
Market Engagement Group

The Market Engagement Group will comprise four teams:

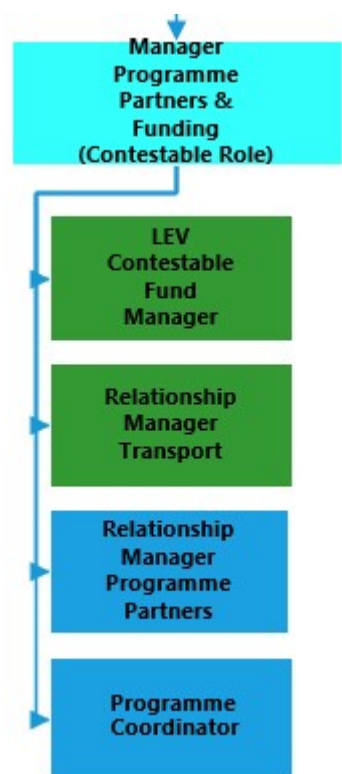
- Account Management Team
- Programme Partners and Funding Team
- Warmer Kiwi Homes Team.
- Communications and Engagement Team



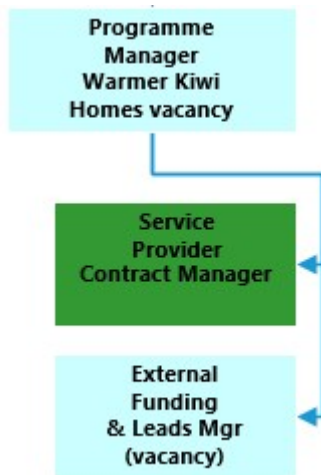
Account Management Team



Programme Partners and Funding Team



Warmer Kiwi Homes Team



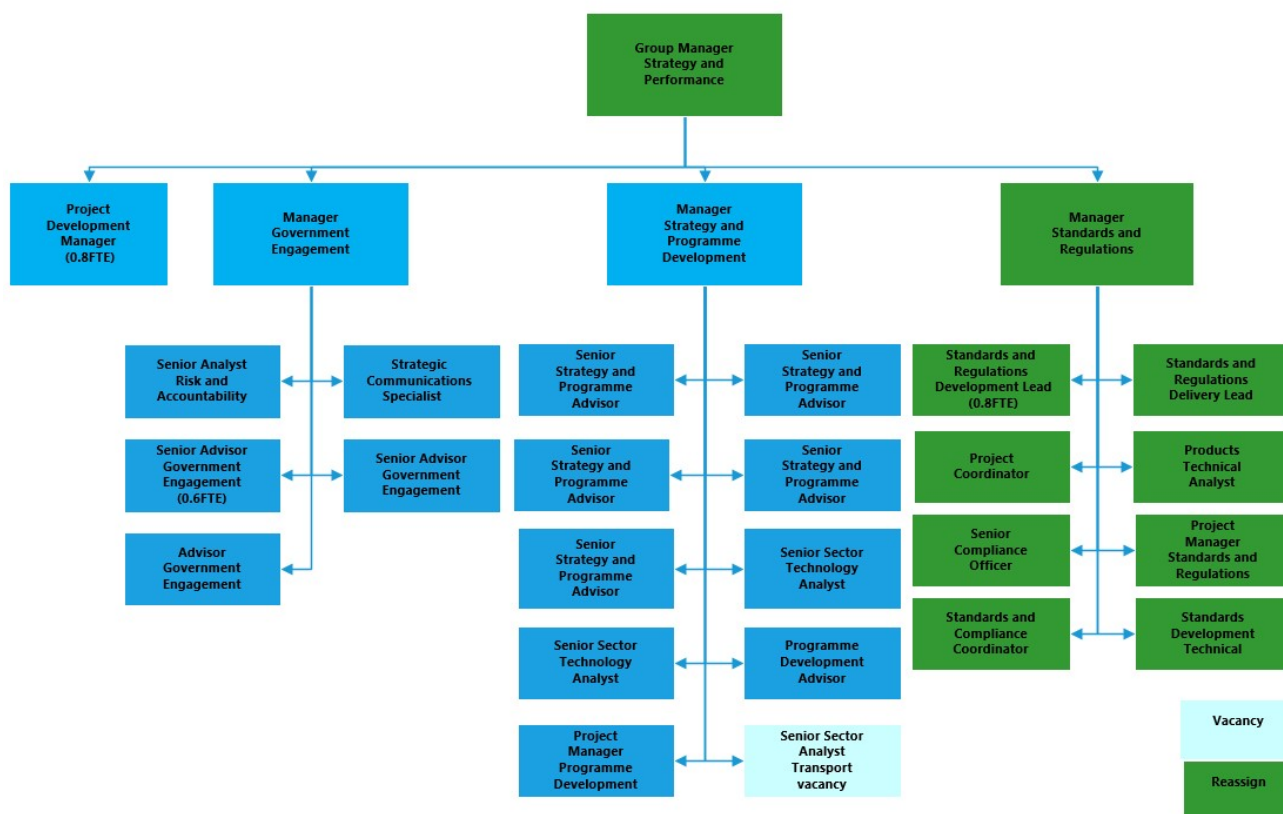
Communications and Engagement Team

No changes have been made to this team.

Strategy and Performance Group

The Strategy and Performance Group will comprise three teams:

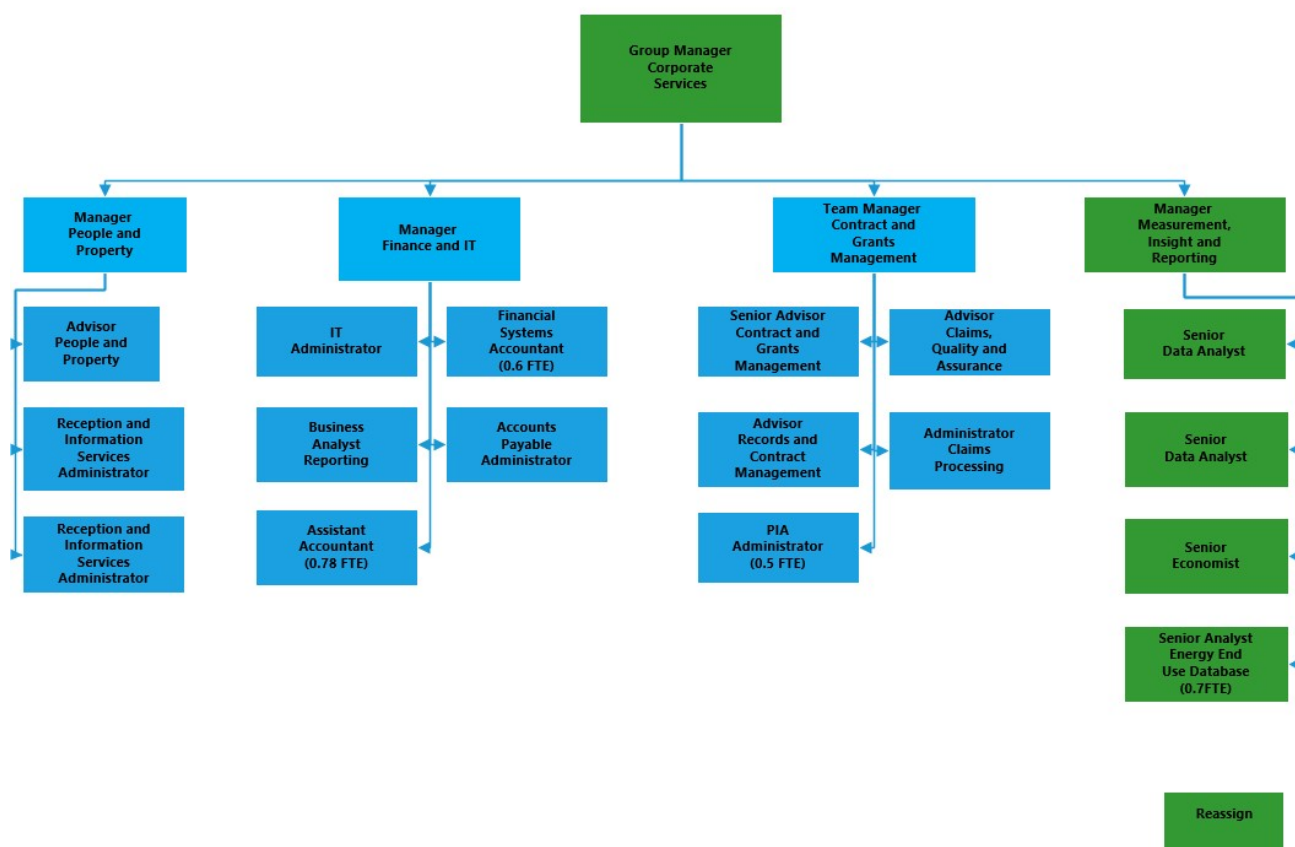
- Government Engagement Team
- Strategy and Programme Development Team
- Standards and Regulations Team



Corporate Services Group

The Corporate Services Group will comprise four teams:

- Finance and IT
- People and Property
- Contracts and Grants Management
- Measurement, Insight and Reporting



Summary of Position Impacts

The following table summarises the impact on existing positions (other than title changes) by current teams. New contestable positions are then listed on page 15.

Note: If a position is not listed in this table, there is no change.

Current Team / Position	Description of Impact
Account Director North	Disestablishment, contestable process for roles
Account Director South	Disestablishment, contestable process for roles
Programme Partnerships Manager	Disestablishment, contestable process for roles
GM Strategy and Performance Group	Reassignment
GM Corporate Services	Reassignment
GM Market Engagement	Reassignment
Standards and Regulations Team	Reassignment
Measurement, Insight and Reporting Team	Reassignment
WUNZ:HHR Relationship Manager	Reassignment
Relationship Manager Transport	Reassignment
LEV Contestable Fund Manager (Vacancy now filled)	Reassignment

KEY:

Reassignment: Roles and responsibilities of this position are not materially different, but:

- May be moved into a different team;
- May be a different job grade;
- May have functional changes to the 3 operational Groups at EECA
- May have a new reporting line; or be
- Given a different name.

Redeployment: Although the roles and responsibilities may be materially different, the candidate is identified as having the capability with support and training to perform them.

Disestablishment of position: This position(s) will no longer exist within the organisation because there are materially different changes to the roles and responsibilities of the position; or there is a reduction in the number of positions.

Contestable process: Staff will go through an application and assessment process to determine the best candidate; due to:

- Changes in the nature of the work done by the position; and / or
- Reduction in number of the roles; and / or
- The nature of the existing employment agreement.

New Positions – Contestable

The following table summarises the new positions and the recruitment approach.

Team / Position	Recruitment Approach
Account Director, Market Engagement Group	Internal recruitment
Manager Programme Partners and Funding, Market Engagement Group	Internal recruitment
Account Manager, Account Management Team, Market Engagement Group (technical focus)	Internal/External

Contestable Recruitment Process

The contestable recruitment process will be managed by the HR team and supported by the appropriate people manager or relevant individual (where possible) in the interview sessions.

The selection criteria are based on what is required for the position, and we will be seeking the best candidate for the job based on their skills, knowledge and experience. Regardless of the number of applicants for a particular position, the assessment will be based on merit.

The contestable recruitment process is that:

- HR will seek expressions of interest about which positions individuals are interested in applying for.
- HR will then accept applications for each of the positions, and then assess the candidates via interview on a job-by-job basis.
- Assessment criteria will be posted on the intranet prior to the interviews.
- The contestable recruitment process will begin after the final decision is announced. Refer to the 'Next Steps' section of this document for the planned implementation timeframes, including the recruitment activity.
- HR is committed to ensuring this process is as efficient, equitable and transparent as possible.

We will be advising commencement of the recruitment process for the two vacancies by Friday 29 June 2018.

Job Descriptions

Please refer Appendix 1 for the Job Descriptions for the contestable roles.

Right of review process

If an EECA employee has a concern about the integrity of a contestable recruitment process then they have recourse to the Right of Review process. The purpose of the Right of Review process is to test whether the requirement to appoint the person best suited to the position has been met, and to give everyone confidence that the recruitment and appointment process is robust and fair.

What is the process?

- An appointment of a role will be announced via email – this is to advise everyone that a role has been filled.
- Once an appointment has been announced, you can submit a Right of Review request via email stating why you believe an appointment should be reviewed to careers@eeca.govt.nz
- The request must be lodged within five working days of the appointment being announced. The person who has been appointed will be advised a Right of Review request has been raised.
- If no Right of Review request is lodged within this time frame, then the appointment will be confirmed.
- Once a Right of Review is lodged, the recruitment process will be reviewed and investigated by a party independent to the appointment process within EECA. The person requesting the review may be required to provide additional information.
- The reviewer will make a recommendation to the Chief Executive as to whether or not to confirm the appointment. Once the decision is made, this will then be communicated as soon as possible to the requester and the person who had been appointed into the role.

Please note the Right of Review process is only open to EECA employees. There is no right of review process if a role is not filled (i.e. a nil appointment). If you have any questions about this, please contact the HR team.

Managing Change at EECA

EECA Policy / Organisational Change¹

In the situation of change, EECA will endeavour to retain valuable skills and experience wherever possible, while meeting the objectives of any review. When EECA has initiated a review that is likely to result in organisational change it will notify staff and the PSA as soon as possible.

Organisational change occurs when EECA makes a decision that requires:

- A reduction in the number of employees, and/or reductions to employees' current job size/salary, or
- Significant changes to work structures, or
- Significant changes to employees' current positions and/or the nature of their work².
- Unless otherwise agreed, severance is available only as a last resort.

Support

Support services will be made available to all staff through EAP Services, it is a confidential service. These include counselling, career planning advice, financial planning advice and job search assistance where required. In addition they will provide career transition support services.

You are able to contact EAP directly and say that you are from EECA, the EAP details are:

- Email wn@eapservices.co.nz or Phone 0800 327 669
- <https://www.eapservices.co.nz/>

Alternatively, you are also able to contact the HR Team in Wellington to discuss any ideas or concerns. You are also able to contact your PSA representatives to discuss the decision:

- Carolyn Shivanandan 04 495 2978 and Wendy Jackson 04 470 2213
- In addition you are able to contact Tjarda Wierdsma: Tjarda.wierdsma@psa.org.nz

Next Steps

This table shows the implementation timeline based on the final decision.

Activity	Date
Advise final decision to PSA	Tuesday 26 June 2018
Advise final decision to affected staff	Wednesday 27 June 2018
Advise final decision to all of EECA	Wednesday 27 June 2018
Recruitment processes commence	Monday 2 July 2018
Transition period for reassigned teams and roles commences	Monday 2 July 2018
End of the recruitment process / announcement of roles.	Friday 27 July 2018

¹ HR017 Management of Organisational Change Policy - May 2013. <http://eeca.intranet/file/1241>

² Section 6 'Management of Change', Page 22, EECA and PSA Collective Agreement 2016– 2018.

Appendix 1 – Job Descriptions for contestable roles

- Account Director
- Manager Programme Partners and Funding
- Account Manager

JOB DESCRIPTION

Position:	Account Director
Team:	Market Engagement Group
Reports to:	GM Market Engagement
Direct Reports:	9
Employment:	Permanent
Grade:	19
Location:	TBC
Effective from:	2018

WHO ARE WE?

EECA's purpose is to mobilise New Zealanders to be world leaders in clean and clever energy use.

EECA is a Crown entity governed by a Board who are accountable to the Minister of Energy and Resources.

Our focus is on Energy and specifically energy efficiency, energy conservation and increasingly (given New Zealand's Climate Change commitments) the use of renewable sources of energy.

Our strategic focus areas are:

- Productive and low emissions business
- Efficient and low-emissions transport
- Energy efficient homes
- Government leadership
- Engage hearts and minds

More information on who we are and what we do is available on our website www.eeca.govt.nz/about-eeeca

PURPOSE

The Account Management Team is responsible for direct engagement with clients in EECA's target markets. Using an account management model they seek to influence and develop sustainable energy efficiency and renewable practices within NZ organisations.

