

[REDACTED]

27 September 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. As confirmed with you by email on 11 September 2023, you requested:

*“...all Consultation- and Decision Documents that were generated and circulated between **1st July 2019 and 30th June 2021** 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 one Consultation Document and one associated Decision Document that fall within scope of your request. Please refer to the Appendices to view these documents.

Note, the documents released in these PDFs 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

Embargoed until 4.00 pm, Tuesday 10 March 2020

Proposal for Change

March 2020

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FOREWORD FROM THE CHIEF EXECUTIVE

The actions required to transition to a low carbon economy are beginning to become more evident, particularly as the Government further increases available funding and begins to put in place the required policy framework for this transition.

This has most recently been illustrated by funding provided for the State Sector Decarbonisation Programme and the passing of the Climate Change Response (Zero Carbon) Amendment Act in late 2019.

The launch of our Gen Less Hearts and Minds behaviour change initiative has also provided many learnings as we interact with New Zealanders in a different manner to the past.

These developments and related changes have necessitated a careful consideration of our resourcing requirements and the way we are organised as we ensure EECA is well placed to successfully deliver on the expectations being placed on it through the transition.

This proposal for change document outlines the drivers for these changes along with the proposed structural impacts which in summary are planned to:

- i) Increase the capacity and capability in the Corporate Services Group in order to meet the support needs (e.g. finance, IT, reporting) which enlarged (e.g. Warmer Kiwi Homes) and new programmes (e.g. State Sector Decarbonisation) are requiring, and to allow EECA to develop and evolve better support systems.
- ii) Create the capability to better align strategy implementation with a fast changing market.
- iii) Establish a delivery framework that can react quickly to new programme activities for EECA e.g. any successful Budget 2020 bid initiatives.
- iv) Increase the capability in communications and engagement to align messaging from the Gen Less platform to the market and to better leverage partnerships with the private sector under this banner.

From the perspective of consumers, the proposed changes will help embed EECA as the source of authoritative information on energy and carbon mitigation and reinforce our brand as driving behavioural changes through a range of techniques, from social media messaging to regulatory requirements.

Feedback from staff surveys and last year's EECA Day about career development has provided input for the proposed organisational design – in terms of the creation of additional Tier 3 roles, as well as a deliberate mix of entry level, mid-level, senior and lead roles to provide staff with clearer career development pathways. Similarly, the proposed additional investment in to ICT services responds to feedback from staff surveys to ensure our staff have the right tools to do their jobs.

These proposed changes are not insignificant as they are important to help ensure EECA continues to be a respected and trusted source of advice, intelligence and practical information about energy efficiency, the use of renewables and how to reduce carbon emissions. They will help position us to be seen as a crucial player in the cast of agencies now working to mitigate the effects of climate change.

After your feedback is considered it is intended to make timely final decisions and to implement these as quickly as possible. Change always creates uncertainty and stress, especially for individuals affected. Anyone who needs support should seek this either through their line manager, HR, the PSA reps or our external support provider of our Employee Assistance Programme – EAP Services.

The Leadership Group looks forward to receiving your responses on the proposals contained in this organisational change document.

Kind Regards,



Andrew Caseley - 9 March 2020

On behalf of the Leadership Group

EECA Strategy

Our strategy

Our purpose

Mobilise New Zealanders to be world leaders in clean and clever energy use.

Our strategic principles



Focus on impact

Pursue high-impact change with agility, and at pace.



Understand the customer

Focus on those it is important to influence, and influence them based on what they care about.



Define the problem

Identify what's blocking progress, and tackle it head on.



Join the dots

Work with and connect people and organisations who can be a part of achieving the purpose.



Display leadership

Be proactive, have a fact-based point of view and own it.

Our strategic focus areas



Engage hearts and minds

Foster a society in which sustainable energy is expected and demanded.



Government leadership

Equip the public sector to innovate and lead the transition to clean and clever energy use.



Productive and low-emissions business

Mobilise decision makers and technical experts to accelerate action.



Efficient and low-emissions transport

Switch the fleet to low-emissions technology while ensuring that any remaining fossil-fuelled vehicles are as efficient as possible.



Energy efficient homes

Optimise New Zealanders' use of renewable energy through energy efficient homes, technologies and behaviours.

Our desired outcome

A sustainable energy system that supports the prosperity and wellbeing of current and future generations.

INTRODUCTION AND CONTEXT

Overview by Group

Chief Executive's Office

The proposal is for the functional roles of Human Resources and Property to be split out. This is in recognition of the increasing numbers of EECA employees and the need to create greater capacity to ensure EECA has the capability to deliver on the expectations from the Government. This will see a greater focus on our people development investment being aligned to our People Capability Strategy.

It is proposed the property and more general organisational support activities currently undertaken under the People and Property team will be reconfigured into a new team covering Procurement and Property.

It is proposed the Project Development role report direct to the Chief Executive while continuing to support the development and delivery of EECA's programmes and oversight of our Graduate Programme which is an important talent pipeline for the organisation.

Corporate Services

In order for EECA to be successful the Corporate Services Group needs to be a key enabler of EECA's outcomes to deliver for their customers (i.e. Strategy, Insights and Regulations Group, Investment and Engagement Group etc).

Over recent times, the Group's resourcing has been deliberately kept at a minimum viable level in reflection of the previously diminishing number of programme activities (and related staff numbers) combined with the desire to maximise the amount of operational funding available to programmes.

EECA has now moved in to a different operating environment and needs to better resource the Group so it has the resources necessary to both deliver the day to day functions of its customers, but also to invest in improved systems and processes, particularly around ICT.

It has also been an opportunity to see how we could improve and rationalise the structure of EECA's accountability and programme reporting, risk management, and to build in the opportunity for business process improvements required to ensure EECA is set up to deliver its strategy as efficiently as possible.

The Group and team structure will change to provide clearer accountabilities of functions, this will see a proposed:

- Increase in resourcing in the Finance function with a dedicated Manager, additional staff and reassignment of activities that have a financial focus e.g. claims processing
- Increase in resourcing in the ICT function with a dedicated Manager, additional staff and reassignment of information management
- Establishment of a new Procurement and Property Team which will have overall responsibility and accountability for all of EECA's Procurement and Property functions
- Establishment of a new Accountability, Risk and Improvement Team which will have overall responsibility and accountability for all of EECA's accountability documents, reporting, risk management and business and process improvement activities.
- Disestablishment of the Contracts and Grants Management Team (CGM Team) and relocation of functions to different teams within the Group
- Disestablishment of the Measurement, Insights and Reporting Team and functions with these primarily relocated into the Evidence and Insights Team within the Strategy, Insights and Regulations Group
- Project team established (until 30 September 2020) to continue the project work on the Energy End Use Database and Times NZ modelling while this critical work is further progressed before transitioning to the Evidence and Insights Team.

Strategy and Engagement (propose to rename as Strategy, Insights and Regulations)

Given the increased expectations that EECA should contribute more broadly to the transition to a low emissions economy, the proposed changes to this Group aim to build on our strengths and unlock greater potential and capabilities within the teams.

The team structures will broadly remain the same, but the focus will change to provide clearer accountabilities:

- It is proposed that the Strategy and Programme Development team be renamed Evidence and Insights. This is to better recognise the analytical strength and thought leadership within the team. The primary role of the team is to produce evidence and insights that will input directly into strategy, programme development, policy, and regulatory design across the organisation.

- A new dedicated position of Strategy Lead is proposed, reporting to the Group Manager. This role will be supported by an Innovation Analyst to help identify novel opportunities to accelerate the transition to a low carbon economy.
- The Government Engagement team is proposed to be renamed as Policy and Engagement. Its broad function will remain the same, i.e. provide policy analysis and advice across agencies to influence better Government decisions. It is proposed that the team will also include regulatory system policy advice and economic analysis.
- The Standards and Regulations team will retain the same name and functions, i.e. the effective administration of our regulatory system, from standard design to monitoring, compliance and enforcement of the regulations.

Market Engagement (propose to rename as Investment and Engagement)

The Market Engagement Group is set up to implement and deliver on two of the three levers EECA has identified to achieve our Strategic Focus Area goals and higher level purpose.

Co-Investment

The proposed changes include dedicated Managers to oversee programme delivery across Transport, Business and the Government Sector with flexibility to add more resources if new programmes are delivered by EECA in the future. Resourcing within these teams is proposed to better focus activity and to reflect the relative maturity of some of our programmes.

A new role has been proposed to overcome the current shortfall in preparing compelling business cases for transitioning to more energy efficient systems or low emission fuel sources.

Motivating People

The Energywise campaign has been EECA's historical messaging to motivate New Zealanders at large in the benefits of energy efficiency. The development of Gen Less has created a different form of messaging and platform for connecting with New Zealanders about both energy efficiency and the importance of reducing carbon emissions from their use of energy.

This is necessitating a range of changes in how we connect with the market whether they be business clients, vehicle users or residential consumers. Social media has become a crucial means of connection and influence, as has the need for partnerships in order to reinforce messages and gain leverage from our programme activities.

The proposal is for the current Communications and Engagement Team to be separated into two teams: one focus being on Marketing and the other on Strategic Partnerships and Communications into the market.

Other changes proposed are to better align roles with the trends in the market and to recognise the greater degree of specialisation necessary to deliver our motivation initiatives more effectively.

PURPOSE OF THIS DOCUMENT

This document provides the information you'll need to:

- Understand the proposed changes to organisational structure
- Understand any proposed changes to specific roles
- Be involved in the consultation process
- Provide any feedback you may have on the proposed changes.

PROPOSED CHANGES

Further details on the impact of the proposed changes on current roles can be found in the Summary of Proposed Position Impacts section on page 27.

People and Property

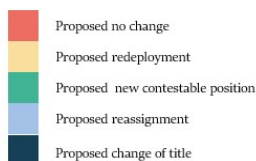
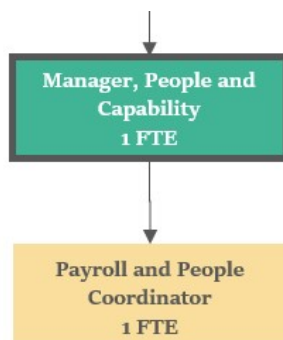
It is proposed that:

- The team's functions are separated to create a dedicated HR function
- The Manager People and Property role is disestablished
- The Advisor, People and Property role is redeployed to the Payroll and People Coordinator role in the People and Capability Team
- The two Reception-Information and Administrative Services roles are reassigned to the Procurement and Property Team within the Corporate Services Group.

Creation of new team: *People and Capability Team*

It is proposed that:

- A new team is created focussing on people and capability



There are several reasons driving this proposed change:

- EECA's personnel numbers are increasing to the extent additional resource is required to support this key function
- The new Manager People and Capability role will no longer be distracted by property related matters and will focus on building the capability EECA requires to deliver on our strategy.

Corporate Services

Contracts and Grants Management (CGM)

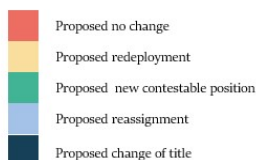
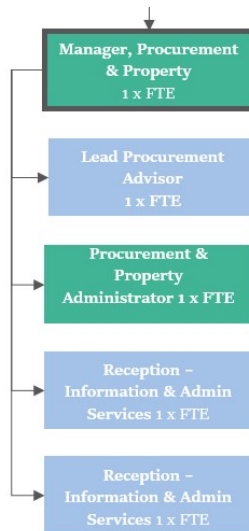
It is proposed that:

- The current functions in the CGM Team are separated into different functional areas
- The Manager, CGM role is disestablished
- The Senior Advisor, CGM is reassigned into the new Procurement and Property Team with a change of title
- The Advisor Records and Contract Management is reassigned to the new ICT Team
- The Claims and Quality Assurance role is redeployed to the Warmer Kiwi Homes Team
- The Administrator Claims Processing roles (x2) are reassigned to the Finance Team.

Creation of new team: *Procurement and Property Team*

It is proposed that:

- A new team is established focussing on procurement and property/facilities management
- An additional procurement and property administrator role is created



There are several reasons driving this proposed change:

- Realignment of the procurement, property/facilities management functions into one team, which is aligned to government best practice
- Place the claims processing and quality assurance roles into teams more aligned with the key requirements of these roles

- Reinforce the importance of and related resourcing for procurement activities.

Finance and IT

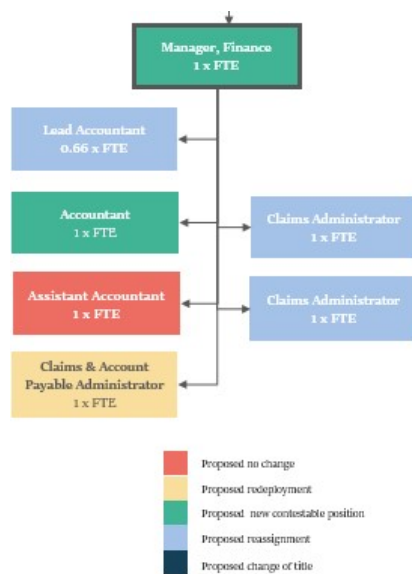
It is proposed that:

- The current functions in the Finance and IT Team are separated into two functional teams to allow more dedicated focus on these important support functions
- The Manager, Finance and IT role is disestablished
- The Financial and Systems Accountant is reassigned as Lead Accountant in the Finance Team and will play a day to day leadership role and key business partnering role across EECA
- The Accounts Payable Administrator role is redeployed into a Claims and Accounts Payable Administrator role and moves from a 0.7 FTE to 1 FTE
- The IT Administrator is reassigned to the ICT Team with a change of title
- The Business Analyst, GEM Reporting is reassigned to the ICT Team

Creation of new team: *Finance Team*

It is proposed that:

- A new team is established focussing on Finance
- An additional Accountant role is created



There are several reasons driving this proposed change:

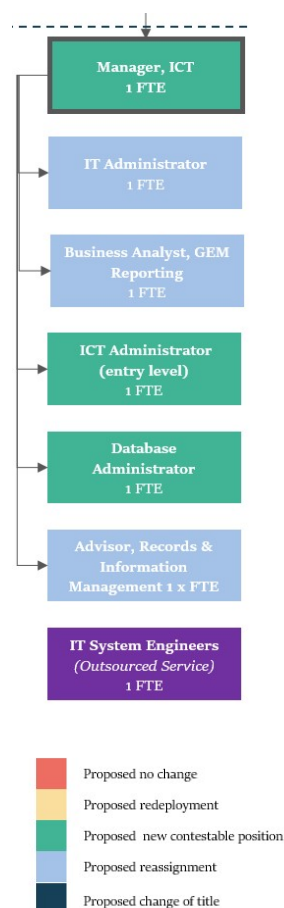
- Realign finance and claims functions into one team given their underlying similarity and to ensure future proofing as new programmes are developed and cover these important functions when people are on leave

- Increase finance capacity so as to allow the development and improvement of finance related systems and processes

Creation of new team: *Information and Communications Technology (ICT) Team*

It is proposed that:

- The focus shifts from just IT to all ICT services including information management
- A new team is established focussing on ICT and information management
- An additional entry level ICT role is created
- An additional Database Administrator role is created to support EECA's databases (i.e. Energy End Use Database) and other datasets (i.e. Salesforce)
- Reassignment of the Advisor, Records and Information in to the new ICT Team



There are several reasons driving this proposed change:

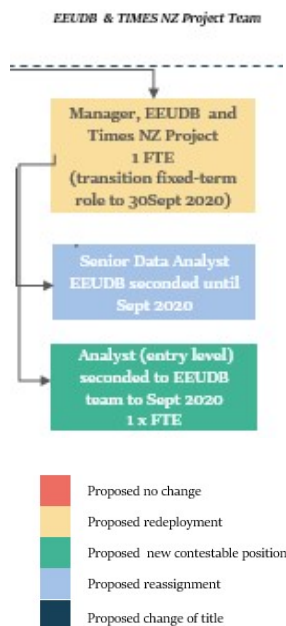
- Realign ICT related functions into one team to provide dedicated focus to ensure EECA provides the right ICT tools to enable our people to perform their role in the most effective manner

- Increase ICT resource capacity and capability so as to develop and improve ICT related systems and processes, and to ensure databases are regularly supported
- Given the interdependencies between information and records management and ICT alignment of these two functions are important to future proof EECA.

Measurement Insight and Reporting (MIR)

It is proposed that:

- The current functions in the MIR Team are separated into different functional areas
- The Manager MIR role is disestablished
- A transition team is established to focus on progressing the Energy End Use Database (EEUD) and Times NZ modelling through to 30 September 2020.
- The Senior Economist role is reassigned into the Policy and Engagement Team
- The Senior Data Analyst (EEUD focus) role is reassigned into the Evidence and Insights Team (with a secondment into the EEUD and Times NZ Transition Team until 30 September 2020)
- The Senior Data Analyst (Reporting focus role) is disestablished



There are several reasons driving this proposed change:

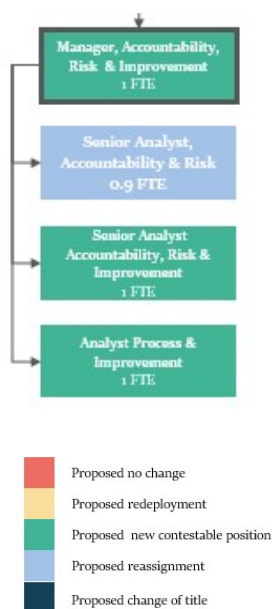
- To rationalise the reporting functions into one team (currently it is split across three Groups) in order to avoid duplication and inefficiencies
- To embed insight analysis and the EEUD and Times NZ modelling into the Evidence and Insights Team where the database and model will be used most effectively to draw and analyse insights, which is also aligned to best practice across government. The ongoing database architecture will be the responsibility of the proposed new ICT Team

- The economic analysis work undertaken by the Senior Economist is important work for EECA and needs to continue, but is better aligned within the new Policy and Engagement Team
- To continue to focus on progressing the development of the EEUD and Times NZ to progress this as far as possible by the end of the first quarter of the 2020/2021 year before transitioning in to the proposed Evidence and Insights Team to finish the delivery of Phase 2 and 3 of the EEUD and Times NZ.

Creation of new team: *Accountability, Risk and Improvement*

It is proposed that:

- A new team is created to focus on EECA's accountability documents, risk management and accountability, operational and programme reporting, along with business and process improvement, to continue the important work EECA began - using Promapp to document our processes and assist with automation
- A new Manager role is created to lead this team
- A new role of Senior Analyst is created. The primary focus will be undertaking accountability reporting, but it will also assist with business improvement activities
- An additional role is created to focus on process improvement (building on the work that has already been started in 2019 via the use of Promapp). This new role will be the 'owner' of EECA's processes.



There are several reasons driving this proposed change:

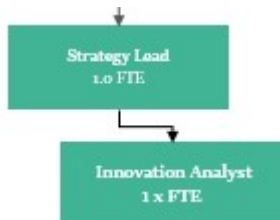
- To improve alignment and efficiency of functions
- To create a dedicated resource focussed on business improvement

- The team will bring together activities that are currently delivered from across different teams, and therefore achieve greater levels of efficiency along with streamlined processes.

Strategy and Engagement

It is proposed that:

- The group is renamed Strategy, Insights and Regulations
- A new Strategy Lead role is created, reporting directly to the Group Manager Strategy, Insights and Regulations
- A new Innovation Analyst role is created, reporting to the Strategy Lead role



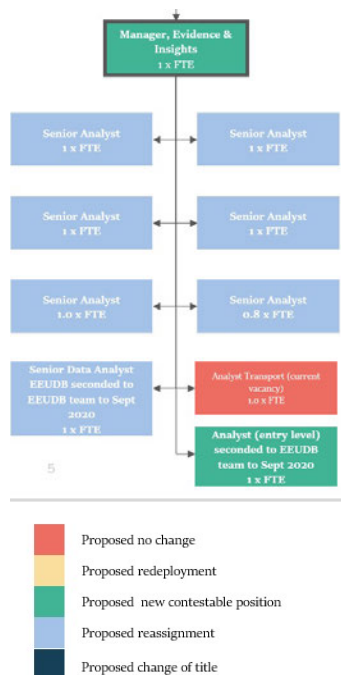
There are several reasons driving this proposed change:

- To create a dedicated resource to provide oversight of EECAs' strategy and its effective implementation
- To create a dedicated resource focussed on innovation that can help create a greater step change in the transition to a low carbon economy, including new digital technologies, business models and the use of analytics.

Strategy and Programme Development

It is proposed that:

- The team is renamed Evidence and Insights
- The Senior Advisor role (Auckland) is redeployed to the Policy and Engagement Team
- An additional entry level Analyst position is created, which initially would be seconded into the EEUD and TIMES NZ transition team
- The Senior Data Analyst EEUDB is reassigned to this team, but with an initial secondment into the EEUD and TIMESnz transition team.



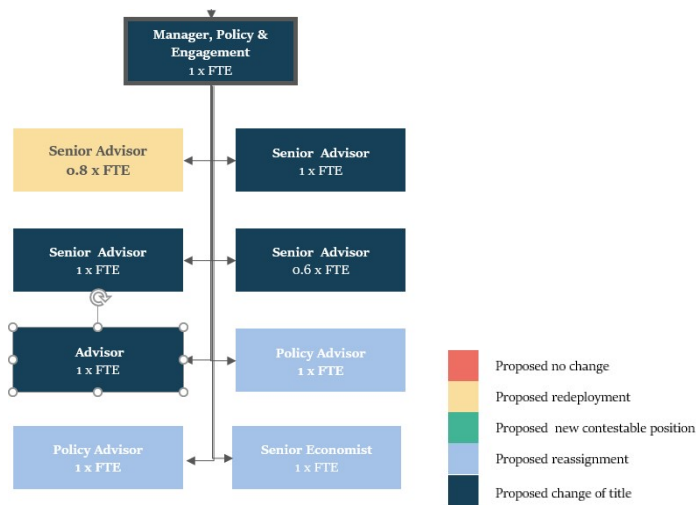
There are several reasons driving this proposed change:

- Realigning all evidence and insights related activity into one team
- Recognising that programme design will occur across multiple teams but will need to be informed by evidence and insights
- With the establishment of a new dedicated strategy role, there will be a close working relationship with this resource who will work across numerous teams to ensure strategy remains relevant and is implemented effectively.

Government Engagement

It is proposed that:

- The team is renamed Policy and Engagement
- The Senior Advisor role (Auckland) from the SPD team is redeployed to the Policy and Engagement Team
- The Senior Analyst Risk and Accountability is reassigned to the Accountability, Risk and Improvement Team within the Corporate Services Group
- The Senior Economist from the MIR Team is reassigned into the Policy and Engagement Team
- The policy roles (x 2) from the Standards and Regulations Team are reassigned into the Policy and Engagement Team
- The Strategic Communications role (currently vacant) is disestablished
- Some titles are changed.



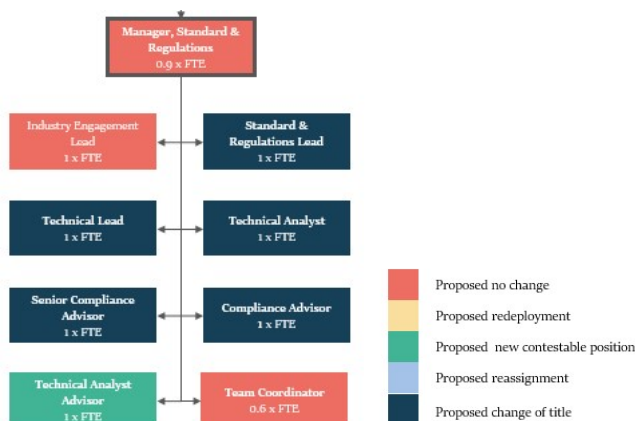
There are several reasons driving this proposed change:

- Realignment of key policy related and engagement roles into one functional team
- It provides for a combined policy team which would be responsible for advice and engagement on strategic and regulatory stewardship issues.
- It helps realign the preparation of accountability documents and risk management into one functional team within the new Accountability, Risk and Improvement Team within the Corporate Services Group in order to avoid duplication and inefficiencies

Standards and Regulations

It is proposed that:

- The policy roles (x 2) are reassigned into the Policy and Engagement team
- Some titles are changed
- An additional Technical Analyst role is created



There are several reasons driving this proposed change:

- Realignment of standards, regulations and compliance activity
- Increasing technical support for standards activity

Market Engagement

It is proposed that:

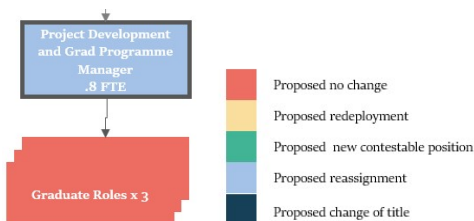
- The group is renamed Investment and Engagement
- Changes occur to the make-up of the direct reports to the Group Manager

Direct reports:

Project Development Manager

It is proposed that:

- The Project Development Manager role is reassigned to report directly to the Chief Executive, and maintain management of EECA's Graduate Programme



There are several reasons driving this proposed change:

- Better balancing the number of direct reports to the Group Manager Investment and Engagement
- Provide additional direct resource to the Chief Executive to 'troubleshoot' issues and further increase the impact of various programmes.