The key objective of the Account Director position is to influence organisations, raise their awareness and gain their commitment to energy management as a priority business issue, specifically with senior management and decision makers at the C-suite level in the largest energy users. This role has a leadership focus across a wide variety of senior stakeholders, multiple industries and sectors. They will be expected to operate at a very senior level to ensure long term energy efficiency changes are embedded into targeted organisations and that these interventions are complemented by effective and productive ongoing relationships with EECA.

This role is responsible for building and managing strong relationships both internally with EECA support teams and externally with key stakeholders and influencers – in particular business leaders, wholesale electricity sector levy payers, industry representatives and lobby groups. In addition the Account Director is responsible for building strong relationships with the appropriate government agencies including senior officials and ensuring they understand and support the economic benefits to NZ from efficiency gains in the business sector.

The Account Director will actively assist the Group Manager in building the capability and culture to work quickly and effectively to achieve outstanding results – specifically with the Account Management team.

KEY RESULT AREAS

- Ensure the SPE and SOI energy saving deliverables are met;
- Nurture successful senior manager relationships;
- Assist in the conversion of the pipeline of business opportunities in accordance with the SOI targets;
- Increase the quality and quantity of energy management services delivered to business;
- Provide high quality feedback from businesses on the EECA value proposition;
- Provide effective and efficient planning, organisation and execution of account plans;
- Establish and maintain effective, positive, quality working relationships with stakeholders and MBIE, particularly at a senior level;
- Ensure all programme and statutory reporting requirements are met in a timely and accurate manner;
- Ensure agreed deadlines are met, results are delivered and expenditure is to budget; and
- Ensure work is efficiently planned, organised & executed, adopting the collaborative cross-team approach within EECA.

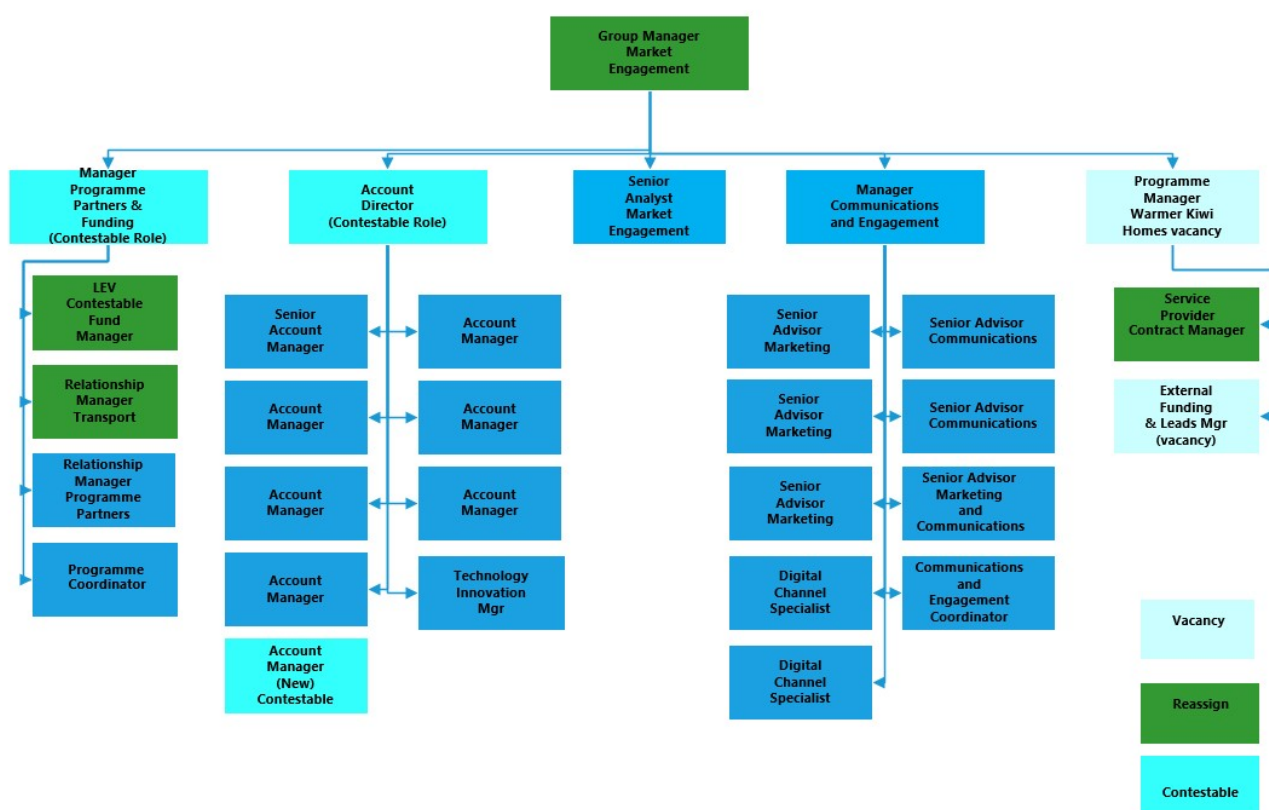
Accountability	Description
Business Strategy	<p>Identify and understand the sectors, technologies and practices across New Zealand where significant achievable energy efficiency potential exists.</p> <p>Ensure senior managers/decision makers understand the link between energy efficiency and their strategic priorities.</p> <p>Use strong commercial acumen and financial savvy to be able to engage effectively and credibly with CFOs, COOs and CEOs on energy efficiency, in language they understand e.g. investment pay back and profit / loss scenarios.</p>
Business Plan Development & Delivery	<p>Ensure that all outcomes from initiatives and programmes are monitored against account plans, measured and evaluated and a system of reporting established and maintained to meet the needs of key stakeholders.</p>
Account Management	<p>Support the Senior Account Managers and Account Managers to implement account strategies, with support from the Senior Account Managers and Account Managers.</p> <p>Perform opportunity assessment and develop client proposals and presentations to deliver the account strategy to planned standards of cost, quality and time.</p> <p>Ensure the development of operational account plans with Senior Account Managers and Account Managers focusing on business solutions.</p> <p>Continually validate and seek feedback on the account plan, the EECA value proposition and solution products and propose revisions to services.</p> <p>Implement sales management tools and techniques, including a sales pipeline, account planning, rating reviews and targeting.</p>
People Management	<p>Develop, mentor and manage EECA Senior Account Managers and Account Managers in best practice sales processes and techniques.</p> <p>Develop a high performing team that is resourced and supported to successfully develop and manage specific accounts across the business sector. Team members are actively mentored, motivated and encouraged to deliver high quality work and development opportunities are sought and encouraged.</p>
Stakeholder Engagement & Management	<p>Direct all engagement processes with businesses and manage operational and strategic initiatives as per the Business plan and objectives.</p>

Accountability	Description
	<p>Engage with senior management (C-suite/decision makers) of these businesses to understand their approach to energy management, their capabilities and their energy management requirements.</p> <p>Engage and align service providers, consultants and other intermediaries who are key to the achievement of the programme where required.</p> <p>Participate in the development and running of networking activities to develop business awareness of energy efficiency opportunities.</p> <p>Ensure that strong and effective communication is maintained with key stakeholders – including major energy users, energy suppliers, the energy management industry, industry representative groups, electricity levy payers, Government and programme partners.</p>
Collaboration	<p>Contribute as a member of cross EECA teams where required to identify and develop initiatives to improve the efficiency and effectiveness of key business activities and organisational issues across the organisation.</p> <p>Ensure that constructive relationships exist with other parts of the organisation.</p> <p>Perform any other duties reasonably requested by Group Manager, Market Engagement</p>
Procurement/Contract Management	<p>Use best practice and EECA's procurement processes to negotiate detailed proposals for energy management initiatives with senior management and operations staff in large energy users.</p>

RELATIONSHIPS

It is expected that effective working relationships are established with relevant EECA staff and external stakeholders.

Where your position fits



Internal Relationships	<ul style="list-style-type: none"> • EECA Management • EECA Board Members • Everyone at EECA
External Relationships	<ul style="list-style-type: none"> • Minister of Energy & Resources • Ministry of Business Innovation & Employment • Ministry for the Environment • Industry Associations / bodies / entities • Sector organisations
Financial delegations	<ul style="list-style-type: none"> • TBC

EDUCATIONAL QUALIFICATIONS, EXPERIENCE AND SKILLS REQUIRED

The incumbent should possess:

- Excellent working knowledge and leadership experience in the business / energy sector;
- Demonstrated account management and entrepreneurial skills and the ability to get results;
- An in-depth and working knowledge of the Business / energy sector issues, and challenges, with the capability to debate and apply these to EECA;
- Commercial acumen and understanding of business issues and the ability to translate these into successful targeting of programmes for the business market and energy users
- Proven experience in building credible and productive working relationships with decision makers, particularly at a senior level;
- Proven Senior Management experience; a strong and effective people manager including at a senior level;
- Highly effective communicator, negotiator and mediator with the ability to build strong relationships at all levels from external partners, the Board and senior management down through the organisation;
- A relevant tertiary qualification or equivalent work experience in the Business / energy sector;
- Enthusiasm for promoting energy efficiency and renewable energy in New Zealand;
- Excellent people skills and the natural ability to manage issues in a sensitive and appropriate manner;
- Maturity, sound judgment, and ability to take a strategic overview;
- Proven experience in the effective management of budgets, and an understanding of financial management principles.

GENERAL

A policy of equal employment opportunity operates and EECA provides a work environment that is free from discriminatory practices and encourages all employees to reach their full potential.

As a good employer, EECA takes its Health and Safety responsibilities seriously and all staff are expected to comply with all Health and Safety policies and practices, as part of their employment.

COMPETENCIES

These competencies are included in your performance agreement. It is expected that all staff exhibit these competencies in addition to the technical competencies required in each role.

The incumbent should have, or be:

- 1. Managing vision and purpose:** Communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; is optimistic; creates mileposts and symbols to really support behind the vision; makes the vision sharable by everyone; can inspire and motivate entire units or organisations.
- 2. Results and action oriented:** Is driven by results, maintains a record of exceeding delivery goals; steadfastly pushes self and others for bottom-line performance; can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently.

3. **Building effective teams:** Blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.
4. **Planning:** Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.
5. **Commercial orientation:** Understand how markets and businesses work, how information and influencing strategies can build capability, and affect decision making, to achieve market change; how dynamics of market players will affect EECA's desired results.
6. **Innovation management:** Is good at bringing the creative ideas of others to market; has good judgment about which creative ideas and suggestions will work; has a sense about managing the creative process of others; can facilitate effective brainstorming; can project how potential ideas may play out in the marketplace.
7. **Motivating others:** Creates a climate in which people want to do their best; can motivate many kinds of direct reports and team or project members; can assess each person's hot button and use it to get the best out of him/her; pushes tasks and decisions down; empowers others; invites input from each person and shares ownership and visibility; makes each individual feel his/her work is important; is someone people like working for and with.
8. **Developing others:** Provides challenging and stretching tasks and assignments; holds frequent development discussions; is aware of each person's career goals; constructs compelling development plans and executes them; pushes people to accept development moves; will take on those who need help and further development; cooperates with the developmental system in the organisation; is a people builder.
9. **Partnership Acumen:** Proven ability to develop and maintain partnerships for co-benefit; and which for EECA increase available resources, or enable a stronger impact on the market.
10. **Conflict management:** Steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minimum noise.

JOB DESCRIPTION

Position:	Manager Programme Partners and Funding
Team:	Market Engagement Group
Reports to:	Group Manager Market Engagement
Direct Reports:	4
Employment:	Permanent
Grade:	19
Location:	TBC
Effective from:	2018

WHO ARE WE?

EECA's purpose is to mobilise New Zealanders to be world leaders in clean and clever energy use.

EECA is a Crown entity governed by a Board who are accountable to the Minister of Energy and Resources.

Our focus is on Energy and specifically energy efficiency, energy conservation and increasingly (given New Zealand's Climate Change commitments) the use of renewable sources of energy.

Our strategic focus areas are:

- Productive and low emissions business
- Efficient and low-emissions transport
- Energy efficient homes
- Government leadership
- Engage hearts and minds

More information on who we are and what we do is available on our website www.eeca.govt.nz/about-eeeca

PURPOSE

The goal of the Market Engagement Group is to deliver market and related behavior change programmes that result in significant, cost-effective and sustainable energy savings across EECA's target markets: Business, Residential and Transport with an increasing focus on reducing carbon emissions

The Programme Partners and Funding team provides account and relationship management services to Service Providers and organisations participating in EECA market engagement initiatives, with a specific focus on improving service provider capability, capacity and delivery.

In addition, the team also manages a number of funds providing grants to industry initiatives in electricity efficiency and renewables, including the Low Emissions Vehicles Contestable Fund.

The Manager Programme Partners and Funding is responsible for building energy management industry capability which in turn supports NZ businesses to make effective energy efficiency and conservation choices.

This role manages a team which works to raise awareness, and gain commitment to, energy management as a priority issue for businesses, through industry intermediaries such as industry associations, service providers, lobby groups etc. The team works to maintain strong relationships with these key stakeholders and influencers to ensure that the Market Engagement Group achieves its business market objectives.

KEY RESULT AREAS

- Ensure that SPE energy saving deliverables are met through Programme Partners' contributions;
- Contribute to the increase in the quality and quantity of energy management services delivered to business through EECA partners;
- Establish successful senior relationships and achieve a high level of partner satisfaction with EECA;
- Provide effective and efficient planning, organisation and execution of the Programme Partnership plan;
- Ensure the Low Emissions Vehicle Fund is effectively managed
- Ensure effective contact management with Industry/Sector Associations and service providers;
- Ensure effective working relationships with internal teams;
- Ensure all agreed deadlines are met, results are delivered and expenditure is to budget;
- Ensure that work is efficiently planned, organised and executed; and
- Adopt a collaborative cross-team approach within EECA.