Senior Analyst Market Engagement

It is proposed that:

- The Senior Analyst role in the Market Engagement Group is disestablished

There are several reasons driving this proposed change:

- Realignment of all programme performance activity into the Accountability, Risk and Improvement Team within the Corporate Services Group
- Reduce duplication of effort with accountability and programme reporting functions and associated activities

Creation of a new role – Business Case Specialist

It is proposed that:

- A new role is created – Business Case Specialist

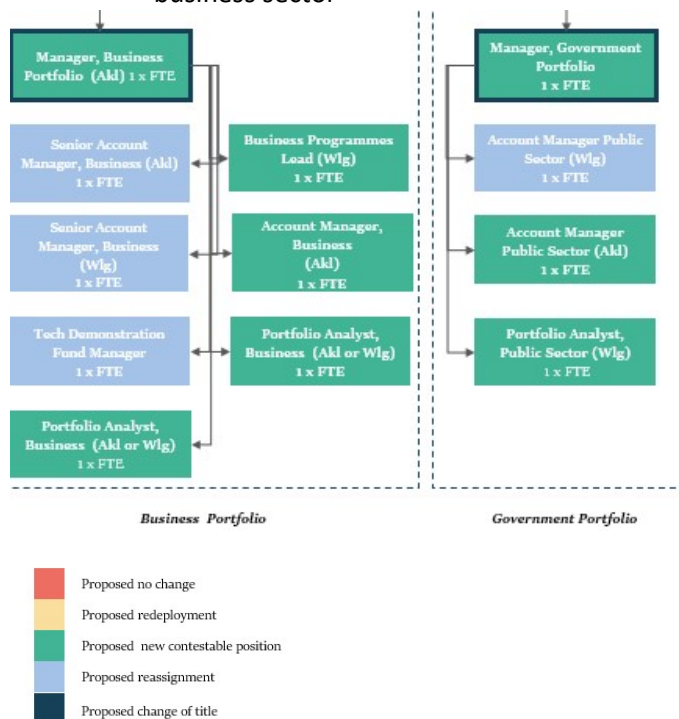
There is one key reason driving this proposed change:

- There is a need to better demonstrate to the market the business cases for energy efficiency and emission reduction initiatives, and so this role will have a strong financial analysis focus

Account Management

It is proposed that:

- The current team is split, with a Portfolio approach – one with a focus on Government, and one focussing on business in the private sector.
- The Account Director role is disestablished
- The Account Manager roles (x 3) based in Auckland are disestablished
- Two new Manager roles are created to manage each portfolio
- Portfolio Analyst roles are created, to support delivery, and provide a talent pool for account management
- A Business Programmes Lead role is created – to manage the joint development, performance and improvement opportunities of products and programmes into the business sector



There are several reasons driving this proposed change:

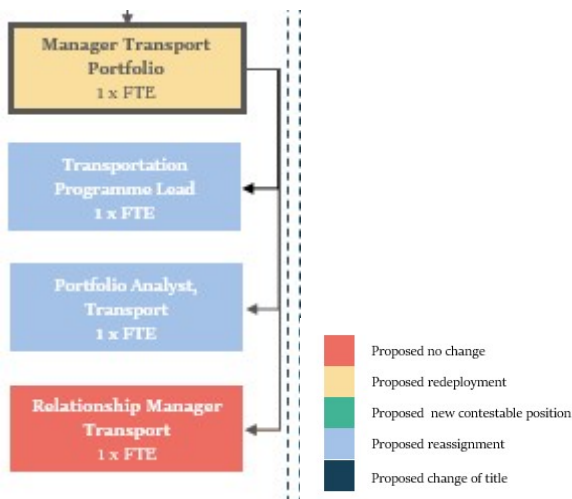
- The need to adopt a portfolio investment approach given the increasing importance of transitioning the State Sector to a low carbon future

- The need to support the activities of the Account Managers with Portfolio Analysts
- The need to create a lead driver for products and programmes for the business sector
- The need to strengthen EECA's presence in the wider Auckland market.

Programme Partners and Funding

It is proposed that:

- The team is renamed the Transport Team, with a sole focus on Transport related delivery activities
- Indirect activity with business is moved into the Business Portfolio Team
- The Relationship Manager Programme Partnerships role is disestablished.



There is one key reason driving this proposed change:

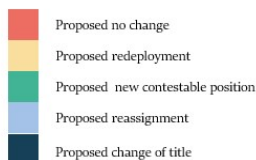
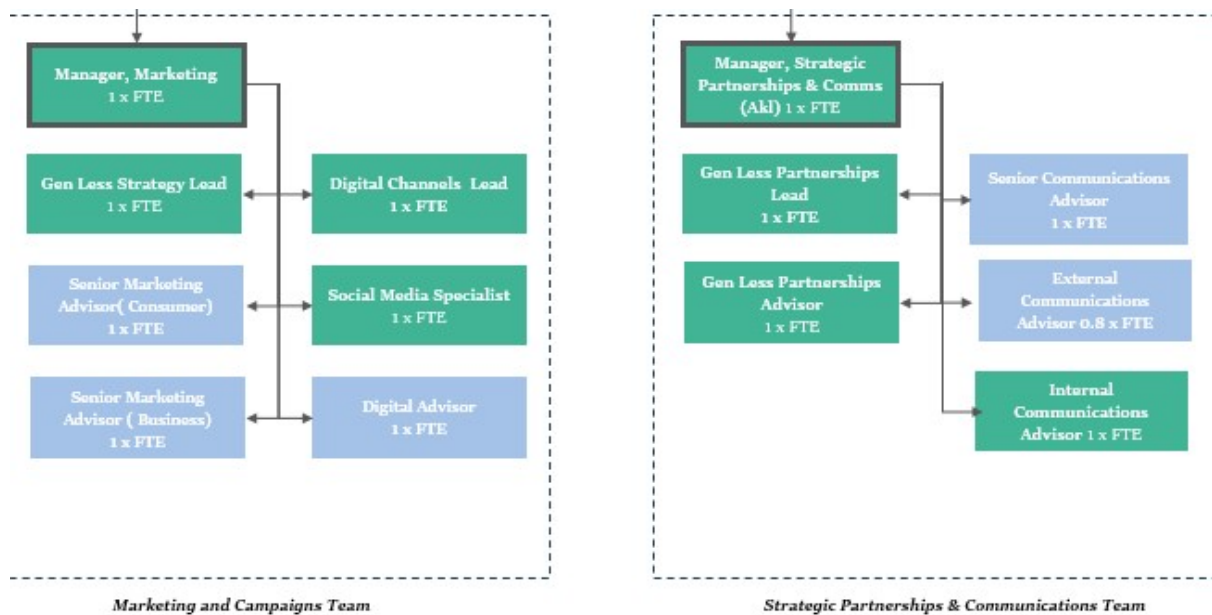
- Setting the team up to have a sole focus on transport programmes and initiatives

Communications and Engagement

It is proposed that:

- The Communications and Engagement Team is separated into two areas of focus
- The Marketing Team will have a focus on marketing development and delivery, including overseeing the development of the Gen Less messaging platform, along with all digital and social media activity
- The Strategic Partnerships and Communications Team will have a strong partnerships focus with Gen Less the key messaging platform
- The Manager Communications and Engagement role is disestablished
- A new Manager Marketing role is created
- A new Manager Strategic Partnership and Communications role is created (based in Auckland)
- A Digital Channels Lead role is created
- A Gen Less Strategy Lead role is created
- A Social Media Specialist role is created

- The Advisor Communications role is disestablished
- A Gen Less Partnerships Lead role is created
- A Gen Less Partnerships Advisor role is created
- An Internal Communications Advisor role is created.



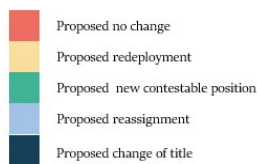
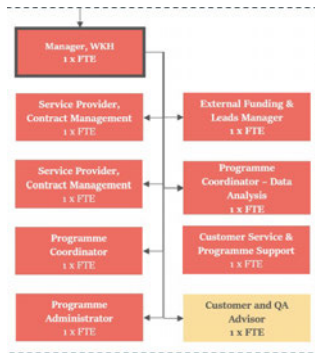
There are several reasons driving this proposed change:

- The Gen Less platform has reinforced the way New Zealanders now like to be communicated with and this is requiring greater specialisation
- The importance of this lever to help change behaviour is such that a more realistic assessment of the underlying skills necessary, and the workload for a single role has made it clear that two management roles are required
- Partnerships are a key way to leverage the impact we are seeking to achieve through Gen Less and other programme initiatives

Warmer Kiwi Homes

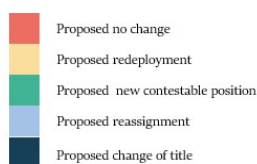
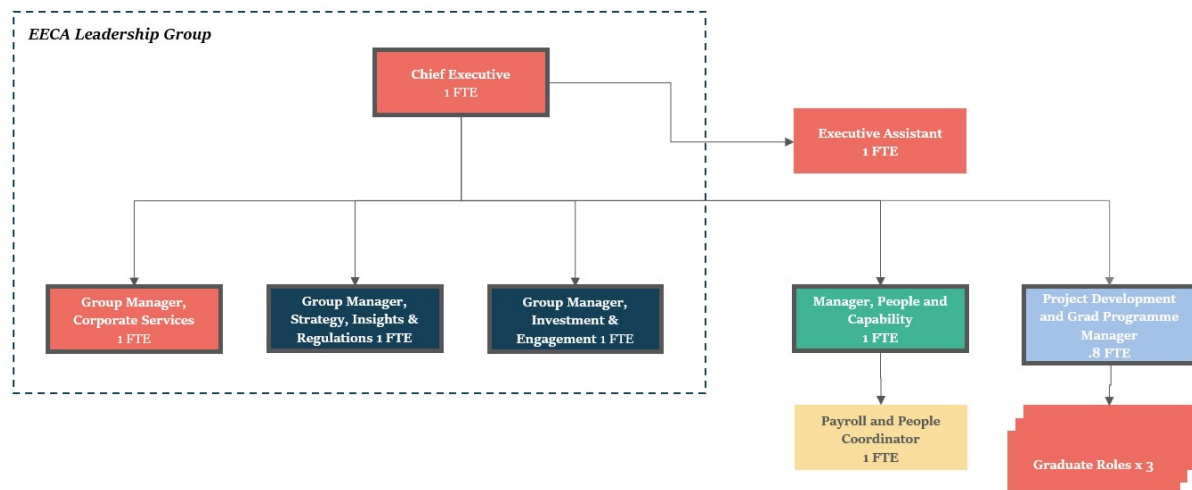
It is proposed that:

- The Claims and QA advisor from the CGM Team is redeployed into a Customer and QA role in the Warmer Kiwi Homes Team, due to the overlap of activities in the role.



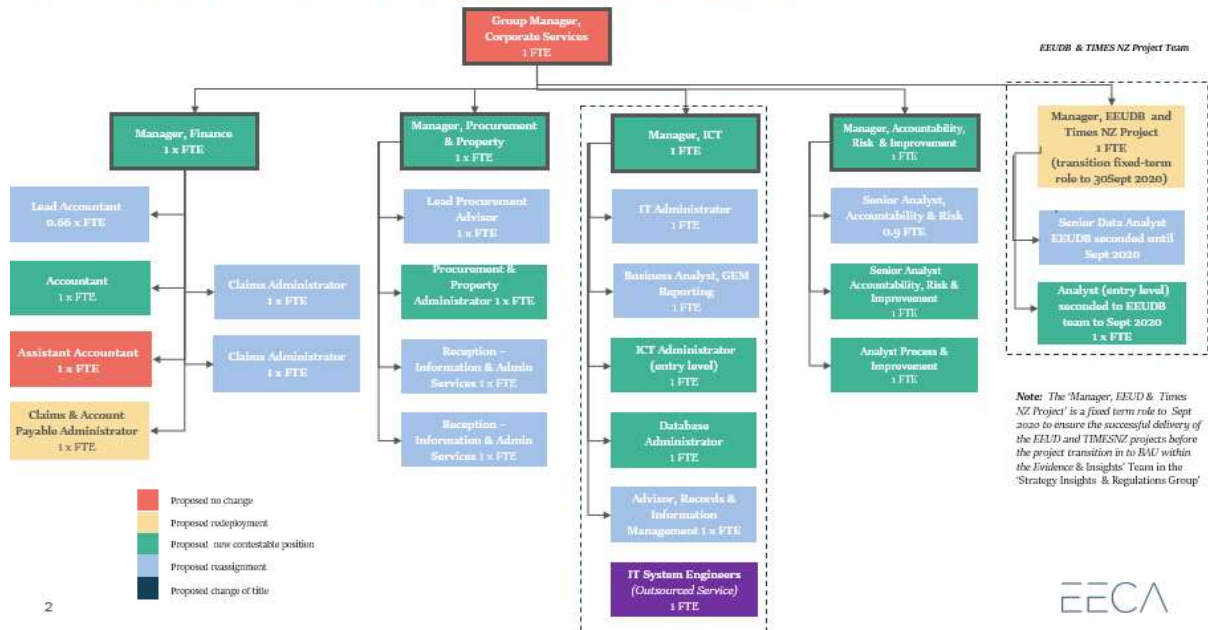
Proposed new Group organisational structures:

Chief Executive's Office:



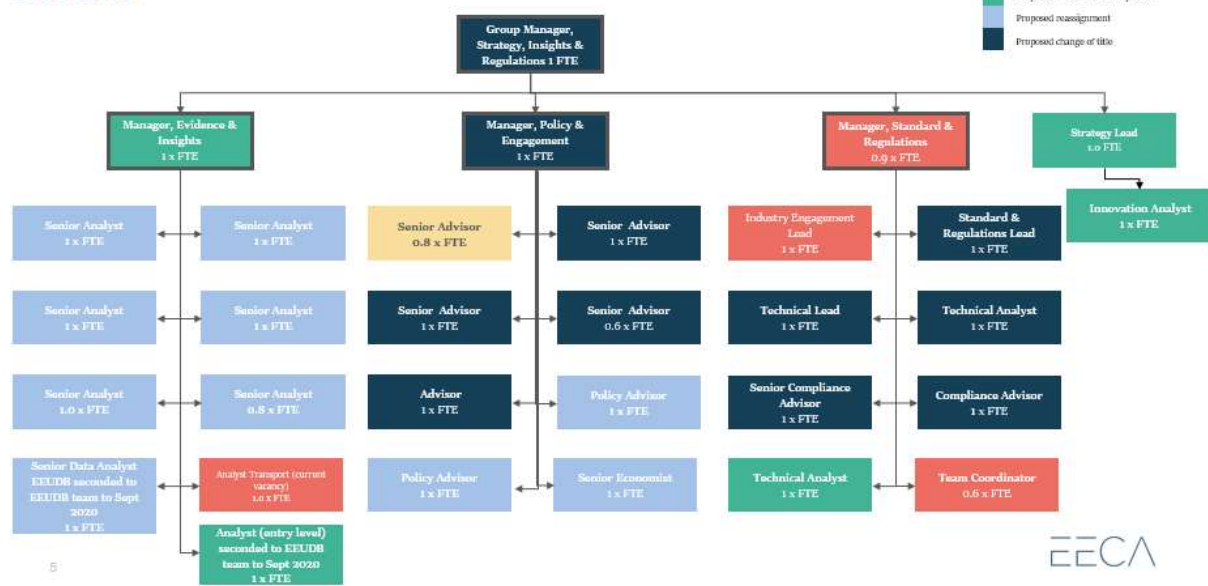
Corporate Services:

Proposed Corporate Services Group Overview Structure



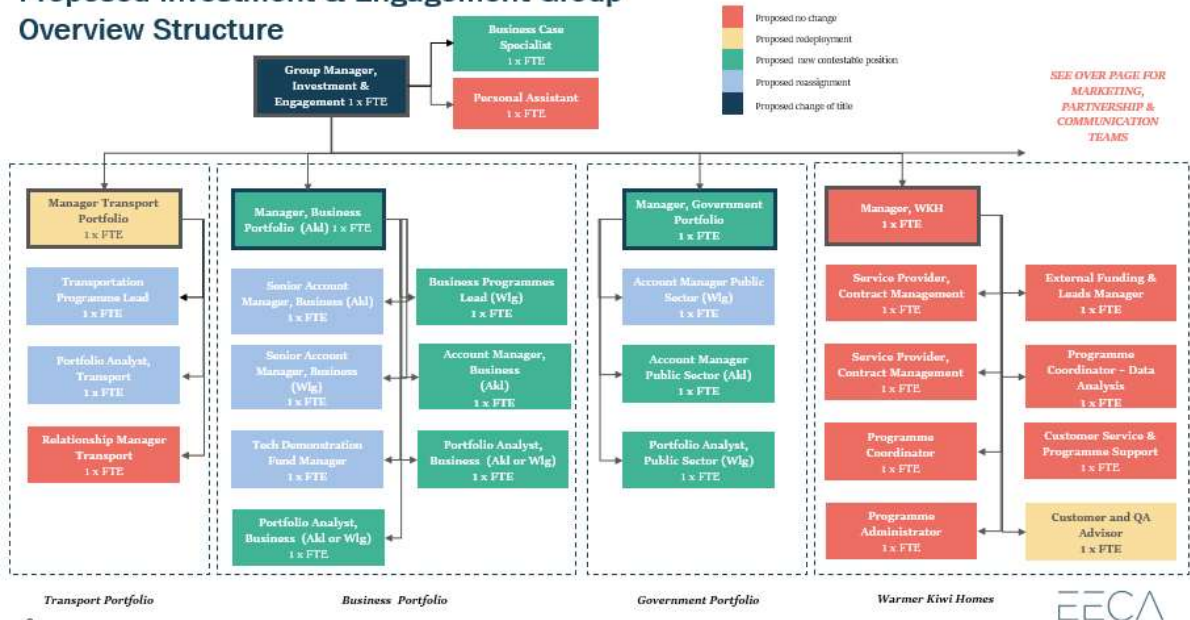
Strategy, Insights and Regulations:

Proposed Strategy, Insights & Regulations Group Overview Structure



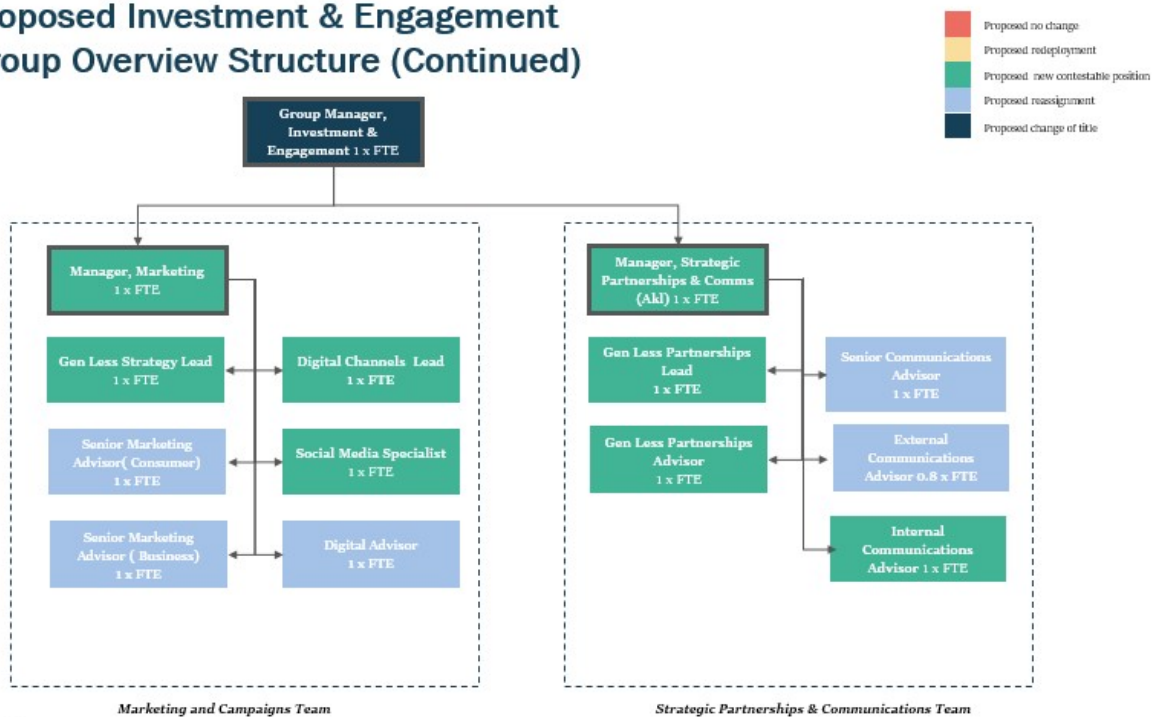
Investment and Engagement:

Proposed Investment & Engagement Group Overview Structure



3

Proposed Investment & Engagement Group Overview Structure (Continued)



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 32.

For proposed changes that are title changes only – please refer to the table on page 31.

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

Current Team / Position	Description of Proposed Impact
CE Office	
People and Property:	
Manager, People and Property	Disestablishment, contestable process for roles
Advisor, People and Property	Redeployment to Payroll and People Co-ordinator, People and Capability Team.
Reception-Information and Administrative Services (2 roles):	Reassignment to Procurement and Property Team
Corporate Services Group	
Finance and IT:	
Manager, Finance and IT	Disestablishment, contestable process for roles
Financial and Systems Accountant	Reassignment to Lead Accountant
Accounts Payable Administrator	Redeployment to Claims and Accounts Payable Administrator, increase of hours from 0.7 FTE to 1 FTE
IT Administrator	Reassignment to ICT Administrator, ICT team
Business Analyst, GEM Reporting	Reassignment to Business Analyst, GEM Reporting, ICT Team
CGM:	
Manager, CGM	Disestablishment, contestable process for roles
Senior Advisor, CGM	Reassignment to Lead Procurement Advisor, Procurement and Property Team
Advisor and QA CGM	Redeployment to Advisor Customers and QA, Warmer Kiwi Homes Team
Administrator Claims Processing (2 x roles)	Reassignment to Claims Administrator, Finance Team (2 x roles)
Advisor, Records and Contracts Management	Reassignment to Advisor, Records and Information, ICT Team

Current Team / Position	Description of Proposed Impact
Measurement Insight and Reporting :	
Manager, Measurement Insight and Reporting	Disestablishment of role. Redeployment Fixed Term Transition role to 30 September 2020- Manager EEUD and TIMESnz Project Team. Contestable process for roles
Senior Economist	Reassignment to Policy and Engagement Team
Senior Data Analyst – (EEUD Focus)	Reassignment to Senior Data Analyst – EEUD, Evidence and Insights Team, with a secondment to 30 September 2020 to EEUD and Times NZ Project Team, before returning to the Evidence and Insights team.
Senior Data Analyst – (Reporting Focus)	Disestablishment, contestable process for roles
Strategy and Engagement Group	
Strategy and Programme Development Team:	
Manager, Strategy and Programme Development (current vacancy with an acting arrangement in place)	New role of Manager, Evidence and Insights
Senior Strategy and Programme Advisor (3 x roles)	Reassignment to Senior Analyst, Evidence and Insights
Senior Strategy and programme Advisor (Auckland based)	Redeployment to Senior Advisor, Policy and Engagement Team
Senior Sector Analyst	Reassignment to Senior Analyst, Evidence and Insights
Senior Sector Analyst, Transport	Reassignment to Senior Analyst, Evidence and Insights
Senior Advisor, Buildings	Reassignment to Senior Analyst, Evidence and Insights
Standards and Regulations Team:	
Policy Advisor	Reassignment to Advisor, Policy and Engagement Team
Policy Project Advisor	Reassignment to Advisor, Policy and Engagement Team
Government Engagement Team:	
Strategic Communications Specialist (current vacancy)	Disestablish role
Senior Analyst Risk and Accountability	Reassignment to Senior Analyst ,Accountability and Risk in the Accountability, Risk and Improvement Team within the Corporate Services Group

Current Team / Position	Description of Proposed Impact
Market Engagement Group	
Account Management:	
Account Director	Disestablishment, contestable process for roles
Senior Account Manager (Auckland based)	Reassignment to Senior Account Manager, Business
Senior Account Manager (Wellington based)	Reassignment to Senior Account Manager, Business. Internal contestable process for Business Programmes Lead (Wellington based)
Senior Account Manager (Wellington based)	Reassignment to Senior Account Manager, Business. Internal contestable process for Business Programmes Lead (Wellington based)
Technology Innovation Manager	Reassignment to Tech Demonstration Fund Manager
Account Manager (Wellington based)	Reassignment to Account Manager Public Sector (Wellington based)
Account Manager (Auckland based) - 3 x roles	Disestablishment, contestable process for roles
Programme Partners and Funding Team:	
Manager Programme Partners and Funding	Redeployment to Manager, Transport Portfolio
LEV Contestable Fund Manager	Reassignment Transportation Programme Lead
Programme Co-ordinator	Reassignment to Portfolio Analyst, Transport
Relationship Manager Programme Partnerships (currently filled on a fixed term basis, substantive role is in Graduate Programme)	Disestablishment, contestable process for roles
Project Development Manager (including Graduate Programme)	Reassignment to Project Development and Graduate Programme Manager, Chief Executive's Office
Senior Analyst, Market Engagement	Disestablishment, contestable process for roles
Communications and Engagement:	
Manager Communications and Engagement	Disestablishment, contestable process for roles.
Senior Advisor Marketing (Business) (current vacancy)	Reassignment to Senior Marketing Advisor, Business
Senior Advisor Marketing (Residential)	Reassignment to Senior Marketing Advisor, Consumer
Digital Channel Specialist	Reassignment to Digital Advisor. Internal contestable process for Digital Channels Lead

Current Team / Position	Description of Proposed Impact
Digital Channel Specialist	Reassignment to Digital Advisor. Internal contestable process for Digital Channels Lead
Marketing and Design Advisor (current vacancy)	Replacement role – Gen Less Partnerships Advisor
Senior Advisor Communications (Residential) 0.8 FTE	Reassignment to External Communications Advisor 0.8 FTE
Senior Advisor Communications	Reassignment to Senior Communications Advisor
Advisor Communications	Disestablishment, contestable process for roles

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 individual 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 Title Changes

The following table summarises proposed title changes for roles.

Current Team / Position	Change of Title
Group Manager, Market Engagement	Group Manager, Investment and Engagement
Group Manager Strategy and Engagement	Group Manager, Strategy Insights and Regulations
Manager, Government Engagement	Manager, Policy and Engagement
Senior Advisor, Government Engagement	Senior Advisor, Policy and Engagement Team
Advisor, Government Engagement	Advisor, Policy and Engagement Team
Senior Advisor, Standards and Regulations	Standards and Regulations Lead
Technical Lead, Standards and Regulations	Technical Lead
Products Technical Analyst	Technical Analyst
Compliance Advisor Investigations and Enforcement	Senior Compliance Advisor
Compliance Projects Advisor	Compliance Advisor

Proposed New Positions - Contestable

The following table summarises the proposed contestable positions and the proposed recruitment approach.

Position	Proposed Recruitment Approach
Corporate Services:	
Finance Team:	
Manager, Finance (Wellington based)	Internal recruitment
Accountant (Wellington based)	Internal Recruitment
ICT Team:	
Manager, ICT (Wellington or Auckland based)	Internal/external recruitment
ICT Administrator (entry level) (Wellington based)	Internal/external recruitment (after the Manager, ICT is appointed)
Database Administrator (Wellington, Christchurch or Auckland based)	Internal/external recruitment (after the Manager, ICT is appointed)
Accountability, Risk and Improvement Team:	
Manager Accountability, Risk and Improvement (Wellington based)	Internal/external recruitment
Senior Analyst, Accountability Risk and Improvement (Wellington or Auckland based)	Internal/external recruitment
Analyst, Process and Improvement (Wellington or Auckland based)	Internal/external recruitment
Procurement and Property Team:	
Manager Procurement and Property (Wellington based)	Internal/external recruitment
Procurement and Property Administrator (Wellington based)	Internal/external recruitment
Chief Executive Office:	
Manager People and Capability	Internal recruitment
Strategy, Insights and Regulations Group:	
Strategy Lead	Internal/external recruitment
Innovation Analyst	Internal/external recruitment

Position	Proposed Recruitment Approach
Evidence and Insights Team:	
Manager Evidence and Insights	Internal/external recruitment
Analyst, Evidence and Insights (entry level) Seconded to EEUDB and Times NZ project team to Sept 2020	Internal recruitment
Investment and Engagement Group:	
Business Case Specialist	Internal/external recruitment
Business Portfolio	
Manager Business Portfolio (Auckland based)	Internal/external recruitment
Business Programmes Lead	Internal recruitment
Account Manager Business (Auckland based)	Internal recruitment
Portfolio Analyst, Business (Auckland or Wellington based)	Internal recruitment
Portfolio Analyst, Business (Auckland or Wellington based)	Internal recruitment
Government Portfolio	
Manager Government Portfolio	Internal recruitment
Account Manager Public Sector (Auckland based)	Internal recruitment
Portfolio Analyst Public Sector (Wellington based)	Internal recruitment
Marketing Team:	
Manager Marketing	Internal/external recruitment
Gen Less Strategy Lead	Internal/external recruitment
Social Media Specialist	Internal/external recruitment
Digital Channels Lead	Internal recruitment
Strategic Partnerships and Communications Team:	
Manager Strategic Partnership and Communications (Auckland based)	Internal/external recruitment
Gen Less Partnerships Lead	Internal recruitment

Position	Proposed Recruitment Approach
Gen Less Partnerships Advisor	Internal/external recruitment
Internal Communications 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:

- 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.