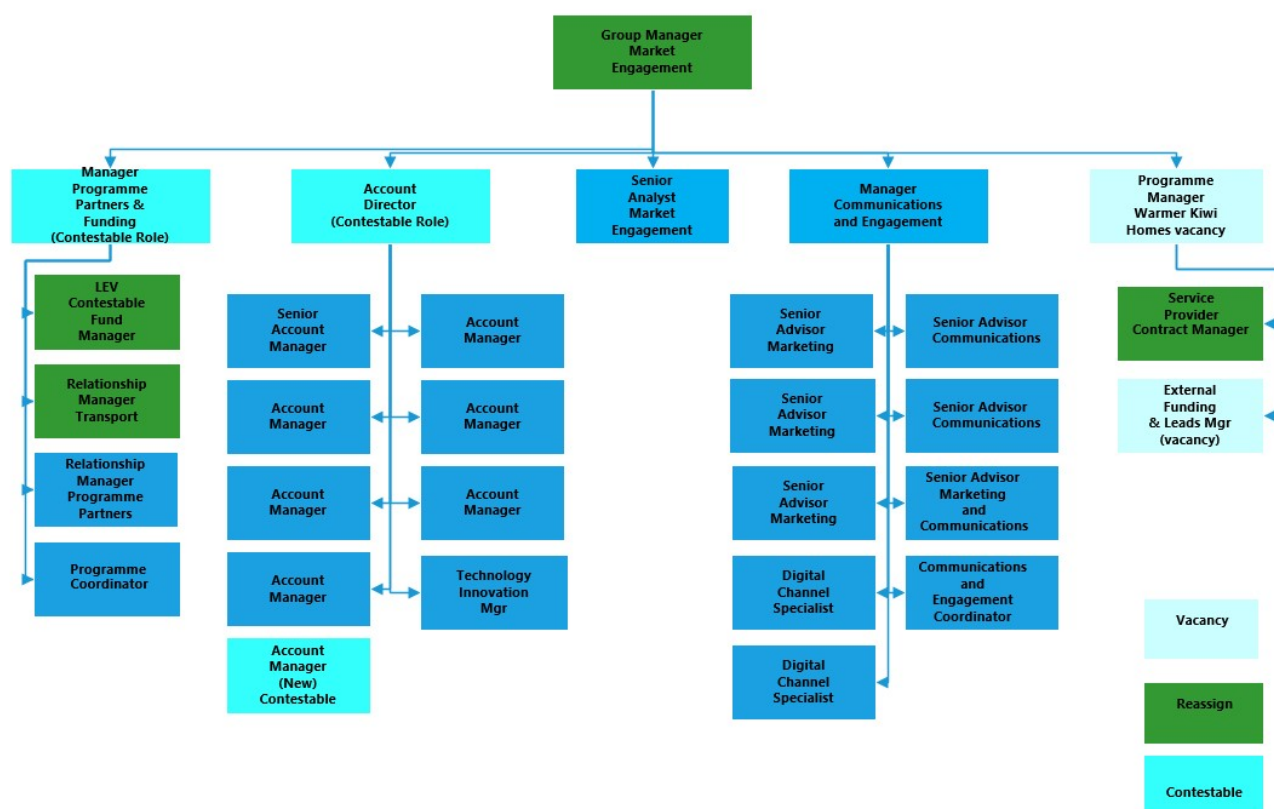
Accountability	Description
Programme Partnership Plan	Maintain a nationwide programme partnership plan in close collaboration with the Communications and Engagement team, especially for the next 1,000 businesses and Small to Medium Energy Users (SMEs). Create a loyal and culturally aligned independent channel to represent EECA values to prospective clients.
Delivery of Low Emissions Vehicle Contestable Fund	With the LEV Contestable Fund Manager, ensure that the fund is effectively managed, to achieve the targets set as per the SOI and Outcome Expectations.
Programme Development & Delivery	<p>Ensure alignment of the efforts of the Programme Partnerships team with other key EECA key resources i.e. Communications and Engagement Team, EECA Finance etc. to achieve the objectives of the Partnership Plan.</p> <p>Work in partnership with Industry Associations e.g. EMANZ to establish performance standards and develop and execute an accreditation programme.</p> <p>Maintain strong and effective communication with the EECA Account Management team to ensure timely engagement on all relevant project support activities to achieve project and programme deliverables.</p> <p>Lead the involvement of EECA Teams, especially Communications and Engagement resources for the next 1,000 businesses and Small to Medium Energy Users (SMEs), in order to support programme initiatives and achieving partner performance objectives and partners' expectations.</p>
Issue Resolution	Manage potential partnership conflict by fostering excellent communication internally and externally, and through adherence to partnership engagement protocols.
Relationship Management	<p>Drive EECA initiatives and goals through building strong partnership networks. Manage industry/sector associations' relationships and optimise value from the partnerships. Proactively assess, clarify, and validate partner needs on an ongoing basis.</p> <p>Participates in the development and running of networking events to develop awareness of energy efficiency opportunities and develop new opportunities.</p>
People Management	<p>Develop, mentor and manage the Programme Partners and Funding team in best practice partnership management processes and techniques.</p> <p>Develop a high performing team that is resourced and supported to successfully develop and manage initiatives. Team members are actively mentored, motivated and encouraged to deliver high quality work and development opportunities are sought and encouraged.</p>

Accountability	Description
Collaboration	Ensure that constructive relationships exist between the Market Engagement Group and other parts of the organisation. Perform any other duties reasonably requested by Group Manager Market Engagement.
Procurement / Contract Management	Provide input to the development of documentation for RFP and tender processes and, as a member of RFP evaluation teams, to carrying out evaluation of responses. Establish and negotiate contractual relationship agreements with channel partners where required.

RELATIONSHIPS

It is expected that effective working relationships are established with relevant EECA staff and external stakeholders.

Where your position fits



Internal Relationships	<ul style="list-style-type: none"> EECA Management Communication and Engagement Team Everyone at EECA
External Relationships	<ul style="list-style-type: none"> Industry Associations / bodies / entities Sector organisations Service Providers
Financial delegations	<ul style="list-style-type: none"> Delegated financial authority of \$xxxxK Direct budget accountability of \$xxk

EDUCATIONAL QUALIFICATIONS, EXPERIENCE AND SKILLS REQUIRED

The incumbent should possess:

- Proven channel management experience at a senior / sector / national level;
- The demonstrated ability to get results working across multiple stakeholders;
- A relevant tertiary qualification or equivalent work experience in channel management;

- Demonstrated experience in building effective and enduring relationships;
- An excellent working knowledge of the successful channel management strategies & practices;
- Enthusiasm for promoting energy efficiency and renewable energy in New Zealand;
- An in-depth and working knowledge of the sector issues / challenges with the capability to debate & apply these to EECA;
- Excellent time management skills and the ability to manage a number of tasks at one time;
- Strong written and verbal communication skills;
- Knowledge and expertise in the Microsoft Office products in particular Word and Excel;
- Strong negotiation skills and the ability to mediate effectively;
- Excellent people skills and the ability to manage issues in a sensitive and mature manner;
- Excellent facilitation and interpersonal skills;
- Maturity, sound judgement, and ability to take a strategic overview.

GENERAL

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As a good employer, EECA takes its Health and Safety responsibilities seriously and all staff are expected to comply with all Health and Safety policies and practices, as part of their employment.

COMPETENCIES

These competencies are included in your performance agreement. It is expected that all staff exhibit these competencies in addition to the technical competencies required in each role.

The incumbent should have, or be:

11. **Industry experience:** Significant experience in, or working with, the New Zealand business sector / channel management.
12. **Partnership Acumen:** Proven ability to develop and maintain partnerships for co-benefit; and which for EECA increase available resources, or enable a stronger impact on the market.
13. **Results and action oriented:** Is driven by results, maintains a record of exceeding delivery goals; steadfastly pushes self and others for bottom-line performance; Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently.
14. **Strong customer focus:** Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; builds rapport and establishes effective relationships with customers and gains their trust and respect.
15. **Commercial orientation:** Understand how markets and businesses work, how information and influencing strategies can build capability, and affect decision making, to achieve market change; how dynamics of market players will affect EECA's desired results.
16. **Government savvy:** Demonstrated experience to work across government agencies to develop partnerships and alliances to deliver change.
17. **Future orientation:** Sees ahead clearly; can anticipate future consequences and trends accurately; communicates a compelling and inspired vision and sense of core purpose; creates milestones and symbols to rally support behind the vision; makes the vision shareable by everyone.
18. **Collaborative Team Player:** Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can work across EECA to solve problems with a minimum of noise; is seen as cooperative; has integrity and easily gains trust and support of peers; encourages and rewards collaboration from team members; can be candid with peers.

Dealing with paradox: Can act in ways that seem contradictory; is very flexible and adaptable when facing tough calls;; can combine seeming opposites like being compassionately tough, stand up for self without trampling others, set strong but flexible standards; can act differently depending upon the situation; is seen as balanced despite the conflicting demands of the situation.

JOB DESCRIPTION

Position:	Account Manager
Team:	Account Management Team, Market Engagement Group
Reports to:	Account Director
Direct Reports:	Nil
Employment:	Permanent
Grade:	17
Location:	Wellington
Effective from:	2018

WHO ARE WE?

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EECA is a Crown entity governed by a Board who are accountable to the Minister of Energy and Resources.

Our focus is on Energy and specifically energy efficiency, energy conservation and increasingly (given New Zealand's Climate Change commitments) the use of renewable sources of energy.

Our strategic focus areas are:

- Productive and low emissions business
- Efficient and low-emissions transport
- Energy efficient homes
- Government leadership
- Engage hearts and minds

More information on who we are and what we do is available on our website www.eeca.govt.nz/about-eeeca

PURPOSE

The goal of the Market Engagement Group is to deliver market and related behavior change programmes that result in significant, cost-effective and sustainable energy savings across EECA's target markets: Business, Residential and Transport with an increasing focus on reducing carbon emissions

The Account Management Team is responsible for direct engagement with clients in EECA's target markets. Using an account management model they seek to influence and develop sustainable energy efficiency and renewable practices within NZ organisations.

The key objective of the Account Manager is to build, maintain and enhance long term relationships and build knowledge within a portfolio of direct engagement Large Energy Users that have significant economic energy savings potential; with the goal of driving increased acceptance and uptake of energy efficiency and use of renewable energy.

This role will influence businesses at executive, management and operations level to ensure uptake of energy efficiency initiatives among the direct engagement large energy users with large economic energy saving potential and to create change that 'sticks' because it is embedded into daily operations. An important component of the role is to manage objections to overcome the barriers to the uptake of energy management programmes, as well as generating programme ideas to address and overcome barriers where needed.

The Account Manager will support energy service providers to encourage businesses to adopt energy management systems as a business discipline and undertake energy savings projects; while enhancing client

satisfaction with EECA engagement within their client portfolio. They are responsible for establishing and fostering relationships with EECA delivery partners and energy service providers promoting a range of EECA business solutions to a portfolio of targeted accounts.

KEY RESULT AREAS

- Achieve individual performance targets that support delivery of SOI targets;
- Enhance the client's view and understanding of EECA's relevance;
- Assist with development of strategic account plans and deliver operational account management plans that meet EECA standards;
- Develop and deliver effective and tailored energy journeys for targeted businesses;
- Develop multi sector expertise and intelligence leading to better support for the direct engagement large energy users;
- Increase the quantity & quality of energy management undertaken by business, leading to verifiable cost-effective energy savings;
- Build effective, positive, and quality working relationships with businesses, partners, stakeholders & internal support teams;
- Ensure all programme and statutory reporting requirements are met in a timely and accurate manner;
- Meet agreed deadlines & deliver results by efficiently planning, organisation & execution of agreed tasks;
- Maintain the EECA CRM database in a timely and accurate manner;
- Adopt the collaborative cross-functional team approach within the Business team and wider EECA.

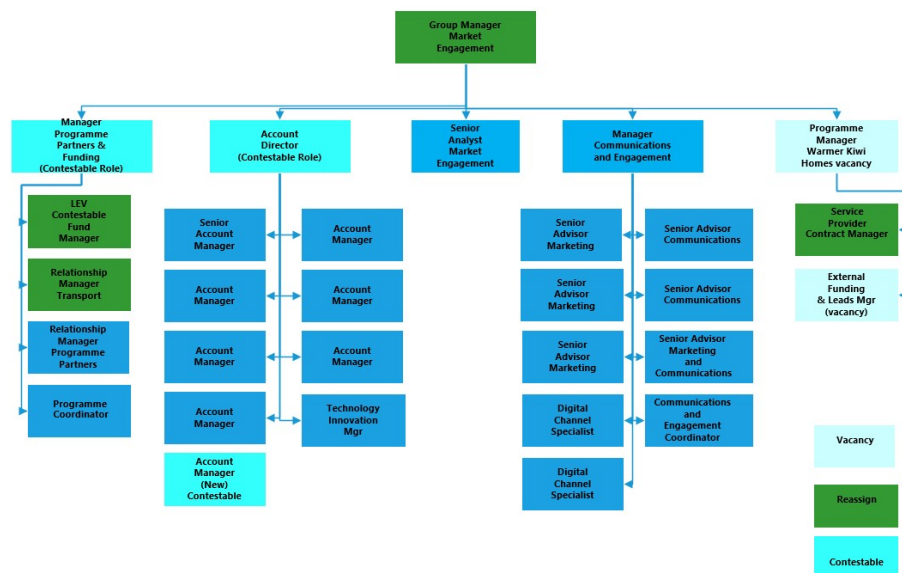
Accountability	Description
Business Strategy	<p>Assist to identify the sectors, technologies and practices across New Zealand where significant achievable energy efficiency potential exists, that have been identified and understood for the direct engagement large energy users.</p> <p>Contribute to the client strategic account planning process that develops mutual performance objectives, financial targets, and critical milestones short and long term for the direct engagement large energy users.</p> <p>Contribute expertise and experience to help inform strategy and programme design (this will also include facilitating the involvement of large energy users and other key stakeholders in this process where required).</p>
Account Management	<p>Establish and nurture long term productive, professional relationships with key personnel in assigned client accounts.</p> <p>Work with the target business to articulate their energy journey, identify their unique requirements and recommend solutions to embed changes into daily operations with ongoing organisational benefits. Provide ongoing support to the client to help achieve these changes while respecting the direct client and service provider contractual relationship. Monitor and report the progress of each client's energy journey using tailored account plans.</p> <p>Develop and deliver quality operational account management plans that meet EECA standards. Use the account plan to monitor and report on client progress and achievements against agreed objectives, milestones and outcomes.</p> <p>Coordinate the involvement of EECA delivery partners e.g. service providers, consultants, and other intermediaries in order to meet account performance objectives and client expectations.</p> <p>Maintain an up to date knowledge of the energy services market and gain a good understanding of service provider capability and product characteristics and offerings.</p>

Accountability	Description
Programme Development & Delivery	<p>Achieve agreed targets for progressing energy management uptake and energy efficiency improvements in targeted businesses and across sectors in accordance with client account management plans.</p> <p>Support programme delivery by assisting with the monitoring of project status, savings, risks and compliance through regular contact with clients.</p> <p>Work with the Strategy Programme Development Team to support programme design and development in the large energy user space.</p> <p>Contribute to the identification and development of initiatives to improve the efficiency and effectiveness of activities across the team.</p> <p>Any other duties are carried out as reasonably requested by the Account Director.</p>
Stakeholder Engagement & Management	<p>Engage with senior management and operations staff to understand their approach to energy management, their deployed capabilities and their energy management requirements.</p> <p>Influence decision makers to adopt energy management principles and programmes by building and maintaining strong operational level relationships with targeted businesses.</p> <p>Participate in the development and running of networking events to develop business awareness of energy efficiency opportunities and develop new opportunities.</p>
Collaboration	<p>Contribute as a member of cross EECA teams where required to identify and develop initiatives to improve the efficiency and effectiveness of key business activities and organizational issues across the organisation.</p> <p>Ensure that constructive relationships exist with other parts of the organisation.</p> <p>Perform any other duties reasonably requested by the Account Director.</p>
Procurement/Contract Management	<p>Use best practice and EECA's procurement processes when supporting the negotiation of detailed proposals for energy management initiatives with senior management and operations staff in large energy users.</p>

RELATIONSHIPS

It is expected that effective working relationships are established with relevant EECA staff and external stakeholders.

Where your position fits



Internal Relationships	<ul style="list-style-type: none"> • EECA Management • EECA Board Members • Everyone at EECA
External Relationships	<ul style="list-style-type: none"> • Direct Engagement Large energy users • Industry Associations • Sector organisations • Service Providers
Financial delegations	<ul style="list-style-type: none"> • Delegated financial authority of \$0K • Direct budget accountability of \$0M

EDUCATIONAL QUALIFICATIONS, EXPERIENCE AND SKILLS REQUIRED

The incumbent should possess:

- Working knowledge of industrial fuel sources inc. Electricity, Gas, Fuel, coal, renewables and of the relevant energy efficiency offerings, regulations, key players and market dynamics;
- Demonstrated sales, account management & entrepreneurial skills in a Process Engineering environment
- Commercial acumen and understanding of business issues and the ability to translate these into successful targeting of programmes for the business market and energy users;
- Highly skilled communicator and facilitator with demonstrated experience in building effective and enduring relationships with a variety of stakeholders;
- Enthusiasm for promoting energy efficiency and renewable energy in New Zealand;
- Excellent people skills and the natural ability to manage issues in a sensitive and mature manner;
- Maturity, sound judgment, and ability to take a strategic overview.
- A proven ability to manage projects and able to write business cases and work plans
- A proactive, resourceful and self-starting operating style with the demonstrated ability to get results

GENERAL

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As a good employer, EECA takes its Health and Safety responsibilities seriously and all staff are expected to comply with all Health and Safety policies and practices, as part of their employment.

COMPETENCIES

These competencies are included in your performance agreement. It is expected that all staff exhibit these competencies in addition to the technical competencies required in each role.

The incumbent should have, or be:

19. **Industry experience:** Proven experience in, or working with, the New Zealand business sector, particularly in a process engineering environment.
20. **Strong customer focus:** Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; builds rapport and establishes effective relationships with customers and gains their trust and respect.
21. **Results and action oriented:** Is driven by results, maintains a record of exceeding delivery goals; steadfastly pushes self and others for bottom-line performance; Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently.
22. **Partnership Acumen:** Proven ability to develop and maintain partnerships for co-benefit; and which for EECA increase available resources, or enable a stronger impact on the market.
23. **Commercial orientation:** Understand how markets and businesses work, how information and influencing strategies can build capability, and affect decision making, to achieve market change; how dynamics of market players will affect EECA's desired results.