¹ Section 6 'Management of Change', Page 23, EECA and PSA Collective Agreement 2019- 2021.

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

³ Section 6 'Management of Change', Page 23, EECA and PSA Collective Agreement 2019– 2021.

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 by 4.00 pm on 10 March 2020, 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, the Group Managers 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 Leadership Group as part of the final decision. A summary of feedback received will be incorporated into the final decision document.

Please note – if your feedback is related to the proposed changes in the People and Property Team and you require it to be available to the Chief Executive only, please email him directly.

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:

- www.eapservices.co.nz
- Phone **0800 327 669**
- Email:
 - wellington@eapservices.co.nz
 - auckland@eapservices.co.nz
 - christchurch@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:

- Allen Davison (04) 470 2211
- Penny St John (04) 470 2239
- Tjarda Wierdsma (PSA Organiser) [REDACTED] Tjarda.Wierdsma@psa.org.nz

⁴ HR017 Management of Organisational Change Policy - May 2013. <http://eeccaintranet/file/4350>

Proposed Schedule

This table shows the proposed timeline for the consultation process.

Activity	Date
PSA briefing with embargoed document	Thursday, 5 March 2020
Present proposal for change to affected staff and teams	Monday 9 March – Tuesday 10 March 2020
Present proposal for change to all staff - consultation document posted to all staff via intranet.	By 4.00 pm Tuesday 10 March 2020
EAP on-site support in Wellington and Auckland offices	Wednesday 11 March 2020 9am-4.00 pm
Proposal Question & Answer sessions	To be scheduled as per team and/or individual requests.
Consultation period ends	Tuesday 24 March 2020
Review of feedback complete	Thursday 2 April 2020
Present final decision and embargoed document to PSA	Friday 3 April 2020
Present final decision to affected staff	Monday 6 April 2020 – Tuesday 7 April 2020
Present final decision to impacted teams	By Wednesday 8 April 2020
Present final decision to all of EECA via Intranet	By Wednesday 8 April 2020 cob
Proposed timeframe for commencement of any contestable roles (dependent on the final decision)	Thursday 9 April 2020
Proposed end of the recruitment process / announcement of roles (dependent on the final decision)	Friday 1 May 2020

Appendix 2: Proposed Job Specs for Contestable Positions

Please refer to separate attachment.

Embargoed until 4.00 pm, 22 April 2020

Final Decision Document
April 2020

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FOREWORD FROM THE CHIEF EXECUTIVE

This Decision Document summarises the key themes raised in the submissions received during the consultation process on the Proposal for Change, along with final decisions, and changes to the original proposal as a result of some of the feedback.

The feedback that you provided has helped the Leadership Group shape our final decisions and I want to thank everyone who took the time to engage in the consultation process both through discussion and in writing. The Leadership Group and I have read each submission carefully.

Many of the submissions were supportive of the changes, and whether supportive or not, many contained good ideas on how we can enhance the new structure.

The current and rapidly changing environment we now find ourselves in, given the COVID-19 Emergency, means that setting EECA up for the future is even more important. The way we deliver our programmes (and what those programmes will be), how we are resourced to support our delivery activities, the way we engage with our partners and New Zealanders to achieve our purpose, will need to change. This is even more important if we are to remain relevant as a separate Government entity and within the wider economy.

Numerous changes (some small, others more significant) have been made to the Proposal for Change as influenced by the feedback submissions and the COVID-19 emergency and its rapid impacts on the economy. Consequentially a more conservative approach has been taken in respect to new roles, given the current environment and the underlying uncertainty of new funding for EECA.

These developments and related issues have necessitated a careful reconsideration of our resourcing requirements and the way we are organised, as we ensure EECA is well placed to successfully deliver and continue to demonstrate our value.

Given the economic impact of COVID-19 it has been previously stated and the Leadership Group wish to reiterate EECA is guaranteeing that should anyone not end up with a permanent position in the final structure, as presented in this Final Decision Document, that EECA will provide fixed term employment until 31 December 2020.

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

Please continue to support one another through this change process and reach out for support as you may require it, either through your Manager, Human Resources or our external EAP support provider.

Thank you again for all of your input during this change process – it has been valuable and the Leadership Group now look forward to your ongoing support as the changes are implemented.

Kind Regards,



Andrew Caseley 20 April 2020

On behalf of the Leadership Group

EECA Strategy

Our strategy

Our purpose

Mobilise New Zealanders to be world leaders in clean and clever energy use.

Our strategic principles



Focus on impact

Pursue high-impact change with agility, and at pace.



Understand the customer

Focus on those it is important to influence, and influence them based on what they care about.



Define the problem

Identify what's blocking progress, and tackle it head on.



Join the dots

Work with and connect people and organisations who can be a part of achieving the purpose.



Display leadership

Be proactive, have a fact-based point of view and own it.

Our strategic focus areas



Engage hearts and minds

Foster a society in which sustainable energy is expected and demanded.



Government leadership

Equip the public sector to innovate and lead the transition to clean and clever energy use.



Productive and low-emissions business

Mobilise decision makers and technical experts to accelerate action.



Efficient and low-emissions transport

Switch the fleet to low-emissions technology while ensuring that any remaining fossil-fuelled vehicles are as efficient as possible.



Energy efficient homes

Optimise New Zealanders' use of renewable energy through energy efficient homes, technologies and behaviours.

Our desired outcome

A sustainable energy system that supports the prosperity and wellbeing of current and future generations.

CONSULTATION PROCESS

Following a three week consultation period, useful and constructive staff feedback has been received and now fully considered. In response, modifications (some small and others more significant) have been made to the proposed organisational change. This document provides the details of the final decision.

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

The consultation period included activities such as: individual meetings with affected staff and PSA representatives; group and team discussions; and Question and Answer sessions.

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 fifty thoughtful and considered submissions. Six submissions were received from teams; forty-three 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 been considered leading to the final decision.

Submission Themes

Across the submissions received there was strong support for:

- Additional capability and resource in the Corporate Services Group, including the separation of the Finance and IT functions
- Support for the additional Technical Analyst role in the Standards and Regulations team
- Support for the Policy Advisor in the Standards and Regulations Team to be reassigned to the Policy Engagement team
- Support for the splitting out of the Human Resources and Property functions
- Support for many of the new roles proposed to be established

Across the submissions received the following were some of the more common issues / suggestions raised by staff:

- The timing of the organisational change in the context of COVID-19
- The level of resourcing in the Marketing and Communications team
- Title changes across different roles and teams
- The Claims Administrators from CGM should be reassigned to the WKH Team, and not the Finance Team

- The Policy Projects Advisor should not be reassigned to the Policy Engagement Team
- Staff would like an opportunity to input into final Job Descriptions

A number of submissions made useful suggestions for taking the structure forward and making it successful. These included:

- Alternative structures for the direct engagement business activity
- Alternative structures for the Marketing and Communications function

The following section explains briefly the decisions the Leadership Group has taken following the staff feedback and taking into account other considerations.

High level overview of decisions by Group

Chief Executive's Office

The functional roles of Human Resources and Property are being split out. This is in recognition of the need for a greater focus on our people development investment being aligned to our People Capability Strategy. The property and more general organisational support activities currently undertaken under the People and Property team will be reconfigured into a new team covering Procurement and Property.

The Chief Executive's Office is to have an additional Group Manager position – Group Manager, Marketing and Communications.

Corporate Services

There was overwhelming support for the increase in capacity and capability in the Corporate Services Group.

However, given the current operating environment, we have reduced the number of new roles in the Corporate Services Group at this time, and as part of this have amalgamated the accountability risk and reporting function into the Finance function.

In addition, the Claims Administration roles have been moved to the Warmer Kiwi Homes Team with additional resources added.

Strategy, Insights and Regulations

Following feedback provided some changes to the proposal have been made in the Strategy area and Standards and Regulations.

In addition given the current operating environment we will not proceed with the role of Innovation Analyst at this time.

Investment and Engagement

There was a considerable amount of feedback received, including suggestions for alternative ways to organise the Investment and Engagement Group.

As a result, numerous changes have been made to what was proposed. These include the creation of a new Group Manager, Marketing and Communications, with a different structure for that function; along with changes made to the functional alignment in the direct/indirect engagement area.

In addition, given the current operating environment several positions will not proceed at this time.

PURPOSE OF THIS DOCUMENT

This document has been prepared for staff at EECA. It follows the proposal released to staff on 9 March 2020. The decisions outlined in this document have been informed by submissions and feedback received through the consultation period that ended on 31 March 2020 as well as other relevant considerations.

This document describes the final organisational structure and new positions within the structure. It also:

- provides a summary of key themes from the submissions and our responses
- includes final decisions on the overall structure and positions, and outlines how these differ from the proposal contained in the consultation document
- confirms the rationale for the change and the benefits we expect this change to deliver
- describes the implementation activities and timeframes including recruitment
- outlines where you can go to seek support
- provides Job Descriptions for new contestable positions

If you have any questions about these changes or any aspect of the process, please discuss these with your Group Manager or Human Resources in the first instance.

SUMMARY OF FINAL DECISIONS

Further details on the impact of the final decisions on current roles can be found in the Summary of Position Impacts section on page 28.

People and Property

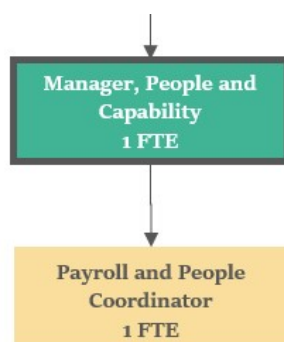
Key submission themes:

- Support for the separation of functions
- Query about the redeployment of the Advisor People and Property and title change

Final Decisions:

- The team's functions are separated to create a dedicated Human Resources function
- The Manager, People and Property role is disestablished
- The Advisor, People and Property role is redeployed to the Payroll and People Coordinator role in the People and Capability Team. This is a redeployment due to the position no longer incorporating the functions of facilities management and corporate services support.
- The two Reception, Information and Administrative Services roles are reassigned to the Procurement and Property Team within the Corporate Services Group.

Creation of new team: *People and Capability Team*



There is one main reason driving this change:

- The People and Capability Team will have a dedicated focus on staff development, the attraction of diverse and talented individuals to EECA, embedding EECA's behaviours and building the capability EECA requires to deliver on our strategy.

Corporate Services Group

Contracts and Grants Management (CGM)

Key submission themes:

- The claims function should fit within the Warmer Kiwi Homes Team, instead of the Finance Team
- Workload management of the claims function and guidance when necessary
- Concern about the loss of IP with the Manager CGM
- Titles

Final Decisions:

- The current functions in the CGM Team are separated into different functional areas
- The Manager, CGM role is disestablished
- The Senior Advisor, CGM is reassigned into the new Procurement and Property Team with a change of title
- The Advisor, Records and Contract Management is reassigned to the new ICT Team with a change of title
- The Claims and Quality Assurance role is redeployed to the Warmer Kiwi Homes Team
- The Administrator Claims Processing roles (x2) are reassigned to the Warmer Kiwi Homes Team.

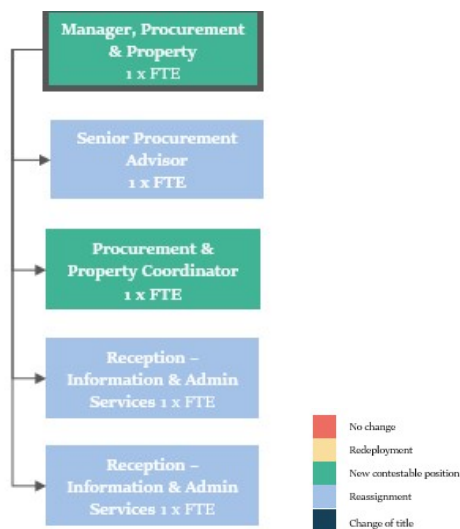
Creation of new team: *Procurement and Property Team*

Key submission themes:

- Support for procurement and property to be grouped together as a function
- Titles

Final Decisions:

- A new team is established focussing on procurement and property/facilities management
- A new procurement and property coordinator role is created



There are several reasons driving this change:

- Realignment of the procurement, property and facilities management functions into one team, which is aligned to government best practice
- Reinforce the importance of and related resourcing for robust and effective procurement activities.

Finance and IT

Key submission themes:

- Support for separation of the Finance and IT functions
- Concern about the Warmer Kiwi Homes claims function not having alignment with the finance function
- Concern about the Accounts Payable Administrator role increasing to 1 FTE
- Concern about potential overlap and lack of clarity of functions between the two Accountant roles
- Titles

Final Decisions:

- The current functions in the Finance and IT Team are separated into two functional teams to allow more dedicated focus on these important support functions
- The Manager, Finance and IT role is disestablished
- The Financial and Systems Accountant is reassigned to Senior Accountant (0.7 FTE) in the Finance and Accountability Team
- The Assistant Accountant is redeployed to the Accountant role in the Finance and Accountability Team
- There is no change to the current part time Accounts Payable Administrator role (0.7 FTE)
- The IT Administrator is reassigned to the ICT Team with a change of title
- The Business Analyst, GEM Reporting is reassigned to the ICT Team with a change of title

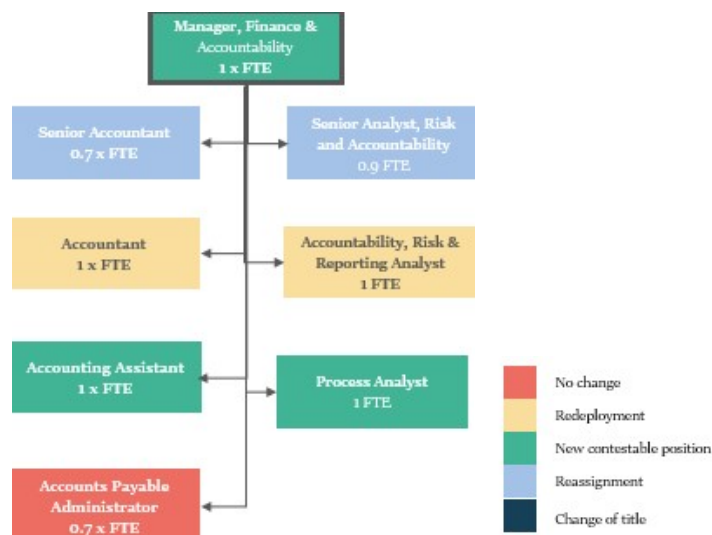
Creation of new team: *Finance and Accountability Team*

Key submission themes:

- Support for grouping all EECA wide accountability, reporting and risk functions within the same team
- Queries regarding how the reporting functions should work, as they have been fragmented across EECA
- Support for a role to focus on process improvement

Final Decisions:

- Given the current operating environment it was decided to establish a new team focussing on finance, accountability, risk and reporting. This team brings together the financial function along with accountability, risk management, operational and programme reporting and analysis, along with business and process improvement
- A new Accounting Assistant role is created
- A new Manager role is created to lead this team
- A new analyst role focussing on process improvement is created (building on the work that has already been started in 2019 via the use of Promapp)
- The Senior Analyst, Risk, Accountability (0.9 FTE) is reassigned into this team
- The Senior Analyst Market Engagement is redeployed to the Accountability, Risk and Reporting Analyst role.
- The Senior Data Analyst (reporting focus) is disestablished but redeployed to the Accountability, Risk and Reporting Analyst parental leave backfill cover for a fixed term period of 12 months.



There are several reasons driving change:

- Realign finance, accountability, risk, reporting, and process improvement functions into one team given the significant synergies, the need to combine all EECA reporting under one Team and to proactively improve EECA systems and processes

- Increase finance capacity so as to reflect the volume of finance related activity and to allow the development and improvement of finance related systems and processes

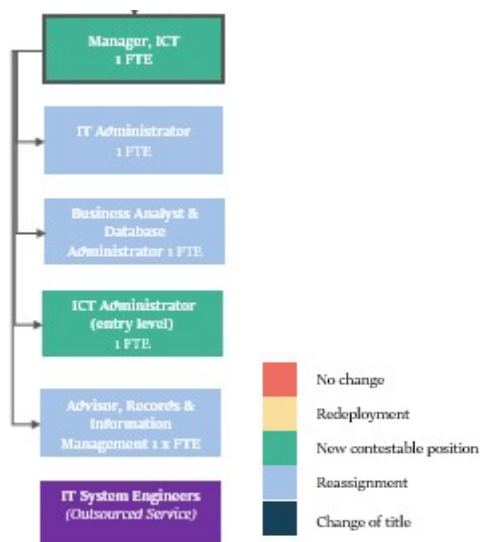
Creation of new team: *Information and Communications Technology (ICT) Team*

Key submission themes:

- Support for creating a standalone ICT function, with a focus beyond just hardware
- Support for additional capability and capacity to be added
- Titles

Final Decisions:

- The focus shifts from just IT to all ICT services including information management
- A new Manager role is created to lead this Team
- A new team is established focussing on ICT and information management
- A new entry level ICT role is created
- Reassignment of the Advisor, Records and Information in to the new ICT Team with a change of title



There are several reasons driving this change:

- Realign ICT related functions into one team to provide dedicated resource and focus to ensure EECA provides the right ICT tools to enable our people to perform their role in the most effective manner
- Increase ICT resource capacity and capability so as to develop and improve ICT related systems and processes

- Given the interdependencies between information and records management and ICT, alignment of these two functions are important to future proof EECA.

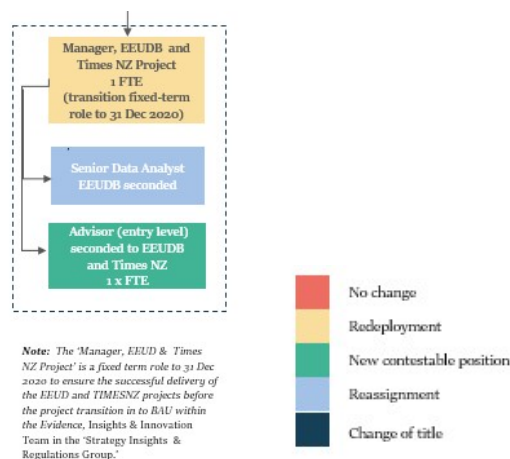
Measurement Insight and Reporting (MIR)

Key submission themes:

- Support for the proposal

Final Decisions:

- The current functions in the MIR Team are separated into different functional areas
- The Manager MIR role is disestablished
- A transition team is established to focus on progressing the Energy End Use Database (EEUD) and Times NZ modelling through to the end of December 2020
- The Senior Economist role is reassigned into the Policy and Engagement Team
- The Senior Data Analyst (EEUD focus) role is reassigned into the Evidence, Insights and Innovation Team (with a secondment into the EEUD and TIMES NZ Transition Team until the end of December 2020)
- The Senior Data Analyst (Reporting focus role) is disestablished but redeployed for a fixed term to the 12 month parental leave backfill for the Accountability, Risk and Reporting Analyst role in the Finance and Accountability Team



There are several reasons driving this change:

- To rationalise the reporting functions into one team (currently it is split across three Groups) in order to avoid duplication and inefficiencies
- To embed insight analysis and the EEUD and TIMES NZ modelling into the Evidence, Insights and Innovation Team where the database and model will be used most effectively to draw on and analyse insights, which is also aligned to best practice across government. The ongoing database architecture will be the responsibility of the new ICT Team

- The economic analysis work undertaken by the Senior Economist is important work for EECA and needs to continue, but is better aligned within the new Policy and Engagement Team
- To continue to focus on progressing the development of the EEUD and TIMES NZ to progress this as far as possible by the end of December 2020 before transitioning in to the Evidence, Insights and Innovation Team.

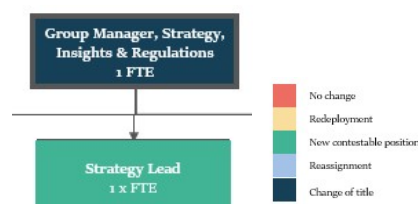
Strategy and Engagement Group

Key submission themes:

- There was mixed feedback about the changes proposed in this Group, particularly in regards to the Strategy Lead role and the programme development and insights function

Final Decisions:

- The group is renamed Strategy, Insights and Regulations
- A new Strategy Lead role is created, reporting directly to the Group Manager, Strategy, Insights and Regulations
- There is no longer an Innovation Analyst role at this time



There is one key reason driving this change:

- To create a dedicated resource to provide oversight, coordination and integration of EECA's strategy and periodic assessment of its effective implementation

Strategy and Programme Development

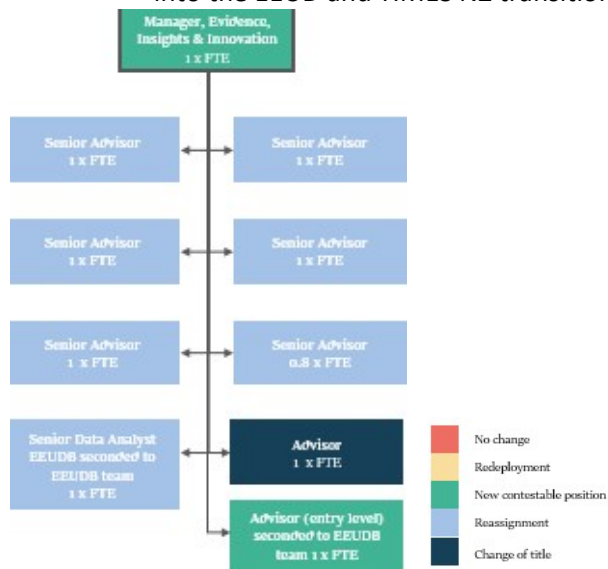
Key submission themes:

- Concern about the function of the team and the inter-relationship with the Strategy Lead
- Titles

Final Decisions:

- The team is renamed Evidence, Insights and Innovation
- Titles revert back to: Senior Advisor
- The Senior Advisor role (Auckland based 0.8FTE) is redeployed to the Policy and Engagement Team

- An additional entry level Advisor position is created, which initially would be seconded into the EEUD and TIMES NZ transition team
- The Senior Data Analyst (EEUD) is reassigned to this team, but with an initial secondment into the EEUD and TIMES NZ transition team.



There are several reasons driving this change:

- Realigning all evidence, insights and innovation related activity into one team
- Recognising that programme design will occur across multiple teams but will need to be guided through robust evidence, market insights and use of innovative approaches and technologies
- With the establishment of a new dedicated strategy role, there will be a close working relationship between this role and across numerous teams to ensure strategy remains relevant, implemented effectively and periodically reviewed for impact.

Government Engagement

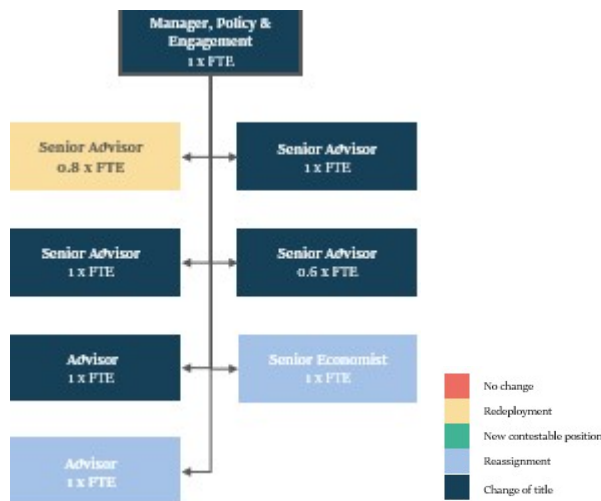
Key submission themes:

- Support for proposed changes
- The Policy Project role should not be reassigned into the Policy and Engagement team

Final Decisions:

- The team is renamed Policy and Engagement
- The Senior Advisor role (Auckland 0.8FTE) from the SPD team is redeployed to the Policy and Engagement Team
- The Senior Analyst, Risk and Accountability is reassigned to the Finance and Accountability Team within the Corporate Services Group
- The Senior Economist from the MIR Team is reassigned into the Policy and Engagement Team

- The Advisor Policy role from the Standards and Regulations Team is reassigned into the Policy and Engagement Team
- The Strategic Communications role (currently vacant) is disestablished
- Some titles are changed.



There are several reasons driving this change:

- Realignment of key policy related and engagement roles into one functional team
- It provides for a combined policy team which would be responsible for advice and engagement on strategic and regulatory stewardship issues
- It helps realign the preparation of accountability documents and risk management into one functional area within the Finance and Accountability Team within the Corporate Services Group in order to avoid duplication and inefficiencies

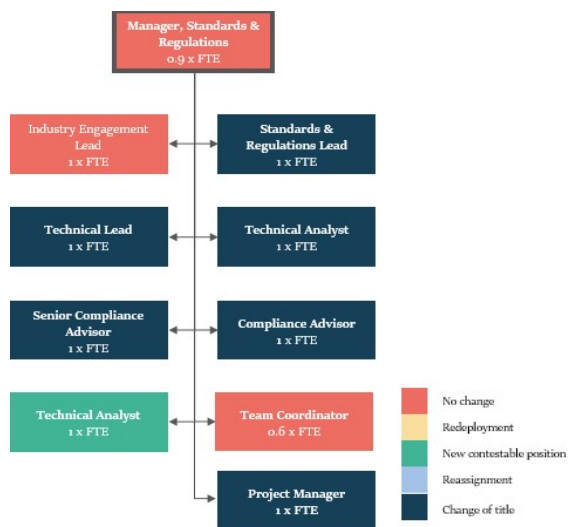
Standards and Regulations

Key submission themes:

- Support for proposed changes
- Support for the new Technical Analyst role
- Feedback that the Policy Project role should not be moved outside of the Standards and Regulations team
- Concern that the team will lose data analysis support

Final Decisions:

- The Advisor Policy role is reassigned into the Policy and Engagement team
- The Policy Project role remains in the team, with a title change
- Some titles are changed
- An additional Technical Analyst role is created



There are several reasons driving this change:

- Realignment of standards, regulations and compliance activity
- Increasing technical support for standards activity

Market Engagement Group

Final Decisions:

- The group is renamed Investment and Engagement
- Changes occur to the make-up of the direct reports to the Group Manager

Direct reports

Project Development Manager

Key submission themes:

- As part of the wider business engagement feedback, there was support for a functional team dedicated to products and partnerships
- This team would interact closely with the Transport, Business and Public Sector portfolio teams, and would also include the EECA graduate programme

Final Decisions:

- To establish a new Team, and Manager Position, entitled Products and Partnerships (refer below). Further consultation is required with the Project Development Manager on this given the substantive nature of this change and potential impact on this role

Senior Analyst Market Engagement

Key submission themes:

- Support for grouping of accountability and programme reporting functions into one team
- Timing of decisions and recruitment

Final Decisions:

- The Senior Analyst role in the Market Engagement Group is redeployed to the Accountability, Risk and Reporting Analyst role in the Finance and Accountability Team.