24. **Collaborative Team Player:** Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can work across EECA to solve problems with a minimum of noise; is seen as cooperative; has integrity and easily gains trust and support of peers; encourages and rewards collaboration from team members; can be candid with peers.
25. **Negotiating:** Can negotiate skillfully in tough situations with both internal and external groups; can settle differences with minimum noise; can with concessions without damaging relationships; can be both direct and forceful as well as diplomatic; gains trust quickly of other parties to the negotiations; has a good sense of timing.

CAREER PATHWAY



REQUIREMENTS:

Functional Experience

- ❖ Minimum of 5 years working at EECA as an Account/Relationship Manager or role that interfaces with business or
- ❖ Minimum of 8 years working as an Account/Relationship/Sales Manager role dealing with large business (commercial/industrial)
- ❖ Track record working across different sectors with core experience in at least one relevant sector
- ❖ Must hold a number of current relationships (network) at senior levels with large businesses
- ❖ Show evidence of managing and coordinating projects or initiatives involving multiple parties
- ❖ Consistently above average performance (multi-year)
- ❖ For existing staff, must be at least 100% of grade

Skills

- ❖ Be able to engage successfully at senior levels (CEO, CFO)
- ❖ Ability to work with complex businesses (eg offshore ownership/cooperatives)
- ❖ Ability to set up and manage complex journeys – beyond Collaboration Agreement type schedules, to include complex Group Wide Agreements with initiatives such as employee engagement programmes
- ❖ Demonstrate the ability to lead, coach and mentor junior staff
- ❖ Show evidence of developing new initiatives or new ways of doing business
- ❖ Show evidence of making decisions to achieve win-win outcomes – close deals, make it work
- ❖ Think strategically about their account portfolio – beyond managing current initiatives, into identifying the next initiatives and how will we achieve them
- ❖ Good understanding of EECA's Business Team programmes

COMPETENCIES

In addition to those outlined for the Account Manager role:

8. **Organisational agility:** Knowledgeable about how organisations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organisations.

9. **Peer relationships:** Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can solve problems with peers with a minimum of noise; is seen as a team player and is cooperative; easily gains trust and support of peers; encourages collaboration; can be candid with peers.

10. **Dealing with ambiguity:** Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on.

11. **Strategic agility:** Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulate credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.

Document 7.
Proposal for Change January 2019

Embargoed until 4pm 29 January 2019

Proposal for Change

29 January 2019

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FOREWORD FROM THE CHIEF EXECUTIVE

Recently it has become apparent that the resourcing requirements in the Measurement Insight and Reporting (MIR) Team as well as the Standards and Regulations (S &R) Team need to be considered. This proposal for change document outlines the drivers for these changes along with the proposed structural impacts.

In the case of the MIR Team this has been initiated by the findings of a review into the future of the Energy End Use Database (EEUD). This database has provided a valuable source of information for both EECA and many outside organisations who also refer to the data it contains. The Leadership Group has committed to EECA being the predominant organisation holding the EEUD. However, during the course of the review, it became apparent that the method by which this data is collected and collated needs to be changed, and a more appropriate platform to store the data needs to be built. The decision has been made to discontinue both the collection and collation of any further data in the EEUD under the previous approach, pending the development of a new method of capturing and collating the data. This decision does have an impact on the current resourcing of the MIR Team.

In respect to the S & R Team, the impact of EECA's increased check testing and monitoring of its regulation in the market place, as well as changes to the policies and processes underpinning that work, has identified the need for additional resource in the Compliance and Enforcement part of the S & R Team. This has been further reinforced by the Board's related expectation that EECA undertakes an appropriate level of check testing and monitoring of its regulation initiatives. In addition, recent staff resignations have prompted a clarification of some roles. This proposal sets out the proposed response to address the issues identified.

After your feedback is considered it is intended to make timely final decisions and to implement the necessary actions as soon as practical.

Change always creates uncertainty and stress, especially for individuals affected. Please reach out for any support required either through your line manager, HR or our external support provider EAP.

I look forward to receiving the responses on the proposals contained in this organisational change document.

Kind Regards,

A handwritten signature in blue ink, appearing to read 'Andrew Caseley', written in a cursive style.

Andrew Caseley

INTRODUCTION AND CONTEXT

Measurement Insight and Reporting

Since the establishment of the Measurement Insight and Reporting (MIR) team mid-2017, a number of initiatives have been in place as the team focusses on its objectives.

As per the decisions announced in June 2017, the purpose of the MIR team is to build capability in data analytics for EECA's target markets, both to inform future strategy and intervention, and to establish a consistent and verifiable approach to EECA's programme measurement and performance reporting. This team is expected to provide insights into EECA's markets and performance by:

- turning energy related data and information, into intelligence that is relevant to making decisions and gauging progress in respect to NZ energy savings, and their economic, environmental and social co-benefits;
- implementing effective data collection, analysis and reporting which allow effective measurement of EECA programme performance and related public benefits.

As a consequence, a key initiative since that time has been the consideration of the benefit and related 'fit for purpose' assessment of the Energy End Use Database (EEUD) and the Energy Economic Potentials Tool (EEPT). Consequently, in June 2018, EECA commissioned Sapere Research Group (SRG) to undertake an independent review of EECA's EEUD and the EEPT.

In August 2018, SRG provided recommendations to improve the methodologies, assumptions, systems and processes for compiling the data, and the user interface of the EEUD and the EEPT. SRG also recommended that EECA determine the strategic value and key users of these two data assets before implementing the recommendations.

In November 2018, EECA's Leadership Group (LG) met with SRG to discuss the strategic value of these two information sources. For EECA to both position itself as an 'authority' in the space of information provision, and to provide the necessary information in order to best focus the implementation of EECA's strategic focus areas EECA's LG agreed 'in principle' that:

- EECA is the most appropriate entity to provide disaggregated energy end use data as an aid to understand how best to optimise valuable energy resources and to help ensure we focus on the areas of greatest impact.
- MIR is to prioritise the specification and (subject to Board approval) procurement of a replacement EEUD that:
 - overcomes the weaknesses identified in the Sapere report. Please see link to report: [20180814 Review of Energy End Use Database Final Report.pdf](#)
 - identifies alternative sources of data to those provided by the Statistics New Zealand Energy End Use survey, with a view to obtaining more current and accurate data than that which is available under the current three year cycle compliance survey
 - is based on assumptions that are considered relevant and reasonable by informed users of the data;
 - provides a level of disaggregation that appropriately balances benefits and costs.

- MIR should not only look to implement the Sapere recommendations relating to the EEPT but also investigate options for enhancing the EEPT by broadening the range of scenarios underpinning future end use projections.

Energy End Use Database (EEUD)

In November 2018, Statistics New Zealand, MBIE and EECA met to discuss the usefulness of the current energy use survey undertaken by Statistics New Zealand. This survey is one of the key data inputs into EECA's EEUD. In that meeting, it was agreed that the energy use survey was no longer meeting the data needs of the three agencies concerned.

As a consequence of this collective position the LG agreed that:

- Given the recommendations of Statistics New Zealand and supporting views of EECA and MBIE on the usefulness of the energy use survey, MIR will not be providing any further data updates to the existing EEUD. This means that the MIR team will not be updating the existing EEUD with 2017 MBIE datasets.

The new EEUD is intended to address the SRG recommendations on data sources, documentation and transparency of calculations and assumptions; along with the format of the database and user interface. This work will occur over the next 18 months and will be predominantly resourced externally given the skill sets and capacity required.

Energy Economic Potentials Tool (EEPT)

The EEPT serves primarily the data needs of an internal audience. With the advent of the Business Energy Council's (BEC) 2060 project, it is most likely EECA will use the BEC 2060 scenarios and so EECA intends to work with BEC and Auckland University to integrate the EEPT into the BEC 2060 model. The integration will provide a stronger evidence base for quantifying future demand and supply scenarios in the energy sector.

It is envisaged that as these transformational changes are worked through, the role of the MIR team will evolve to respond to EECA's data and modelling needs.

Standards and Regulations

In 2017, changes were made to the team structure, to recognise the end of the ENERGY STAR and fuel efficient tyres programmes, and to align the team into two work streams related to policy development and programme delivery.

However, in 2018, additional product compliance check testing was undertaken, and this activity, together with the follow-up effort required from this testing, has required a re-consideration of resourcing and capacity.

In addition, after queries from the Board and subsequent legal advice, it became apparent that our compliance and enforcement processes have not been sufficiently robust. New Compliance and Enforcement policies have now been developed, and were approved by the EECA Board in December 2018. Processes and a specific range of skills to underpin these are now needed.

As a result of these changes, coupled with an increasing volume of work from check testing and compliance, it has been concluded that there needs to be increased resourcing in this area, and

more specific capability to effectively implement EECA's ongoing compliance and enforcement framework.

Finally, it has been identified that better alignment across the team would help ensure future success. The division of the team into two streams has led to a lack of cohesion within the team. This, along with recent resignations within the team have prompted a fresh look at roles and responsibilities.

PURPOSE OF THIS DOCUMENT

This document provides the information you'll need to:

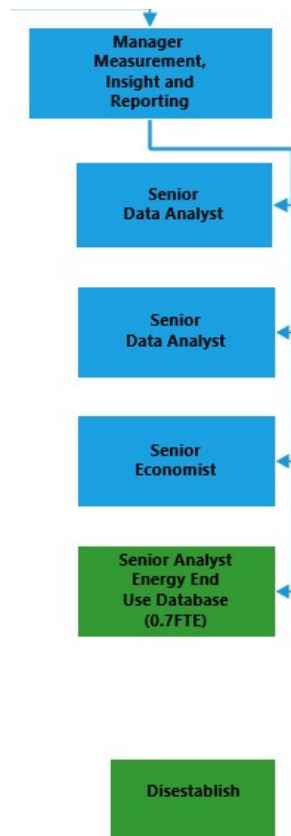
- Understand the proposed changes to organisational structure for the Measurement Insight and Reporting Team, and the Standards and Regulations Team;
- Understand any proposed changes to specific roles;
- Be involved in the consultation process, and
- Provide any feedback you may have on the proposed changes.

PROPOSED CHANGES:

MEASUREMENT INSIGHT AND REPORTING

It is proposed that:

- As a result of the decisions that have been made in regards to the Energy End Use Database, that the role of the Senior Analyst Energy End Use Database is disestablished.



There are several reasons driving this proposed change:

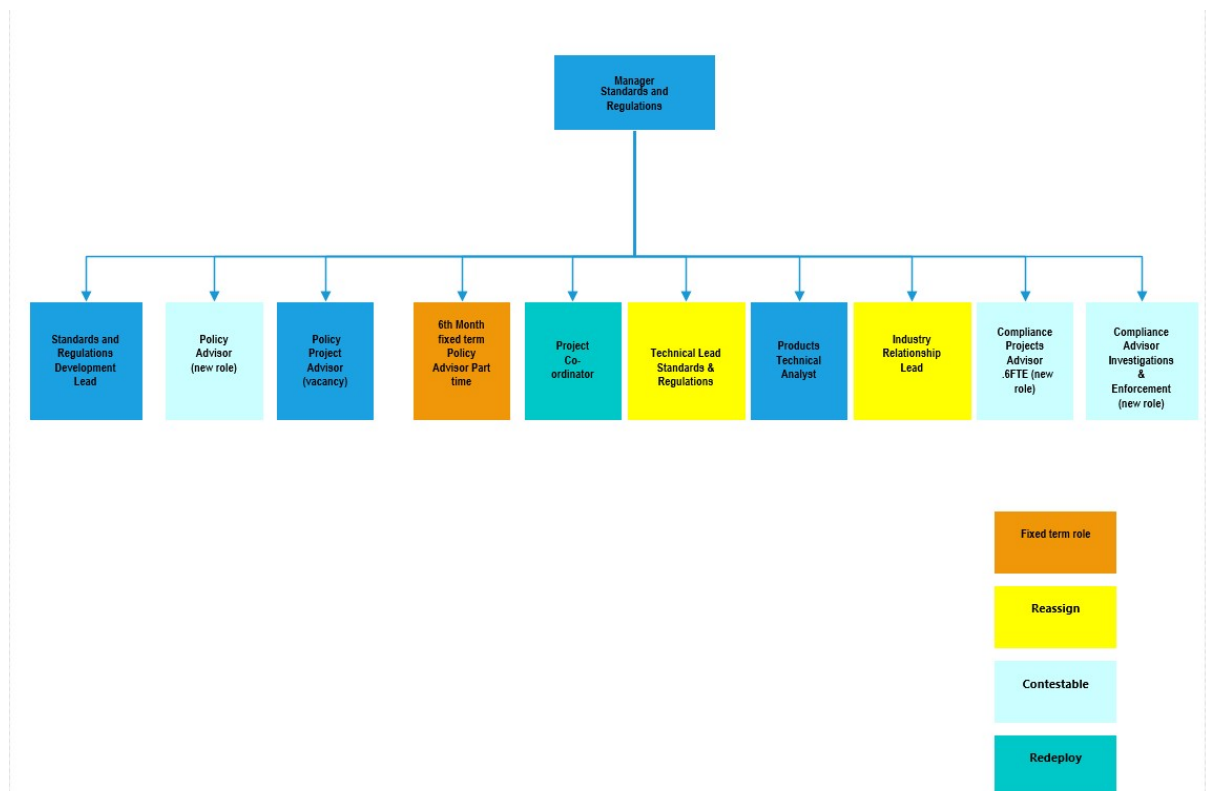
- Collection and collation of data for the EEUD has been discontinued in its current form
- There is no longer resourcing required to collate data for the EEUD
- Design of the new EEUD will be substantially outsourced in collaboration with external stakeholders and will not be complete until mid-2020.

Further details on the impact of this proposed change on current roles can be found in the Summary of Proposed Position Impacts section on page 10.

STANDARDS AND REGULATIONS

The following changes are proposed for this team:

- One Project Co-ordinator for the whole team, instead of the current two roles
- Two new Compliance roles are created: Compliance Projects Advisor (Part-time), and Compliance Advisor Investigations and Enforcement
- The role of Senior Compliance Officer is disestablished
- A new role is created: Policy Advisor
- A fixed term part time policy role is added to create some interim capacity
- Three title changes to better reflect the accountabilities of roles



There are several reasons driving these proposed changes:

- A requirement for greater team cohesion and co-ordination as one overall team, rather than two separate delivery areas
- A greater level of operational policy resourcing required – particularly in the regulatory and E3 programme space
- The opportunity to review the roles in the team as a result of the resignations of the Project Manager and Project Co-ordinator roles
- The requirement to increase the resourcing and capability in the Compliance and Enforcement area, partially due to the increased volume of work associated with the check-testing programme and new processes that underpin the work programme.
- Better matching the skill-sets required to deliver the Compliance and Enforcement related activities, and separating them over two roles:

- Compliance Projects Advisor (Part-time). This is envisaged as a part time role (0.6 FTE), and would focus on the delivery of compliance projects such as check testing. This role would require project management, procurement and contract management skills
 - Compliance Advisor – Investigations and Enforcement. This is envisaged as a full time role focusing on investigations and enforcement. This role would require experience in investigation and enforcement, negotiation and report/legal development, as well as the ability to understand, communicate and resolve complex issues
 - Both roles would require a collaborative and risk based approach to compliance
- There have been queries raised regarding the amount of technical capacity in the team – and it is proposed that the team supplements the current internal capacity with a greater use of external consultants on an as required basis
- Providing greater clarity of role accountability through title changes

Further details on the impact of these proposed changes on current roles, and description of proposed new roles, can be found in the Summary of Proposed Position Impacts section on page 10.

SUMMARY OF PROPOSED POSITION IMPACTS

The following table summarises the proposed impact on existing positions, by current teams. Proposed new contestable positions are then listed on page 11.

Note: If a position is not listed in this table, there is no proposed change.