There are several reasons driving this change:

- Realignment of all programme performance, analysis and reporting activity into the Finance and Accountability Team within the Corporate Services Group
- Reduce duplication of effort with accountability and programme reporting functions and associated activities

Creation of a new team – *Products and Partnerships*

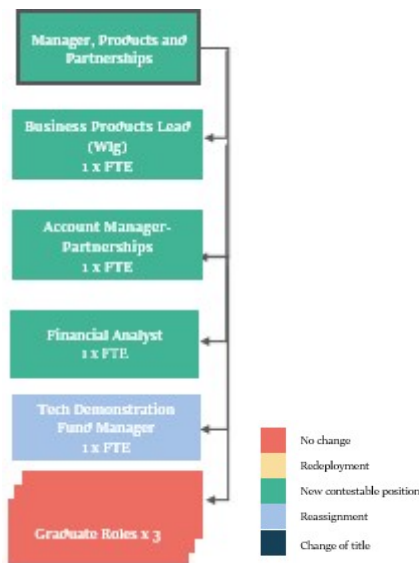
Key submission themes:

- Feedback put forward an alternative structure for the business direct and indirect engagement team, with the establishment of a team focussing on product offerings and product development, indirect engagement delivery, partnerships and EECA's internal Graduate programme

The establishment of this team requires a further five day period of consultation with the current Project Development Manager.

This team would include the following positions:

- The new Business Products Lead role (was located in the Business Portfolio in the proposal)
- The new Financial Analyst role (formerly titled Business Case Specialist) role (was reporting directly to the Group Manager in the proposal)
- The new Account Manager Partnerships role (formerly titled Gen Less Partnerships Lead) (was located in the Strategic Partnerships and Communications team in the proposal)
- Technology Demonstration Fund Manager (was located in the Business Portfolio in the proposal) to be reassigned to this team
- The EECA graduates



The key reasons for driving this change:

- There is a need to better demonstrate to the market the business cases for energy efficiency and emission reduction initiatives and provide support to account managers to build the rationale for change
- This will create a matrix structure within the Investment and Engagement teams with synergies across all products and partnerships managed by this new team
- The need to have a role to manage the joint development, performance and improvement opportunities of products and programmes

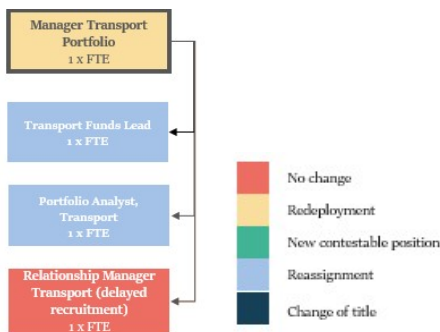
Programme Partners and Funding

Key submission themes:

- Support for the team's function to focus on Transport
- Concern whether there was sufficient resource in the team
- Location of team members and titles

Final Decisions:

- The team is renamed the Transport Team, with a sole focus on Transport related delivery activities
- Indirect business programme activity is moved out of this team
- The Relationship Manager Programme Partnerships role is disestablished.
- One of the new portfolio analysts will provide additional support for the activities within this team



There is one key reason driving this change:

- Setting the team up to have a sole focus on transport programmes and initiatives

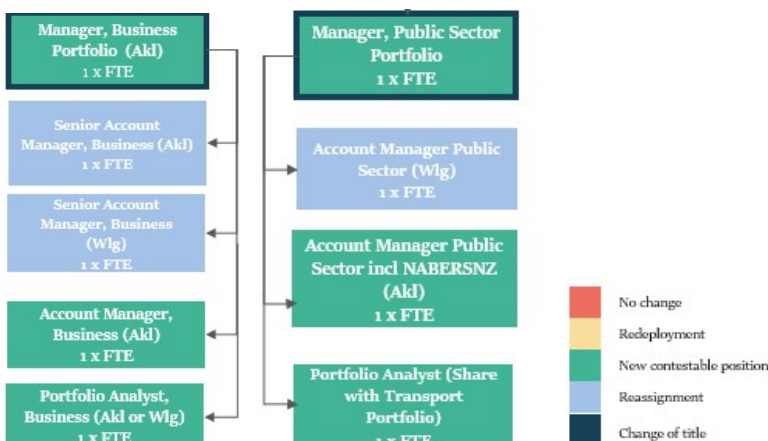
Account Management

Key submission themes:

- Location of Account Managers
- Support for separation of Business and Public Sector
- Grouping products related functions together
- Concern whether there is sufficient Account Manager resource

Final Decisions:

- The current team is split, with a Portfolio approach – one with a focus on Government (including Local Government and NABERSNZ), and one focussing on business in the private sector.
- The Account Director role is disestablished
- The Account Manager roles (x 3) based in Auckland are disestablished
- Two new Manager roles are created to manage each portfolio
- Two Portfolio Analyst roles are created, to support delivery (including for the Transport Team)



There are several reasons driving this change:

- The need to adopt a portfolio investment approach given the increasing importance of transitioning the State Sector to a low carbon future
- The need to support the activities of the Account Managers with Portfolio Analysts
- The need to strengthen EECA's presence in the wider Auckland market.

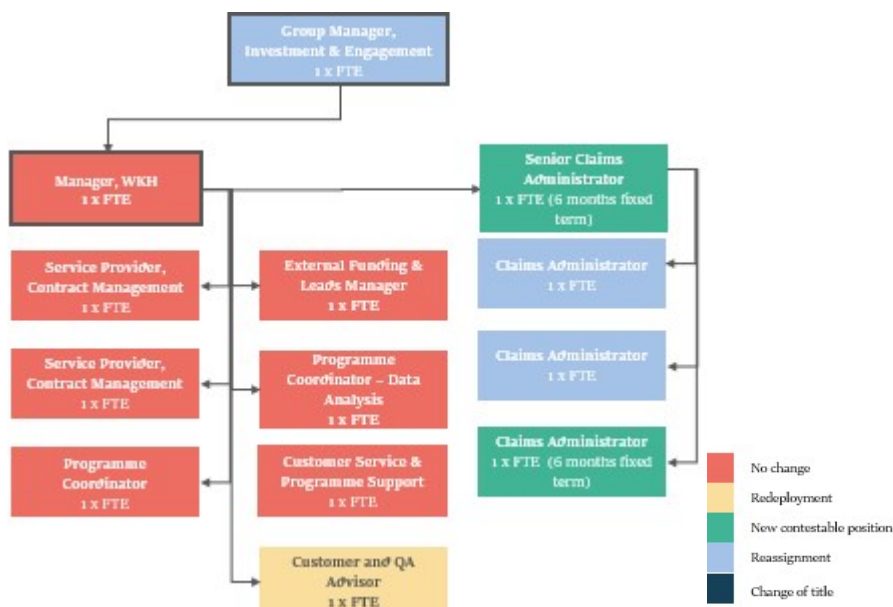
Warmer Kiwi Homes

Key submission themes:

- The claims function should be reassigned from the CGM team into the Warmer Kiwi Homes Team to provide more integrated programme delivery
- Additional claims resource is required
- Support for the Claims and QA Advisor to be redeployed into a Customer and QA Advisor in the team.

Final Decisions:

- The Claims and QA Advisor from the CGM Team is redeployed into a Customer and QA advisor role in the Warmer Kiwi Homes Team, due to the overlap of activities in the role
- The Claims Administrators (x 2) from the CGM Team are reassigned to the WKH Team
- Additional fixed term claims resource is being added into the team, while a systems and process improvement exercise is undertaken to determine longer term resourcing in the claims area
- The Programme Administrator role is disestablished



There is one key reason driving these changes:

- Integration of the Warmer Kiwi Homes functions into the one team.

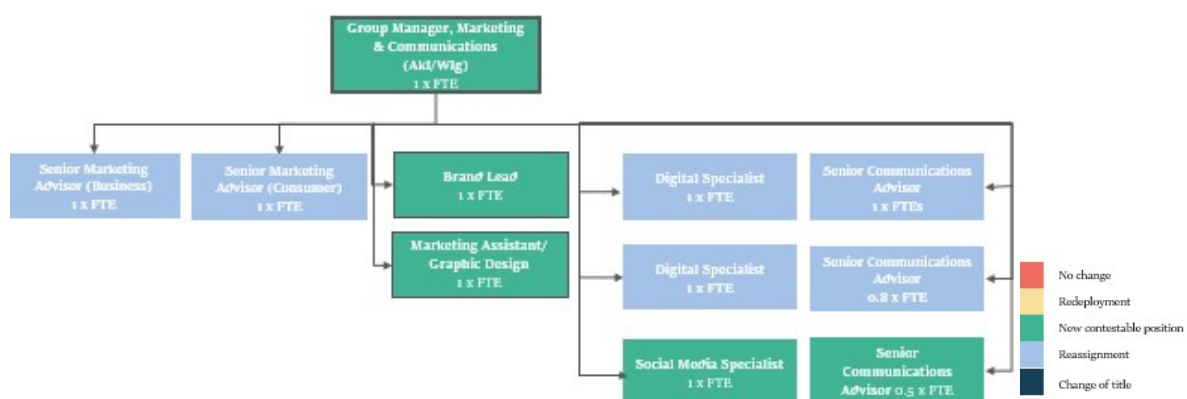
Communications and Engagement

Key submission themes:

- Concern about the levels of resourcing
- Concern about splitting the marketing and communications functions into two teams
- Concern about losing some in-house functions
- Confusion as to how Lead roles would work
- An alternative structure was put forward, with a Group Manager position leading the team.

Final Decisions:

- A new Group Manager role is created to lead the combined Marketing and Communications function
- The Manager, Communications and Engagement role is disestablished
- The Advisor Communications role is disestablished
- A new Brand Lead role is created
- A new Marketing Assistant/Graphic Design role is created
- A new Social Media Specialist role is created
- A new Senior Communications Advisor (0.5TE) role is created
- The Digital Channel Specialist roles (x 2) are reassigned



There are several reasons driving this change:

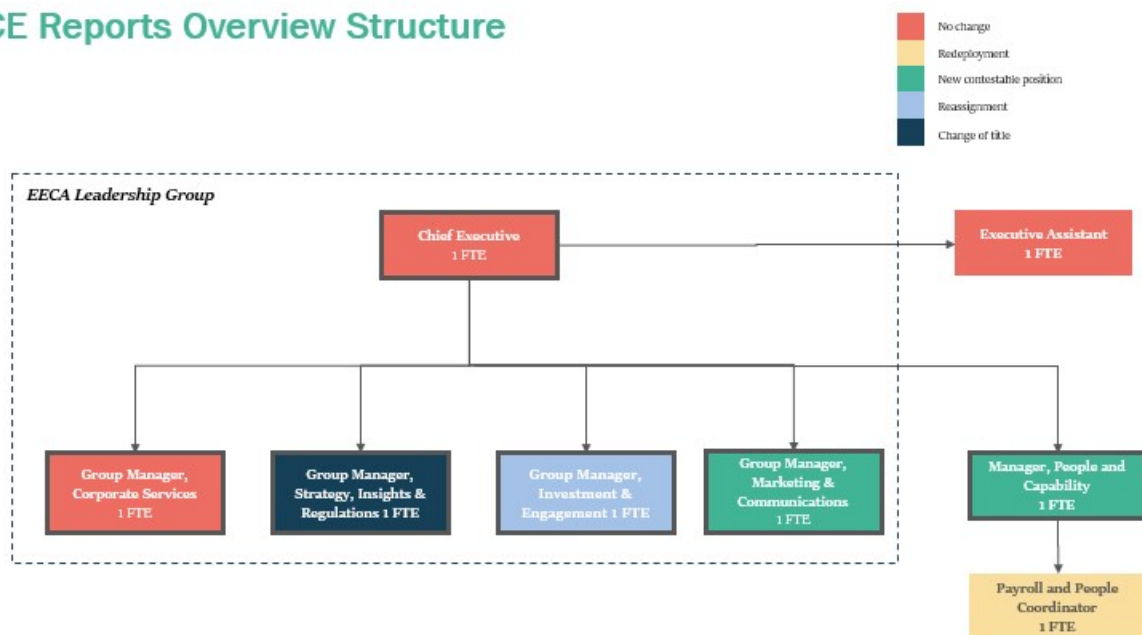
- The COVID-19 Emergency has changed our operating environment, and therefore how we utilise the Gen Less communication platform will need to change to effectively engage the hearts and minds of New Zealanders
- Behaviour Change is one of the key levers for EECA to deliver on its strategic focus areas. As such, having Marketing and Communications represented at the Leadership Group level makes sense

- EECA needs to grow its social media presence and overall ability to connect with New Zealanders across multiple channels.