Current Team / Position	Description of Proposed Impact
Measurement Insight and Reporting:	
Senior Analyst Energy End Use Database	Disestablishment
Standards and Regulations:	
Senior Compliance Officer	Disestablishment, contestable process for roles
Project Co-ordinator Standards and Compliance	Redeployment to Project Co-ordinator
Standards and Regulations Delivery Lead	Reassignment to Industry Relationship Lead
Standards Development Technical	Reassignment to Technical Lead, Standards and Regulations
Project Manager (vacancy)	Title change to Policy Project Advisor and revised JD

KEY:

Reassignment: Roles and responsibilities of this position are not materially different, but:

- May be moved into a different team/Group;
- May be a different job grade;
- May have a new reporting line; or be
- Given a different name.

Redeployment: Although the roles and responsibilities may be materially different, the candidate is identified as having the capability with support and training to perform them.

Disestablishment of position: This position(s) will no longer exist within the organisation because there are materially different changes to the roles and responsibilities of the position; or there is a reduction in the number of positions.

Contestable process: Staff will go through an application and assessment process to determine the best candidate; due to:

- Changes in the nature of the work done by the position; and / or
- Reduction in number of the roles; and / or
- The nature of the existing employment agreement.

Proposed New Positions - Contestable

The following table summarises the proposed new positions in the Standards and Regulations Team and how it is proposed that these positions are recruited.

Position	Proposed Recruitment Approach
Standards and Regulations:	
Compliance Projects Advisor	Internal/external recruitment
Compliance Advisor Investigations and Enforcement	Internal/external recruitment
Policy Advisor	Internal/external recruitment

Staff Consultation

EECA has clear and established policies and procedures for managing a proposal for change, and these will be followed over the next few months.

Guiding Principles

- We have a focus to retain valuable skills and experience wherever possible, while meeting the objective of the proposal for change ¹;
- Transparency and openness: Listen to staff concerns, share ideas early, seek and share feedback regularly and openly;
- All staff will be supported and respected through the process;
- Staff feedback will also be considered as an important part of the final proposal decision;
- The proposed new structure must set teams up for success and contribute to a positive working environment;
- That all teams continue to be able to focus on the delivery of existing programmes for EECA, consistent with EECA's strategic plan;
- Impacted teams or individuals are able to transition their work in a structured, well-organised and considered manner.

EECA Policy / Organisational Change²

In the situation of change, EECA will endeavour to retain valuable skills and experience wherever possible, while meeting the objectives of any review. When EECA has initiated a review that is likely to result in organisational change it will notify staff and the PSA as soon as possible.

Organisational change occurs when EECA makes a decision that requires:

¹ Section 6 'Management of Change', Page 22, EECA and PSA Collective Agreement 2016- 2018.

² HR017 Management of Organisational Change Policy - May 2013. <http://eeca.intranet/file/1241>

- A reduction in the number of employees, and/or reductions to employees' current job size/salary, or
- Significant changes to work structures, or
- Significant changes to employees' current positions and/or the nature of their work³.

Unless otherwise agreed, severance is available only as a last resort.

Consultation Process

Consultation is an essential part of the change process. Staff and the PSA will have the opportunity to be involved and consulted and their views taken into account by EECA before decisions are finalised in any change situation⁴.

The consultation document will be released to all staff on **29 January 2019**, with affected staff and teams having been advised prior to this, and continue for a two week period. During this time you can submit your feedback about this proposal for change in three ways:

- Via email to myfeedback@eeca.govt.nz
- Via the PSA; &
- Verbally during scheduled team meetings with HR representatives and the Chief Executive Andrew Caseley.

Your feedback will be held in the strictest of confidence and be considered by the Manager People and Property and the Chief Executive as part of the final decision. A summary of feedback received will be incorporated into the final decision document.

Support

Support services will be made available to staff through EAP Services, it is a confidential service. These include counselling, career planning advice, financial planning advice and job search assistance where required. In addition they will provide career transition support services.

You are able to contact EAP directly and say that you are from EECA, the EAP details are:

- Email wn@eapservices.co.nz or Phone 0800 327 669
- <https://www.eapservices.co.nz/>

Alternatively, you are also able to contact the HR Team in Wellington to discuss your thoughts, any ideas or concerns. You are also able to contact your PSA representative to discuss the proposal:

- Wendy Jackson 04 470 2213

9(2)(a) – Tjarda Wierdsma (PSA Organiser) [REDACTED] Tjarda.Wierdsma@psa.org.nz

³ Section 6 'Management of Change', Page 22, EECA and PSA Collective Agreement 2016– 2018.

⁴ HR017 Management of Organisational Change Policy - May 2013. <http://eecaintrinet/file/1241>

Proposed Schedule

This table shows the proposed timeline for the consultation process.

Activity	Date
PSA briefing	Monday 28 January 2019
Present proposal for change to affected staff and teams	Tuesday 29 January 2019
Post proposal for change to all of EECA via Intranet	Tuesday 29 January 2019
Consultation period ends	Monday 11 February 2019
Review of feedback complete	Monday 18 February 2019
Final decision and implementation :	
Present final decision to PSA	Wednesday 20 February 2019
Present final decision to affected staff	Wednesday 20 February 2019
Present final decision to impacted teams	Wednesday 20 February 2019
Present final decision to all of EECA via Intranet	Wednesday 20 February 2019
Proposed timeframe for commencement of any contestable recruitment process (dependent on the final decision)	Friday 22 February 2019
Proposed end of the recruitment process / announcement of roles (dependent on the final decision)	Friday 15 March 2019

Appendix 1: Proposed Job Descriptions

Compliance Projects Advisor

Compliance Advisor Investigations and Enforcement

Policy Advisor

Project Co-ordinator

JOB DESCRIPTION

Position:	Compliance Projects Advisor
Team:	Standards and Regulations, SPG
Reports to:	Manager Standards and Regulations
Direct Reports:	Nil
Employment:	Permanent .6FTE
Grade:	17
Location:	Wellington
Effective from:	2019

WHO ARE WE?

EECA's purpose is to mobilise New Zealanders to be world leaders in clean and clever energy use.

EECA is a Crown entity governed by a Board who are accountable to the Minister of Energy and Resources.

Our focus is on Energy and specifically energy efficiency, energy conservation and increasingly (given New Zealand's Climate Change commitments) the use of renewable sources of energy.

Our strategic focus areas are:

- Productive and low emissions business
- Efficient and low-emissions transport
- Energy efficient homes
- Government leadership
- Engage hearts and minds

More information on who we are and what we do is available on our website www.eeca.govt.nz/about-eecca

Our Values = Trust, Energy and Knowledge

PURPOSE

The objectives of the Standards & Regulations team are to: achieve behavioural change in NZ markets through the intervention tools of regulations, standards and labelling; and to ensure New Zealand fulfils its role in, and optimises its investment in the Trans-Tasman Equipment Energy Efficiency (E3) Programme.

The team plays an important role in programme design, providing thought leadership on how regulations, standards and certification policies can be used to influence behavioural change in the market. The team leverages and influences international relationships (Trans-Tasman and APEC agreements), to achieve target changes in New Zealand markets.

The team leads the delivery of specialist market programmes, and supports other market engagement programme teams where specialist expertise in regulations, standards or certification is required.

The team establishes and maintains the necessary market relationships, and technical infrastructure, to collect product performance and other market information relevant to: consumer education; government policy decision making; and the evaluation of standards and regulation programme interventions.

Effective regulation of energy using products, including vehicles, is a key tool to improving energy efficiency.

Effective and visible compliance and enforcement of those regulations is vital to achieving these energy savings, and meeting the targets of New Zealand's Energy Efficiency and Conservation Strategy.

The purpose of this position is to ensure EECA's annual programme of compliance activity and in particular the check testing, surveying and monitoring aspects of the programme are delivered to agreed timeframes and standards

KEY RESULT AREAS

- Regulated industry sees EECA's compliance activities as pragmatic, visible and effective.
- Contribute to the preparation of EECA's annual programme of compliance, regulatory and monitoring activity for EECA's regulated products and vehicles regulations.
- Product check testing and surveying activities are carried out in accordance with EECA's Compliance policies, including product selection, procurement, testing and reporting.
- Manage contracts with suppliers of check testing and survey services, and report clearly on results.
- Carry out other compliance related projects as agreed with the Manager Standards and Regulations.

Accountability	Description
Monitoring and verification	<p>Assist with the development of the annual programme of regulatory compliance and monitoring activity.</p> <p>Monitoring should be implemented according to Compliance policy and process, to ensure the most effective use of EECA's resources.</p> <p>Ensure processes for surveys and check testing are robust and can be used as the basis for enforcement action when required.</p> <p>Results of check testing and surveying are clearly reported and delivered on a timely basis and handed over for assessment and potential further investigation.</p>
Organisation and planning	<p>Ensure that annual planning for compliance and monitoring activities is managed through the year to enable smooth workflows for the Standards and Regulations team.</p>
Relationship Management	<p>Develop effective relationships with suppliers such as test laboratories and survey contractors.</p> <p>Develop and maintain relationship with the Greenhouse Energy Minimum Standards (GEMS) compliance team in Australia, aligning approach to targeting compliance activities.</p>
Project Management	<p>Use project management disciplines and procedures to ensure that the annual programme of compliance and monitoring activities is managed effectively.</p>
Collaboration	<p>Work collaboratively across the team to ensure consistency and provide quality specialist monitoring and verification advice and support.</p>
Procurement & Contract Mgmt.	<p>Use best practice and EECA's procurement and contract management processes to elicit and evaluate proposals, then negotiate and manage contracts with service providers; including monitoring risk and performance. Ensure that logistics are effectively managed.</p>

RELATIONSHIPS

It is expected that effective working relationships are established with relevant EECA staff and external stakeholders.

Where your position fits

Org chart TBC

Internal Relationships	<ul style="list-style-type: none">• Close collaboration with Standards and Regulations team members carrying out stakeholder engagement, technical support, investigation and enforcement activities• Everyone at EECA
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External Relationships	<ul style="list-style-type: none"> • Test laboratories, and other suppliers • External technical advisors • Regulated industry • GEMS compliance team (Canberra)
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EDUCATIONAL QUALIFICATIONS, EXPERIENCE AND SKILLS REQUIRED

The incumbent should possess:

- Experience in procurement and contract management
- Aptitude for understanding technical issues relating to vehicle, appliance & equipment energy efficiency;
- Strong verbal and written communication skills;
- A high level of personal motivation, initiative & self organisation;
- Proven ability to work as an effective team member;
- Knowledge and expertise in the Microsoft Office products in particular Word and Excel;
- Attention to detail and a focus on quality
- Maturity, sound judgement, and common sense.

GENERAL

A policy of equal employment opportunity operates and EECA provides a work environment that is free from discriminatory practices and encourages all employees to reach their full potential.

As a good employer, EECA takes its Health and Safety responsibilities seriously and all staff are expected to comply with all Health and Safety policies and practices, as part of their employment.

COMPETENCIES

These competencies are included in your performance agreement. It is expected that all staff exhibit these competencies in addition to the technical competencies required in each role.

The incumbent should have, or be:

1. **Contract management experience:** Significant experience in, or working with, contracts, procurement and logistics (related to products being tested) within New Zealand.
2. **Planning:** Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.
3. **Process Management:** Good at figuring out the processes necessary to get things done; knows how to organise activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes.
4. **Commercial orientation:** Understand how businesses work, how information and influencing strategies can build capability, and affect decision making, to achieve market change; how dynamics of market players will affect EECA's desired results.
5. **Customer focus:** Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; builds rapport and establishes effective relationships with customers and gains their trust and respect.
6. **Results and action oriented:** Is driven by results, maintains a record of exceeding delivery goals; steadfastly pushes self and others for bottom-line performance; Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently.

7. **Collaborative Team Player:** Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can work across EECA to solve problems with a minimum of noise; is seen as cooperative; has integrity and easily gains trust and support of peers; encourages and rewards collaboration from team members; can be candid with peers.
-

JOB DESCRIPTION

Position:	Compliance Advisor Investigations & Enforcement
Team:	Standards and Regulations, SPG
Reports to:	Manager Standards and Regulations
Direct Reports:	Nil
Employment:	Permanent
Grade:	17
Location:	Wellington
Effective from:	2019

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Our strategic focus areas are:

- Productive and low emissions business
- Efficient and low-emissions transport
- Energy efficient homes
- Government leadership
- Engage hearts and minds

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PURPOSE

The objectives of the Standards & Regulations team are to: achieve behavioural change in NZ markets through the intervention tools of regulations, standards and labelling; and to ensure New Zealand fulfils its role in, and optimises its investment in the Trans-Tasman Equipment Energy Efficiency (E3) Programme.

The team plays an important role in programme design, providing thought leadership on how regulations, standards and certification policies can be used to influence behavioural change in the market. The team leverages and influences international relationships (Trans-Tasman and APEC agreements), to achieve target changes in New Zealand markets.

The team leads the delivery of specialist market programmes, and supports other market engagement programme teams where specialist expertise in regulations, standards or certification is required.

The team establishes and maintains the necessary market relationships, and technical infrastructure, to collect product performance and other market information relevant to: consumer education; government policy decision making; and the evaluation of standards and regulation programme interventions.

The purpose of this position is to assess all compliance and monitoring activity for suspected non-compliance, and conduct investigations and enforce our regulations as required.

KEY RESULT AREAS

- Regulated industry sees EECA's compliance activities as visible and effective
- Investigation and enforcement activities are carried out with rigor, compliance to EECA policy and procedures and relevant legal advice.
- High compliance rates with legal and programme requirements
- Ensure timely & effective information is shared with stakeholders.

Accountability	Description
Compliance Leadership	<p>Lead EECA's Compliance and Enforcement assessment and follow up activity to ensure the energy efficiency objectives of EECA's energy efficiency regulations are achieved.</p> <p>Adhere to EECA's compliance and enforcement policy and procedures. Use continuous improvement and a pragmatic approach to ensure that EECA's compliance and enforcement policy and processes are best practice.</p> <p>Assist with the development of the annual programme of regulatory compliance and monitoring activity.</p> <p>Support other relevant team members to achieve compliance and enforcement best practice.</p>
Investigation	<p>Investigate suspected non-compliance in accordance with the EECA compliance and enforcement policy and recommend suitable actions, while ensuring that procedural fairness professionalism is maintained at all times through the investigation process.</p>
Enforcement	<p>Develop and present strong cases for recommended enforcement action in line with EECA's policy. Ensure robust investigation and case development processes are in place and followed.</p> <p>Manage agreed enforcement activities and processes, including legal briefings, and correspondence and agreements with regulated parties after receiving required approvals.</p>
Reporting and records Management	<p>Maintain comprehensive records of investigation and enforcement activities including outcomes and timelines.</p> <p>Contribute to timely and appropriate reporting on activities to EECA management and board.</p>
Relationship Management	<p>Effectively represent EECA's stance on product and vehicle labelling and minimum energy performance standards issues.</p> <p>Develop and maintain relationships with the Greenhouse Minimum Energy And Standards (GEMS) compliance team in Australia, aligning the approach to targeting compliance activities.</p> <p>Develop and maintain strong working relationships with legal providers.</p>
Risk Management	<p>Have a systematic approach to risk management and an understanding of political and operational risks as they relate to projects being delivered. Risks are highlighted early to EECA management to allow no surprises to EECA senior management, board and Minister.</p>
Collaboration	<p>Work collaboratively across the team to ensure consistency and provide quality specialist compliance and enforcement advice and support.</p>

RELATIONSHIPS

It is expected that effective working relationships are established with relevant EECA staff and external stakeholders.

Where your position fits

Org chart TBC

Internal Relationships	<ul style="list-style-type: none">• Close collaboration with Standards and Regulations team members carrying out stakeholder engagement, monitoring and surveying activities• Everyone at EECA
External Relationships	<ul style="list-style-type: none">• Industry Associations / bodies / entities• Legal providers• Compliance team at the Department of Environment and Energy (Australia)• Companies covered by EECA's regulations

EDUCATIONAL QUALIFICATIONS, EXPERIENCE AND SKILLS REQUIRED

The incumbent should possess:

- Demonstrated experience in compliance and regulatory enforcement
- Proven experience in relationship management and effective engagement with industry
- Demonstrated negotiation and conflict management experience
- Aptitude for understanding technical issues relating to vehicle, appliance & equipment energy efficiency;
- Strong verbal and written communication skills;
- A high level of personal motivation, initiative & self organisation;
- Excellent facilitation and interpersonal skills;
- Pragmatic working style.
- Proven ability to work as a collaborative team member

GENERAL

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As a good employer, EECA takes its Health and Safety responsibilities seriously and all staff are expected to comply with all Health and Safety policies and practices, as part of their employment.

COMPETENCIES

These competencies are included in your performance agreement. It is expected that all staff exhibit these competencies in addition to the technical competencies required in each role.

The incumbent should have, or be:

- 8. Dealing with ambiguity:** Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.
- 9. Negotiating:** Can negotiate skillfully in tough situations with both internal and external groups; can settle differences with minimum noise; can win concessions without damaging relationships; can be both direct and forceful as well as diplomatic; gains trust quickly of other parties to the negotiations; has a good sense of timing.
- 10. Conflict management:** Steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minimum noise, demonstrates a professional and resilient attitude.

11. **Problem solving:** Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.
12. **Strong customer focus:** Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; builds rapport and establishes effective relationships with customers and gains their trust and respect.
13. **Collaborative Team Player:** Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can work across EECA to solve problems with a minimum of noise; is seen as cooperative; has integrity and easily gains trust and support of peers; encourages and rewards collaboration from team members; can be candid with peers.

JOB DESCRIPTION

Position:	Policy Advisor
Team:	Standards and Regulations Team, SPG
Reports to:	Manager Standards and Regulations
Direct Reports:	Nil
Employment:	Permanent
Grade:	TBC
Location:	Wellington
Effective from:	2019

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The team plays an important role in programme design, providing thought leadership on how regulations, standards and certification policies can be used to influence behavioural change in the market. The team leverages and influences international relationships (Trans-Tasman and APEC agreements), to achieve target changes in New Zealand markets.

The team leads the delivery of specialist market programmes, and supports other market engagement programme teams where specialist expertise in regulations, standards or certification is required.

The team establishes and maintains the necessary market relationships, and technical infrastructure, to collect product performance and other market information relevant to: consumer education; government policy decision making; and the evaluation of standards and regulation programme interventions.

The purpose of this position is to provide sound operational policy advice and support which contributes to the Standards and Regulations work programme.

KEY RESULT AREAS

- Provide policy and product advice to support EECA Standards and Regulations work programmes;
- Administer and provide input into regulatory development processes

Accountability	Description
Policy Advice and Support	<p>Contribute to policy projects as agreed with the Manager and Standards and Regulations Development Lead.</p> <p>Support the regulatory development process ensuring high quality proposals and regulatory process.</p> <p>Ensure all New Zealand regulatory development requirements are met so regulatory proposals are approved through MBIE, Treasury, the Ministers' office, Cabinet and ENV committee.</p> <p>Draft Cabinet papers, New Zealand RIS documents and revisions to regulations.</p> <p>Ensure regulatory development processes are streamlined and aligned between Australia and New Zealand.</p>
Stakeholder and Relationship Management	<p>Work with the Standards and Regulations Development Lead to ensure that E3 programme requests are handled in a timely and appropriate manner.</p> <p>Develop and maintain strong relationships with programme stakeholders and partners including: relevant staff at the Department of Environment and Energy, importers, manufacturers and retailers of appliances and equipment potentially affected by regulatory intervention proposals. In particular ensure a robust cooperative relationship is maintained with Australian policy and regulatory agencies.</p> <p>Ensure timely, clear information flows and appropriate, effective consultation.</p> <p>Respond to enquiries about the minimum energy performance standards and labelling schemes in a professional and timely manner.</p> <p>Ensure all contacts with an interest in minimum energy performance standards, labelling and the regulations are kept up to date.</p>
Technical Expertise	<p>Provide input to relevant COAG Regulatory Impact Statements and Cabinet papers and engage with Ministers / Treasury / Department as required.</p> <p>Ensure consultation documents (regulatory impact statements, discussion documents and product profiles) are developed in accordance with New Zealand conditions.</p> <p>Ensure the quality and accuracy of all technical, regulatory or product information communicated internally or externally; and that it meets the requirements of the Energy Efficiency Act 2000, Energy Efficiency (Energy Using Products) Regulations 2002, the prevailing New Zealand Energy Efficiency and Conservation Strategy and EECA plans.</p>
Information Management	<p>Maintain appropriate files and cabinet minutes pertaining to regulation development and ensure records of decisions are securely stored.</p>
Collaboration	<p>Work collaboratively across teams to ensure consistency and coordinated Standards and Regulations advice and support.</p>
Procurement & Contract Mgmt.	<p>Be aware of and comply with EECA's procurement processes to best support the Standards and Regulations team members in procurement and contract management.</p>

RELATIONSHIPS

It is expected that effective working relationships are established with relevant EECA staff and external stakeholders.

Where your position fits
Org chart TBC

Internal Relationships	<ul style="list-style-type: none"> • Standards and Regulations Team • Everyone at EECA
External Relationships	<ul style="list-style-type: none"> • Equipment Energy Efficiency (E3) Committee • Ministry of Business Innovation & Employment • Australian Commonwealth Department of the Environment and Energy • Industry stakeholders

EDUCATIONAL QUALIFICATIONS, EXPERIENCE AND SKILLS REQUIRED

The incumbent should ideally possess:

- 2+ years of NZ operational and/or regulatory policy experience
- Critical and analytical thinking skills
- Eye for detail and process focus
- Excellent verbal and written communication,
- A capacity to prioritise work and meet deadlines
- Strong interpersonal skills and the ability to work effectively in a team environment.

GENERAL

A policy of equal employment opportunity operates and EECA provides a work environment that is free from discriminatory practices and encourages all employees to reach their full potential.

As a good employer, EECA takes its Health and Safety responsibilities seriously and all staff are expected to comply with all Health and Safety policies and practices, as part of their employment.

COMPETENCIES

These competencies are included in your performance agreement. It is expected that all staff exhibit these competencies in addition to the technical competencies required in each role.

The incumbent should have, or be:

- 14. Government savvy:** Demonstrated experience to work across government agencies to develop partnerships and alliances to deliver change.
- 15. Written Communications:** Is able to write clearly and succinctly in a variety of communication settings and styles; can get messages across that have the desired effect.
- 16. Strong customer focus:** Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; builds rapport and establishes effective relationships with customers and gains their trust and respect.
- 17. Results and action oriented:** Is driven by results, maintains a record of exceeding delivery goals; steadfastly pushes self and others for bottom-line performance; Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently.
- 18. Collaborative Team Player:** Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can work across EECA to solve problems with a minimum of noise; is seen as cooperative; has integrity and easily gains trust and support of peers; encourages and rewards collaboration from team members; can be candid with peers.

19. **Planning:** Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.
20. **Informing:** Provides the information people need to know to do their jobs and to be a productive member of the team, unit, and/or the organisation; provides individuals information so that they can make accurate decisions; is timely with information.

JOB DESCRIPTION

Position:	Project Coordinator
Team:	Standards & Regulations, SPG
Reports to:	Manager – Standards & Regulations
Direct Reports:	Nil
Employment:	Permanent
Grade:	14
Location:	Wellington
Effective from:	2019

WHO ARE WE?

EECA's purpose is to mobilise New Zealanders to be world leaders in clean and clever energy use.

EECA is a Crown entity governed by a Board who are accountable to the Minister of Energy and Resources.

Our focus is on Energy and specifically energy efficiency, energy conservation and increasingly (given New Zealand's Climate Change commitments) the use of renewable sources of energy.

Our strategic focus areas are:

- Productive and low emissions business
- Efficient and low-emissions transport
- Energy efficient homes
- Government leadership
- Engage hearts and minds

More information on who we are and what we do is available on our website www.eeca.govt.nz/about-eecca

Our Values = Trust, Energy and Knowledge

PURPOSE

The objectives of the Standards & Regulations team are to: achieve behavioural change in NZ markets through the intervention tools of regulations, standards and labelling; and to ensure New Zealand fulfils its role in, and optimises its investment in the Trans-Tasman Equipment Energy Efficiency (E3) Programme.

The team plays an important role in programme design, providing thought leadership on how regulations, standards and certification policies can be used to influence behavioural change in the market. The team leverages and influences international relationships (Trans-Tasman and APEC agreements), to achieve target changes in New Zealand markets.

The team leads the delivery of specialist market programmes, and supports other market engagement programme teams where specialist expertise in regulations, standards or certification is required.

The team establishes and maintains the necessary market relationships, and technical infrastructure, to collect product performance and other market information relevant to: consumer education; government policy decision making; and the evaluation of standards and regulation programme interventions.

The purpose of this position is to improve the efficiency of the Standards and Regulations team by providing co-ordination, administration and support activities. This involves: acting as a central conduit for the Standards and Regulations team correspondence, coordinating meetings and activities, developing and updating stakeholder contact lists and other support tasks as required.

KEY RESULT AREAS

- Contributing to the smooth and efficient coordination of the team activities by undertaking co-ordination, communication and administrative tasks to a high standard and in a timely fashion.

Accountability	Description
Project Coordination	Use project coordination disciplines to ensure activities are planned and achieve time frames. Facilitate the process of ensuring that the correct technical and specialist input is sought on proposals at the correct time Anticipate team requirements in advance. Manage the Compliance and Standards email boxes
Relationship Management	Assist the team to develop and maintain strong relationships with stakeholders by coordinating timely, clear and appropriate information flows and, effective consultation events. Manage the client database to ensure all contacts and accounts with an interest in minimum energy performance standards, labelling and the regulations are kept up to date.
Technical Expertise	Schedule and organise consultation meetings with industry, officials and other stakeholders. Coordinate responses to enquiries about the minimum energy performance standards and labelling schemes in a professional and timely manner.
Collaboration	Work collaboratively across the team to ensure consistency and coordinated Standards and Regulations advice and support.
Procurement & Contract Mgmt.	Be aware of EECA's procurement processes to best support the Standards and Regulations Team members in procurement and contract management.

RELATIONSHIPS

It is expected that effective working relationships are established with relevant EECA staff and external stakeholders.

Where your position fits

Org chart TBC

Internal Relationships	<ul style="list-style-type: none"> The Standards and Regulations Team Everyone at EECA
External Relationships	<ul style="list-style-type: none"> Industry stakeholders (importers, manufacturers, retailers)

EDUCATIONAL QUALIFICATIONS, EXPERIENCE AND SKILLS REQUIRED

The incumbent should possess:

- A relevant tertiary qualification or equivalent work experience
- Project coordinator skills with an eye for detail and a process focus
- Strong interpersonal and communication skills
- Demonstrated experience in building effective relationships
- The demonstrated ability to get results & the willingness to learn;

- Experience in data gathering, verification & processing;
- Enthusiasm for promoting energy efficiency, renewable energy & the enhanced sustainability of New Zealand's energy future;
- Knowledge and expertise in the Microsoft Office products in particular Word, Excel and MS Project or other scheduling software;
- Ability to work as a collaborative team member across the organisation;

GENERAL

A policy of equal employment opportunity operates and EECA provides a work environment that is free from discriminatory practices and encourages all employees to reach their full potential.

As a good employer, EECA takes its Health and Safety responsibilities seriously and all staff are expected to comply with all Health and Safety policies and practices, as part of their employment.

COMPETENCIES

These competencies are included in your performance agreement. It is expected that all staff exhibit these competencies in addition to the technical competencies required in each role.

The incumbent should have, or be:

- 21. Planning:** Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.
- 22. Informing:** Provides the information people need to know to do their jobs and to be a productive member of the team, unit, and/or the organisation; provides individuals information so that they can make accurate decisions; is timely with information.
- 23. Relationship management:** Experienced at building and maintaining strong working relationships with internal and external partners. Understanding their key drivers and aligning goals to achieve mutually beneficial outcomes.
- 24. Strong customer focus:** Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; builds rapport and establishes effective relationships with customers and gains their trust and respect.
- 25. Results and action oriented:** Is driven by results, maintains a record of exceeding delivery goals; steadfastly pushes self and others for bottom-line performance; Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently.
- 26. Collaborative Team Player:** Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can work across EECA to solve problems with a minimum of noise; is seen as cooperative; has integrity and easily gains trust and support of peers; encourages and rewards collaboration from team members; can be candid with peers.

Embargoed until 4pm 20 February 2019

EECA

Proposal for Change – Final Decision

February 2019

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Message from the Chief Executive

I would like to thank the people who have provided submissions on the Proposal for Change which was issued for your feedback in late January.

Seven individual and combined written submissions have been received, and the follow up sessions I held with teams allowed the opportunity for people to ask for more details and express their preliminary views. The combined feedback has been useful, and has helped to crystallise my thinking. There has not been any modification to the original proposal.

Please take time to read this document thoroughly and if necessary clarify any matters which may be unclear.

Some individuals are impacted and this will be unsettling for both them personally and others. Please support one another through this change process and reach out for support as you may require it, either through your line manager, HR or our external support provider EAP.

We will now move as quickly as we can to recruit and make appointments to the identified roles and embed the changes being made. I will meet with the affected teams to clarify any issues and to help them move through the change process into a “situation normal” just as quickly as possible.

Thank you again to all those who provided their input - it has been valuable and I now look forward to your ongoing support as the changes are implemented.

Kind Regards,

A handwritten signature in blue ink, appearing to read 'Andrew Caseley', written in a cursive style.

Andrew Caseley

Introduction

In January a proposal for organisational change was released. This was designed to:

- Reflect the leadership decisions that have been made in regards to the EEUDB – which comprise:
 - Building a new platform to store energy end use data
 - Developing a new method of capturing and collating energy end use data
 - Discontinuing the collection and collation of any further data utilising previous methodologies
- Outline the proposed impact of this on resourcing in the MIR team
- Outline the changes in implementation of EECA's regulatory check testing, compliance and enforcement
- Outline the proposed impact of this on resourcing in the Standards and Regulations team

Following a two week consultation period, useful and constructive staff feedback has been received and now fully considered. This document provides the details of the final decision.

Consultation Process

There were seven submissions received. Four submissions were received from individuals, two submissions were received from teams, and one collective submission was received from the PSA. The thoughtful nature of the submissions has been valuable.

Each of the submissions was considered and there were a number of common themes. It is not practical for each item of feedback to be fully described, or responded to specifically in this document, however it is useful to outline the themes from feedback received which have led to the final decision.

Submission Themes

Across the submissions received the following issues were raised:

Standards and Regulations

- Whether the addition of another role at 0.6FTE would be sufficient to cover planned compliance and enforcement related activity.
- Whether an additional role is required in the technical space
- A preference for permanent staff rather than contractors in the team.
- The flexibility for team members to help cover for each other, where possible.
- How workloads will be managed and stability maintained during the recruitment period.
- The need to get roles filled quickly and bring the team up to full strength, as there was a concern regarding team wellbeing.

Measurement Insight and Reporting

- It was not clear why some work will be outsourced when we currently have in-house expertise and whether EECA will get a better outcome through out-sourcing of these functions.
- More detail about how the energy end use database is going to be improved, given the effects on the team.
- Clarity on what data and information sources will be available to use while the new platform is being built (ie 2020). This was seen to be of particular concern for EECA accountability documents

- Clarity was required around whether the new platform is being kept in-house – along with the capability available to manage the platform. There was a concern that if the data is held externally it would be harder to obtain, and weaken EECA's position of being an Authority.

Communication:

- It was felt there should have been a greater level of advanced engagement with affected teams.
- The timing of the initial communication should have been taken into account so that people were not left worrying over a weekend.
- Meetings with affected teams should be for permanent staff only and additional/separate meetings should be held with contractors if required
- Unnecessary stress had been created as some staff concluded the MIR and Standards and Regulations teams were merging.
- A better approach is needed for communication with affected staff members
- Team meetings with the CE should have happened earlier in the process and the purpose of these meetings made clearer.

Response to feedback

Measurement Insight and Reporting

Given the responses received it is useful to be reminded of the decisions that have been made in respect to the Energy End Use Database (EEUD) and the Energy Economic Potentials Tool.

- EECA is committed to being the appropriate entity to provide disaggregated energy end use data as an aid to understand how best to optimise our energy resources and to help ensure EECA focus on the areas of greatest impact
- A more robust platform for the EEUD needs to be developed
- Alternative sources of data need to be identified so more current and accurate data is obtained on a more timely basis
- The assumptions underpinning the EEUD need to be reviewed
- The level of disaggregation needs to be considered as the balance between benefits and costs are weighed up
- Given the current issues identified and with the collective agreement of EECA, MBIE and Statistics NZ no further updates will occur to the existing EEUD

A new EEUD will be developed (subject to Board approval for the required investment) over the next 18 months and will address data sources, documentation and transparency of calculations and assumptions together with the format of the database and user interface.

The details surrounding the update, maintenance and manipulation of the new EEUD is yet to be determined and will occur over the course of the developmental period.

Meantime, the existing EEUD data will be used where appropriate, and as stated no further data updates will occur.

Consequently, the decision has been made to confirm the disestablishment of the role of Senior Analyst Energy End Use Database.

Standards and Regulations

Most submissions on the Proposal for Change questioned whether enough additional resources were being committed to the compliance and enforcement activities of the Standards and Regulations Team. This covered the new roles being created as well as the technical support felt necessary to support compliance activities.

Compliance and enforcement activities can always be resourced at higher levels as there is invariably “more that can be done”. However, it is felt that the current level of resourcing is adequate while:

- The team develops and embeds new processes under the revised Compliance Policies
- The annual check-testing programme is designed, agreed, and delivered
- Budgets are set for future check-testing programmes; and
- We understand the possible implications for compliance and enforcement arising from the upcoming regulations review.

However, should the need arise for additional resourcing, this will be addressed promptly so unreasonable workloads are not created for individuals, and the programme of activity is both credible and effective. The annual programme of work will also be developed in such a way that it smooths out the workload for the respective new roles as far as practical.

Please note that we are developing and resourcing a panel of suitably experienced and qualified external technical experts which will be established to provide the technical support required for the compliance and enforcement activities.

Consequently, the decision has been made to confirm the disestablishment of the existing role of Senior Compliance Officer and retain the level of resourcing and other initiatives as proposed in the Proposal for Change document.

Communication

A number of suggestions were made about improvements that could have been made to our communication and engagement with affected individuals and team. These have been taken on board for the future, in order to improve the communication of information and to minimise the uncertainty and related stress on impacted individuals.

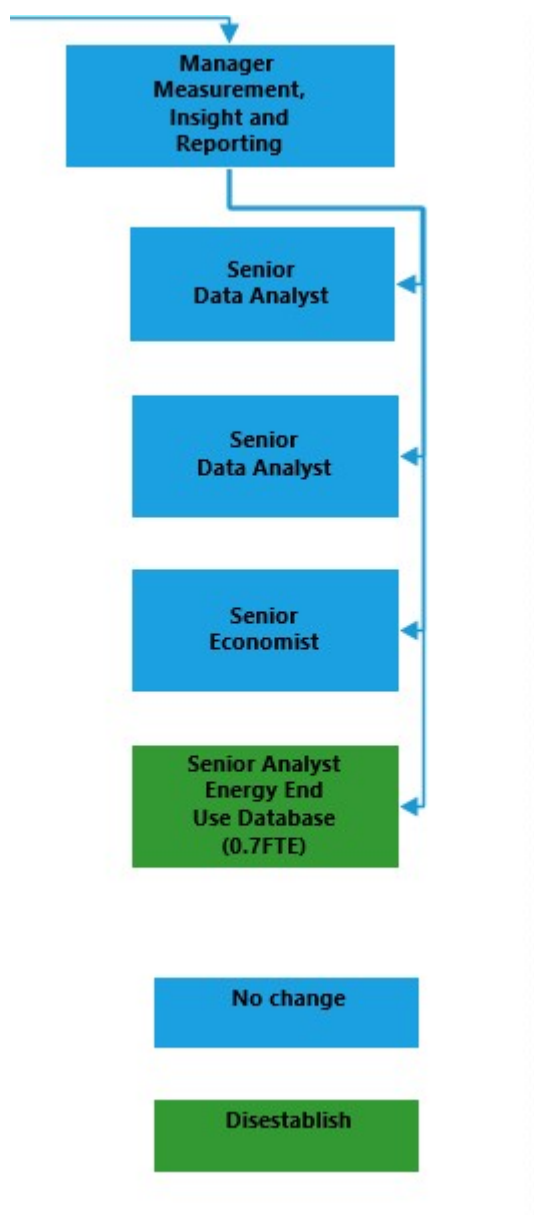
Final Decision

Despite some of the feedback received, the decision that has been made is to confirm what was proposed in the consultation document.

The sections following describe these changes in more detail.

Measurement Insight and Reporting Team

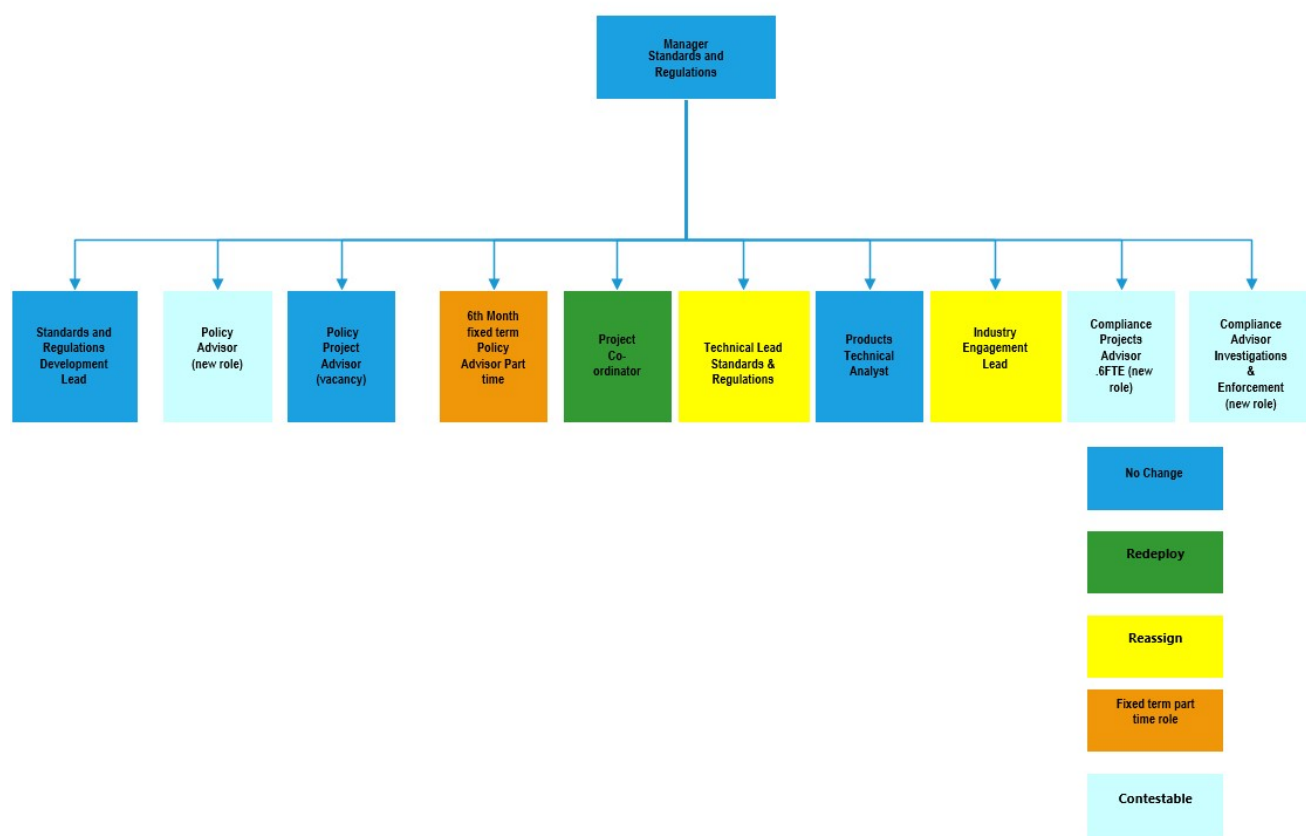
As a result of the decisions that have been made in regards to the Energy End Use Database, the role of the Senior Analyst Energy End Use Database is disestablished.



Standards and Regulations Team

As a result of the resourcing decisions that have been made for the team:

- There is one Project Co-ordinator for the whole team
- Two new Compliance roles are created: Compliance Projects Advisor (Part-time), and Compliance Advisor Investigations and Enforcement
- The role of Senior Compliance Officer is disestablished
- A new role is created: Policy Advisor
- A fixed term part time policy role is added to create some interim capacity
- Three titles are changed to better reflect the accountabilities of roles



Summary of Position Impacts

The following table summarises the impact on existing positions by current teams. New contestable positions are then listed on page 10.

Note: If a position is not listed in this table, there is no change.

Team/position	Description of Proposed Impact
Measurement Insight and Reporting:	
Senior Analyst Energy End Use Database	Disestablishment
Standards and Regulations:	
Senior Compliance Officer	Disestablishment, contestable process for roles
Project Co-ordinator Standards and Compliance	Redeployment to Project Co-ordinator
Standards and Regulations Delivery Lead	Reassignment to Industry Engagement Lead
Standards Development Technical	Reassignment to Technical Lead, Standards and Regulations
Project Manager (vacancy)	Title change to Policy Project Advisor and revised JD

KEY:

Reassignment: Roles and responsibilities of this position are not materially different, but:

- May be moved into a different team;
- May be a different job grade;
- May have a new reporting line; or be
- Given a different name.

Redeployment: Although the roles and responsibilities may be materially different, the candidate is identified as having the capability with support and training to perform them.

Disestablishment of position: This position(s) will no longer exist within the organisation because there are materially different changes to the roles and responsibilities of the position; or there is a reduction in the number of positions.

Contestable process: Staff will go through an application and assessment process to determine the best candidate; due to:

- Changes in the nature of the work done by the position; and / or
- Reduction in number of the roles; and / or
- The nature of the existing employment agreement.

New Positions – Contestable

The following table summarises the new positions and the recruitment approach.

Position	Recruitment Approach
Standards and Regulations:	
Compliance Projects Advisor	Internal/external recruitment
Compliance Advisor Investigations and Enforcement	Internal/external recruitment
Policy Advisor	Internal/external recruitment

Contestable Recruitment Process

The contestable recruitment process will be managed by the HR team and supported by the appropriate people manager or relevant individual (where possible) in the interview sessions.

The selection criteria are based on what is required for the position, and we will be seeking the best candidate for the job based on their skills, knowledge and experience. Regardless of the number of applicants for a particular position, the assessment will be based on merit.

The contestable recruitment process is that:

- HR will seek expressions of interest about which positions individuals are interested in applying for.
- HR will then accept applications for each of the positions, and then assess the candidates via interview on a job-by-job basis.
- Assessment criteria will be posted on the intranet prior to the interviews.
- The contestable recruitment process will begin after the final decision is announced. Refer to the 'Next Steps' section of this document for the planned implementation timeframes, including the recruitment activity.
- HR is committed to ensuring this process is as efficient, equitable and transparent as possible.

We will be advising commencement of the recruitment process for the two vacancies by Friday 22 February 2019.

Job Descriptions

Please refer Appendix 1 for the Job Descriptions for the contestable roles.

Right of review process

If an EECA employee has a concern about the integrity of a contestable recruitment process then they have recourse to the Right of Review process. The purpose of the Right of Review process is to test whether the requirement to appoint the person best suited to the position has been met, and to give everyone confidence that the recruitment and appointment process is robust and fair.

What is the process?

- An appointment of a role will be announced via email – this is to advise everyone that a role has been filled.
- Once an appointment has been announced, you can submit a Right of Review request via email stating why you believe an appointment should be reviewed to careers@eeeca.govt.nz
- The request must be lodged within five working days of the appointment being announced. The person who has been appointed will be advised a Right of Review request has been raised.
- If no Right of Review request is lodged within this time frame, then the appointment will be confirmed.
- Once a Right of Review is lodged, the recruitment process will be reviewed and investigated by a party independent to the appointment process within EECA. The person requesting the review may be required to provide additional information.
- The reviewer will make a recommendation to the Chief Executive as to whether or not to confirm the appointment. Once the decision is made, this will then be communicated as soon as possible to the requester and the person who had been appointed into the role.

Please note the Right of Review process is only open to EECA employees. There is no right of review process if a role is not filled (i.e. a nil appointment). If you have any questions about this, please contact the HR team.

Managing Change at EECA

EECA Policy / Organisational Change¹

In the situation of change, EECA will endeavour to retain valuable skills and experience wherever possible, while meeting the objectives of any review. When EECA has initiated a review that is likely to result in organisational change it will notify staff and the PSA as soon as possible.

Organisational change occurs when EECA makes a decision that requires:

- A reduction in the number of employees, and/or reductions to employees' current job size/salary, or
- Significant changes to work structures, or
- Significant changes to employees' current positions and/or the nature of their work².
- Unless otherwise agreed, severance is available only as a last resort.

¹ HR017 Management of Organisational Change Policy - May 2013. <http://eeca.intranet/file/1241>

² Section 6 'Management of Change', Page 22, EECA and PSA Collective Agreement 2016– 2018.

Support

Support services will be made available to all staff through EAP Services, it is a confidential service. These include counselling, career planning advice, financial planning advice and job search assistance where required. In addition they will provide career transition support services.

You are able to contact EAP directly and say that you are from EECA, the EAP details are:

- Email wn@eapservices.co.nz or Phone 0800 327 669
- <https://www.eapservices.co.nz/>

Alternatively, you are also able to contact the HR Team in Wellington to discuss any ideas or concerns. You are also able to contact your PSA representatives to discuss the decision:

- Wendy Jackson 04 470 2213

9(2)(a) – Tjarda Wierdsma (PSA Organiser) [REDACTED] Tjarda.Wierdsma@psa.org.nz

Next Steps

This table shows the implementation timeline based on the final decision.

Activity	Date
Advise final decision to PSA	Tuesday 19 February 2019
Advise final decision to affected staff	Wednesday 20 February 2019
Advise final decision to affected teams	Wednesday 20 February 2019
Advise final decision to all of EECA	Wednesday 20 February 2019
Recruitment processes commence	Friday 22 February 2019
Transition period commences	Monday 25 February 2019
End of the recruitment process / announcement of roles.	At the earliest opportunity

Appendix 1 – Job Descriptions for contestable roles

JOB DESCRIPTION

Position:	Compliance Projects Advisor
Team:	Standards and Regulations, SPG
Reports to:	Manager Standards and Regulations
Direct Reports:	Nil
Employment:	Permanent .6FTE
Grade:	17
Location:	Wellington
Effective from:	2019

WHO ARE WE?

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EECA is a Crown entity governed by a Board who are accountable to the Minister of Energy and Resources.

Our focus is on Energy and specifically energy efficiency, energy conservation and increasingly (given New Zealand's Climate Change commitments) the use of renewable sources of energy.

Our strategic focus areas are:

- Productive and low emissions business
- Efficient and low-emissions transport
- Energy efficient homes
- Government leadership
- Engage hearts and minds

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Our Values = Trust, Energy and Knowledge

PURPOSE

The objectives of the Standards & Regulations team are to: achieve behavioural change in NZ markets through the intervention tools of regulations, standards and labelling; and to ensure New Zealand fulfils its role in, and optimises its investment in the Trans-Tasman Equipment Energy Efficiency (E3) Programme.

The team plays an important role in programme design, providing thought leadership on how regulations, standards and certification policies can be used to influence behavioural change in the market. The team leverages and influences international relationships (Trans-Tasman and APEC agreements), to achieve target changes in New Zealand markets.

The team leads the delivery of specialist market programmes, and supports other market engagement programme teams where specialist expertise in regulations, standards or certification is required.

The team establishes and maintains the necessary market relationships, and technical infrastructure, to collect product performance and other market information relevant to: consumer education; government policy decision making; and the evaluation of standards and regulation programme interventions.

Effective regulation of energy using products, including vehicles, is a key tool to improving energy efficiency.

Effective and visible compliance and enforcement of those regulations is vital to achieving these energy savings, and meeting the targets of New Zealand's Energy Efficiency and Conservation Strategy.

The purpose of this position is to ensure EECA's annual programme of compliance activity and in particular the check testing, surveying and monitoring aspects of the programme are delivered to agreed timeframes and standards

KEY RESULT AREAS

- Regulated industry sees EECA's compliance activities as pragmatic, visible and effective.
- Contribute to the preparation of EECA's annual programme of compliance, regulatory and monitoring activity for EECA's regulated products and vehicles regulations.
- Product check testing and surveying activities are carried out in accordance with EECA's Compliance policies, including product selection, procurement, testing and reporting.
- Manage contracts with suppliers of check testing and survey services, and report clearly on results.
- Carry out other compliance related projects as agreed with the Manager Standards and Regulations.

Accountability	Description
Monitoring and verification	<p>Assist with the development of the annual programme of regulatory compliance and monitoring activity.</p> <p>Monitoring should be implemented according to Compliance policy and process, to ensure the most effective use of EECA's resources.</p> <p>Ensure processes for surveys and check testing are robust and can be used as the basis for enforcement action when required.</p> <p>Results of check testing and surveying are clearly reported and delivered on a timely basis and handed over for assessment and potential further investigation.</p>
Organisation and planning	<p>Ensure that annual planning for compliance and monitoring activities is managed through the year to enable smooth workflows for the Standards and Regulations team.</p>
Relationship Management	<p>Develop effective relationships with suppliers such as test laboratories and survey contractors.</p> <p>Develop and maintain relationship with the Greenhouse Energy Minimum Standards (GEMS) compliance team in Australia, aligning approach to targeting compliance activities.</p>
Project Management	<p>Use project management disciplines and procedures to ensure that the annual programme of compliance and monitoring activities is managed effectively.</p>
Collaboration	<p>Work collaboratively across the team to ensure consistency and provide quality specialist monitoring and verification advice and support.</p>
Procurement & Contract Mgmt.	<p>Use best practice and EECA's procurement and contract management processes to elicit and evaluate proposals, then negotiate and manage contracts with service providers; including monitoring risk and performance. Ensure that logistics are effectively managed.</p>

RELATIONSHIPS

It is expected that effective working relationships are established with relevant EECA staff and external stakeholders.

Where your position fits

Org chart TBC

Internal Relationships	<ul style="list-style-type: none">• Close collaboration with Standards and Regulations team members carrying out stakeholder engagement, technical support, investigation and enforcement activities• Everyone at EECA
-------------------------------	---

External Relationships	<ul style="list-style-type: none"> • Test laboratories, and other suppliers • External technical advisors • Regulated industry • GEMS compliance team (Canberra)
-------------------------------	--

EDUCATIONAL QUALIFICATIONS, EXPERIENCE AND SKILLS REQUIRED

The incumbent should possess:

- Experience in procurement and contract management
- Aptitude for understanding technical issues relating to vehicle, appliance & equipment energy efficiency;
- Strong verbal and written communication skills;
- A high level of personal motivation, initiative & self organisation;
- Proven ability to work as an effective team member;
- Knowledge and expertise in the Microsoft Office products in particular Word and Excel;
- Attention to detail and a focus on quality
- Maturity, sound judgement, and common sense.

GENERAL

A policy of equal employment opportunity operates and EECA provides a work environment that is free from discriminatory practices and encourages all employees to reach their full potential.

As a good employer, EECA takes its Health and Safety responsibilities seriously and all staff are expected to comply with all Health and Safety policies and practices, as part of their employment.

COMPETENCIES

These competencies are included in your performance agreement. It is expected that all staff exhibit these competencies in addition to the technical competencies required in each role.

The incumbent should have, or be:

1. **Contract management experience:** Significant experience in, or working with, contracts, procurement and logistics (related to products being tested) within New Zealand.
2. **Planning:** Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.
3. **Process Management:** Good at figuring out the processes necessary to get things done; knows how to organise activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes.
4. **Commercial orientation:** Understand how businesses work, how information and influencing strategies can build capability, and affect decision making, to achieve market change; how dynamics of market players will affect EECA's desired results.
5. **Customer focus:** Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; builds rapport and establishes effective relationships with customers and gains their trust and respect.
6. **Results and action oriented:** Is driven by results, maintains a record of exceeding delivery goals; steadfastly pushes self and others for bottom-line performance; Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently.

- 7. Collaborative Team Player:** Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can work across EECA to solve problems with a minimum of noise; is seen as cooperative; has integrity and easily gains trust and support of peers; encourages and rewards collaboration from team members; can be candid with peers.
-

JOB DESCRIPTION

Position:	Compliance Advisor Investigations & Enforcement
Team:	Standards and Regulations, SPG
Reports to:	Manager Standards and Regulations
Direct Reports:	Nil
Employment:	Permanent
Grade:	17
Location:	Wellington
Effective from:	2019

WHO ARE WE?

EECA's purpose is to mobilise New Zealanders to be world leaders in clean and clever energy use.

EECA is a Crown entity governed by a Board who are accountable to the Minister of Energy and Resources.

Our focus is on Energy and specifically energy efficiency, energy conservation and increasingly (given New Zealand's Climate Change commitments) the use of renewable sources of energy.

Our strategic focus areas are:

- Productive and low emissions business
- Efficient and low-emissions transport
- Energy efficient homes
- Government leadership
- Engage hearts and minds

More information on who we are and what we do is available on our website www.eeca.govt.nz/about-eecca

Our Values = Trust, Energy and Knowledge

PURPOSE

The objectives of the Standards & Regulations team are to: achieve behavioural change in NZ markets through the intervention tools of regulations, standards and labelling; and to ensure New Zealand fulfils its role in, and optimises its investment in the Trans-Tasman Equipment Energy Efficiency (E3) Programme.

The team plays an important role in programme design, providing thought leadership on how regulations, standards and certification policies can be used to influence behavioural change in the market. The team leverages and influences international relationships (Trans-Tasman and APEC agreements), to achieve target changes in New Zealand markets.

The team leads the delivery of specialist market programmes, and supports other market engagement programme teams where specialist expertise in regulations, standards or certification is required.

The team establishes and maintains the necessary market relationships, and technical infrastructure, to collect product performance and other market information relevant to: consumer education; government policy decision making; and the evaluation of standards and regulation programme interventions.

The purpose of this position is to assess all compliance and monitoring activity for suspected non-compliance, and conduct investigations and enforce our regulations as required.

KEY RESULT AREAS

- Regulated industry sees EECA's compliance activities as visible and effective
- Investigation and enforcement activities are carried out with rigor, compliance to EECA policy and procedures and relevant legal advice.
- High compliance rates with legal and programme requirements
- Ensure timely & effective information is shared with stakeholders.

Accountability	Description
Compliance Leadership	<p>Lead EECA's Compliance and Enforcement assessment and follow up activity to ensure the energy efficiency objectives of EECA's energy efficiency regulations are achieved.</p> <p>Adhere to EECA's compliance and enforcement policy and procedures. Use continuous improvement and a pragmatic approach to ensure that EECA's compliance and enforcement policy and processes are best practice.</p> <p>Assist with the development of the annual programme of regulatory compliance and monitoring activity.</p> <p>Support other relevant team members to achieve compliance and enforcement best practice.</p>
Investigation	<p>Investigate suspected non-compliance in accordance with the EECA compliance and enforcement policy and recommend suitable actions, while ensuring that procedural fairness professionalism is maintained at all times through the investigation process.</p>
Enforcement	<p>Develop and present strong cases for recommended enforcement action in line with EECA's policy. Ensure robust investigation and case development processes are in place and followed.</p> <p>Manage agreed enforcement activities and processes, including legal briefings, and correspondence and agreements with regulated parties after receiving required approvals.</p>
Reporting and records Management	<p>Maintain comprehensive records of investigation and enforcement activities including outcomes and timelines.</p> <p>Contribute to timely and appropriate reporting on activities to EECA management and board.</p>
Relationship Management	<p>Effectively represent EECA's stance on product and vehicle labelling and minimum energy performance standards issues.</p> <p>Develop and maintain relationships with the Greenhouse Minimum Energy And Standards (GEMS) compliance team in Australia, aligning the approach to targeting compliance activities.</p> <p>Develop and maintain strong working relationships with legal providers.</p>
Risk Management	<p>Have a systematic approach to risk management and an understanding of political and operational risks as they relate to projects being delivered. Risks are highlighted early to EECA management to allow no surprises to EECA senior management, board and Minister.</p>
Collaboration	<p>Work collaboratively across the team to ensure consistency and provide quality specialist compliance and enforcement advice and support.</p>

RELATIONSHIPS

It is expected that effective working relationships are established with relevant EECA staff and external stakeholders.

Where your position fits

Org chart TBC

Internal Relationships	<ul style="list-style-type: none">• Close collaboration with Standards and Regulations team members carrying out stakeholder engagement, monitoring and surveying activities• Everyone at EECA
External Relationships	<ul style="list-style-type: none">• Industry Associations / bodies / entities• Legal providers• Compliance team at the Department of Environment and Energy (Australia)• Companies covered by EECA's regulations

EDUCATIONAL QUALIFICATIONS, EXPERIENCE AND SKILLS REQUIRED

The incumbent should possess:

- Demonstrated experience in compliance and regulatory enforcement
- Proven experience in relationship management and effective engagement with industry
- Demonstrated negotiation and conflict management experience
- Aptitude for understanding technical issues relating to vehicle, appliance & equipment energy efficiency;
- Strong verbal and written communication skills;
- A high level of personal motivation, initiative & self organisation;
- Excellent facilitation and interpersonal skills;
- Pragmatic working style.
- Proven ability to work as a collaborative team member

GENERAL

A policy of equal employment opportunity operates and EECA provides a work environment that is free from discriminatory practices and encourages all employees to reach their full potential.

As a good employer, EECA takes its Health and Safety responsibilities seriously and all staff are expected to comply with all Health and Safety policies and practices, as part of their employment.

COMPETENCIES

These competencies are included in your performance agreement. It is expected that all staff exhibit these competencies in addition to the technical competencies required in each role.

The incumbent should have, or be:

- 8. Dealing with ambiguity:** Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.
- 9. Negotiating:** Can negotiate skillfully in tough situations with both internal and external groups; can settle differences with minimum noise; can win concessions without damaging relationships; can be both direct and forceful as well as diplomatic; gains trust quickly of other parties to the negotiations; has a good sense of timing.
- 10. Conflict management:** Steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minimum noise, demonstrates a professional and resilient attitude.

11. **Problem solving:** Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.
12. **Strong customer focus:** Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; builds rapport and establishes effective relationships with customers and gains their trust and respect.
13. **Collaborative Team Player:** Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can work across EECA to solve problems with a minimum of noise; is seen as cooperative; has integrity and easily gains trust and support of peers; encourages and rewards collaboration from team members; can be candid with peers.

JOB DESCRIPTION

Position:	Policy Advisor
Team:	Standards and Regulations Team, SPG
Reports to:	Manager Standards and Regulations
Direct Reports:	Nil
Employment:	Permanent
Grade:	TBC
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Effective from:	2019

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The team plays an important role in programme design, providing thought leadership on how regulations, standards and certification policies can be used to influence behavioural change in the market. The team leverages and influences international relationships (Trans-Tasman and APEC agreements), to achieve target changes in New Zealand markets.

The team leads the delivery of specialist market programmes, and supports other market engagement programme teams where specialist expertise in regulations, standards or certification is required.

The team establishes and maintains the necessary market relationships, and technical infrastructure, to collect product performance and other market information relevant to: consumer education; government policy decision making; and the evaluation of standards and regulation programme interventions.

The purpose of this position is to provide sound operational policy advice and support which contributes to the Standards and Regulations work programme.

KEY RESULT AREAS

- Provide policy and product advice to support EECA Standards and Regulations work programmes;
- Administer and provide input into regulatory development processes

Accountability	Description
Policy Advice and Support	<p>Contribute to policy projects as agreed with the Manager and Standards and Regulations Development Lead.</p> <p>Support the regulatory development process ensuring high quality proposals and regulatory process.</p> <p>Ensure all New Zealand regulatory development requirements are met so regulatory proposals are approved through MBIE, Treasury, the Ministers' office, Cabinet and ENV committee.</p> <p>Draft Cabinet papers, New Zealand RIS documents and revisions to regulations.</p> <p>Ensure regulatory development processes are streamlined and aligned between Australia and New Zealand.</p>
Stakeholder and Relationship Management	<p>Work with the Standards and Regulations Development Lead to ensure that E3 programme requests are handled in a timely and appropriate manner.</p> <p>Develop and maintain strong relationships with programme stakeholders and partners including: relevant staff at the Department of Environment and Energy, importers, manufacturers and retailers of appliances and equipment potentially affected by regulatory intervention proposals. In particular ensure a robust cooperative relationship is maintained with Australian policy and regulatory agencies.</p> <p>Ensure timely, clear information flows and appropriate, effective consultation.</p> <p>Respond to enquiries about the minimum energy performance standards and labelling schemes in a professional and timely manner.</p> <p>Ensure all contacts with an interest in minimum energy performance standards, labelling and the regulations are kept up to date.</p>
Technical Expertise	<p>Provide input to relevant COAG Regulatory Impact Statements and Cabinet papers and engage with Ministers / Treasury / Department as required.</p> <p>Ensure consultation documents (regulatory impact statements, discussion documents and product profiles) are developed in accordance with New Zealand conditions.</p> <p>Ensure the quality and accuracy of all technical, regulatory or product information communicated internally or externally; and that it meets the requirements of the Energy Efficiency Act 2000, Energy Efficiency (Energy Using Products) Regulations 2002, the prevailing New Zealand Energy Efficiency and Conservation Strategy and EECA plans.</p>
Information Management	<p>Maintain appropriate files and cabinet minutes pertaining to regulation development and ensure records of decisions are securely stored.</p>
Collaboration	<p>Work collaboratively across teams to ensure consistency and coordinated Standards and Regulations advice and support.</p>
Procurement & Contract Mgmt.	<p>Be aware of and comply with EECA's procurement processes to best support the Standards and Regulations team members in procurement and contract management.</p>

RELATIONSHIPS

It is expected that effective working relationships are established with relevant EECA staff and external stakeholders.

Where your position fits
Org chart TBC

Internal Relationships	<ul style="list-style-type: none"> • Standards and Regulations Team • Everyone at EECA
External Relationships	<ul style="list-style-type: none"> • Equipment Energy Efficiency (E3) Committee • Ministry of Business Innovation & Employment • Australian Commonwealth Department of the Environment and Energy • Industry stakeholders

EDUCATIONAL QUALIFICATIONS, EXPERIENCE AND SKILLS REQUIRED

The incumbent should ideally possess:

- 2+ years of NZ operational and/or regulatory policy experience
- Critical and analytical thinking skills
- Eye for detail and process focus
- Excellent verbal and written communication,
- A capacity to prioritise work and meet deadlines
- Strong interpersonal skills and the ability to work effectively in a team environment.

GENERAL

A policy of equal employment opportunity operates and EECA provides a work environment that is free from discriminatory practices and encourages all employees to reach their full potential.

As a good employer, EECA takes its Health and Safety responsibilities seriously and all staff are expected to comply with all Health and Safety policies and practices, as part of their employment.

COMPETENCIES

These competencies are included in your performance agreement. It is expected that all staff exhibit these competencies in addition to the technical competencies required in each role.

The incumbent should have, or be:

- 14. Government savvy:** Demonstrated experience to work across government agencies to develop partnerships and alliances to deliver change.
- 15. Written Communications:** Is able to write clearly and succinctly in a variety of communication settings and styles; can get messages across that have the desired effect.
- 16. Strong customer focus:** Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; builds rapport and establishes effective relationships with customers and gains their trust and respect.
- 17. Results and action oriented:** Is driven by results, maintains a record of exceeding delivery goals; steadfastly pushes self and others for bottom-line performance; Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently.
- 18. Collaborative Team Player:** Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can work across EECA to solve problems with a minimum of noise; is seen as cooperative; has integrity and easily gains trust and support of peers; encourages and rewards collaboration from team members; can be candid with peers.

19. **Planning:** Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.
20. **Informing:** Provides the information people need to know to do their jobs and to be a productive member of the team, unit, and/or the organisation; provides individuals information so that they can make accurate decisions; is timely with information.