New organisational structures by Group

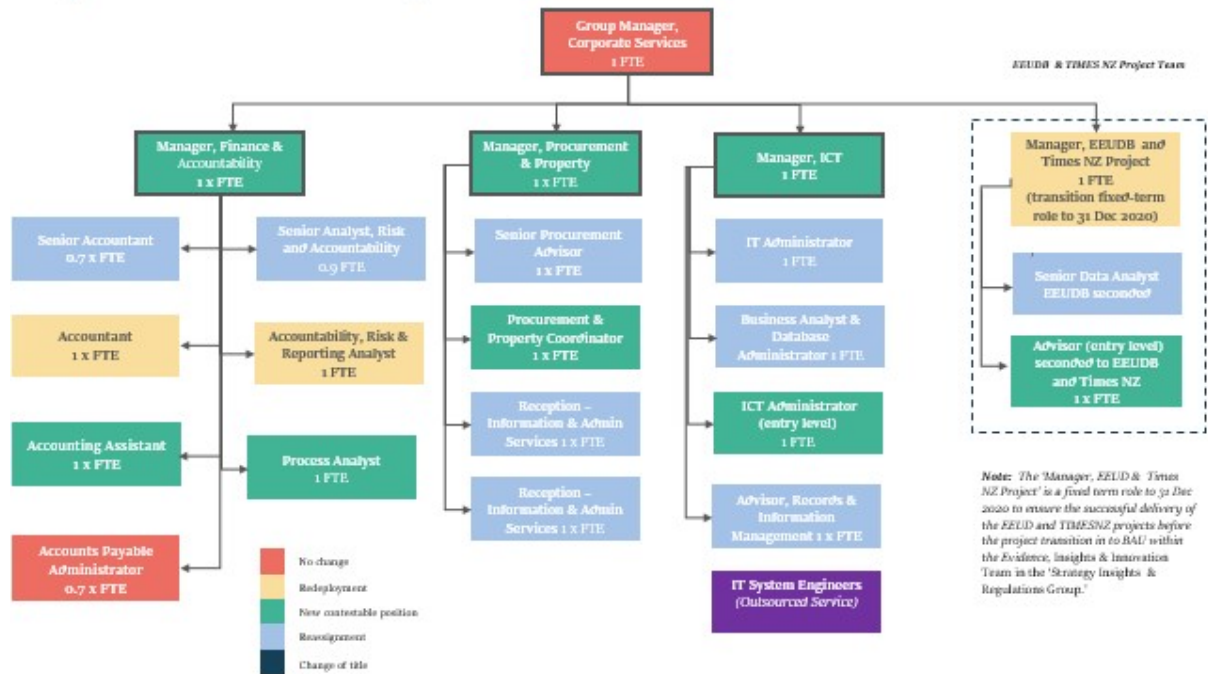
Chief Executive's Office

CE Reports Overview Structure



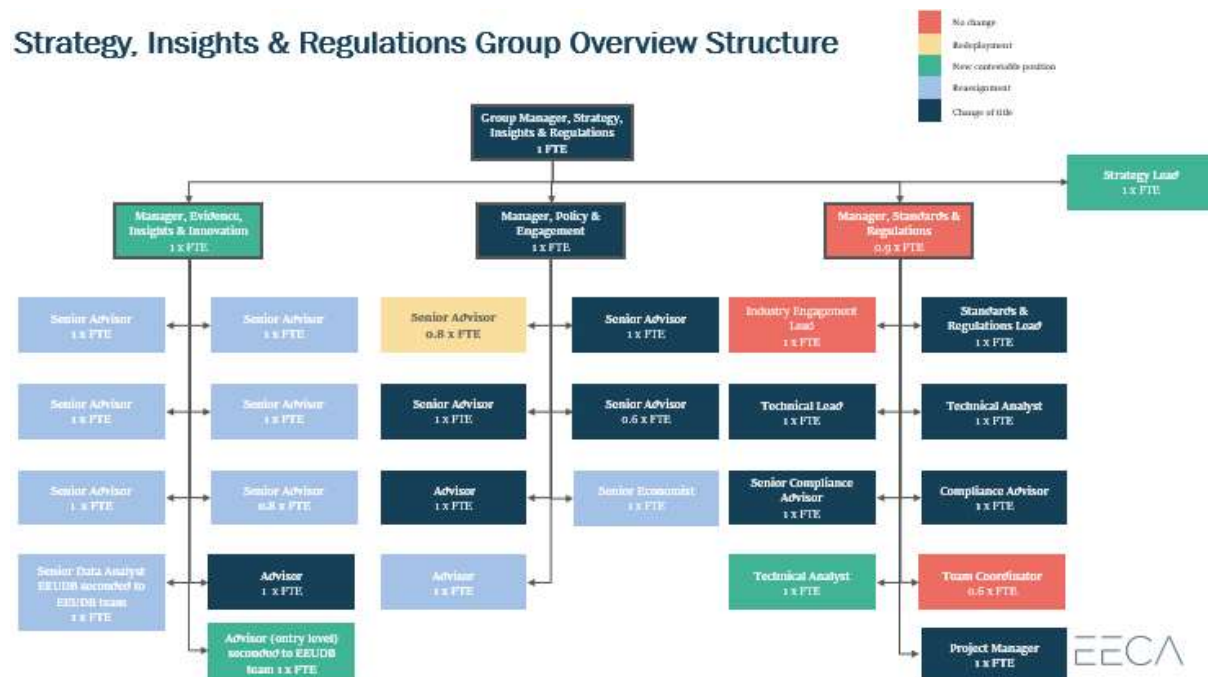
Corporate Services

Corporate Services Group Overview Structure



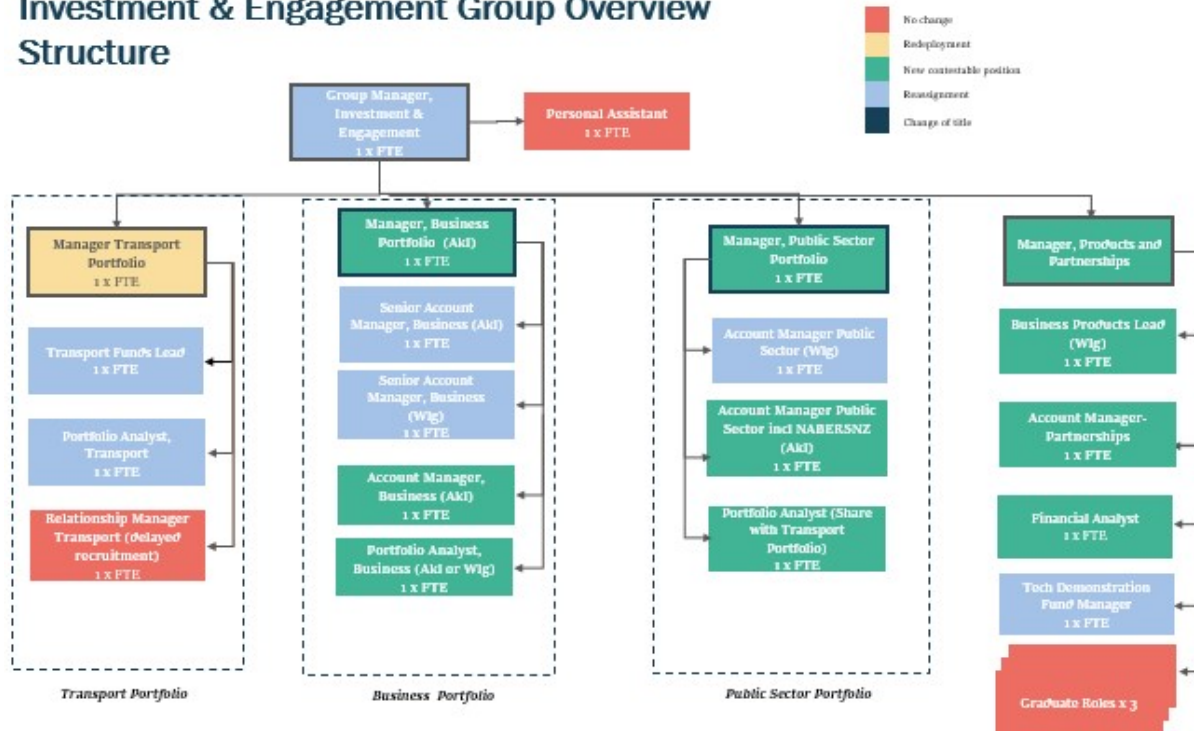
Strategy, Insights and Regulations

Strategy, Insights & Regulations Group Overview Structure

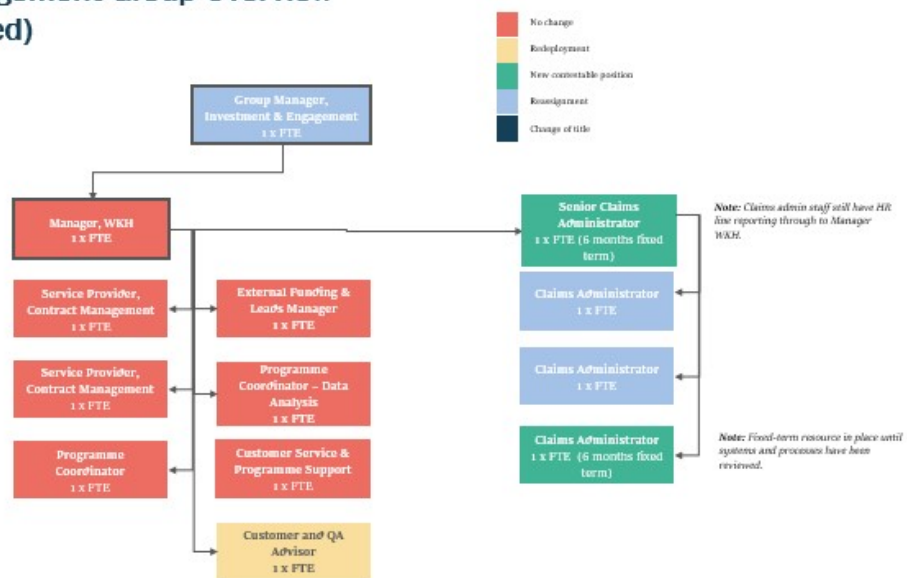


Investment and Engagement

Investment & Engagement Group Overview Structure

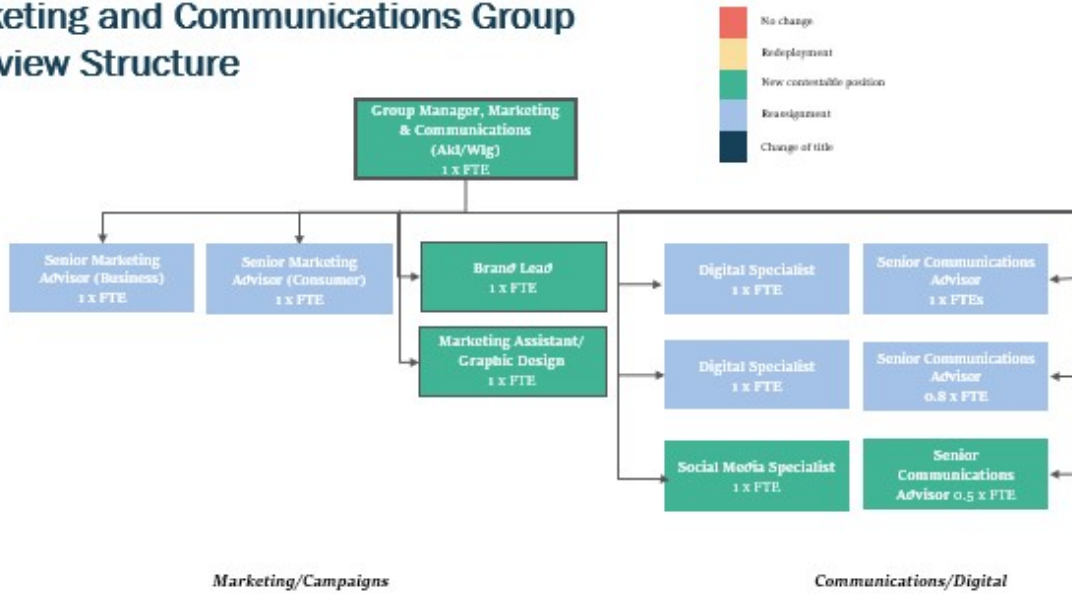


Investment & Engagement Group Overview Structure (Continued)



Marketing and Communications

Marketing and Communications Group Overview Structure



SUMMARY OF POSITION IMPACTS

The following table summarises the impact on existing positions, by current teams. New contestable positions are then listed on page 33.

For changes that are title changes only – please refer to the table on page 32.

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

Current Team / Position	Description of Impact
CE Office	
People and Property:	
Manager, People and Property	Disestablishment of role, contestable process for roles
Advisor, People and Property	Redeployment to Payroll and People Co-ordinator, People and Capability Team.
Reception-Information and Administrative Services (2 roles)	Reassignment to Procurement and Property Team
Corporate Services Group	
Finance and IT:	
Manager, Finance and IT	Disestablishment of role, contestable process for roles
Financial and Systems Accountant (0.7FTE)	Reassignment to Senior Accountant (0.7FTE)
Assistant Accountant	Redeploy to Accountant
IT Administrator	Reassignment to ICT Administrator, ICT Team
Business Analyst, GEM Reporting	Reassignment to Business Analyst and Database Administrator
Contracts and Grants Management (CGM):	
Manager, CGM	Disestablishment of role
Senior Advisor, CGM	Reassignment to Senior Procurement Advisor, Procurement and Property Team
Advisor and QA CGM	Redeployment to Customer and QA Advisor, Warmer Kiwi Homes Team
Administrator Claims Processing (2 x roles)	Reassignment to Claims Administrator, Warmer Kiwi Homes Team (2 x roles)
Advisor, Records and Contracts Management	Reassignment to Advisor, Records and Information, ICT Team

Current Team / Position	Description of Impact
Measurement Insight and Reporting :	
Manager, Measurement Insight and Reporting	Disestablishment of role. Redeployment Fixed Term Transition role to 31 December 2020- Manager EEUD and TIMES NZ Project Team. Contestable process for roles
Senior Economist	Reassignment to Policy and Engagement Team
Senior Data Analyst – (EEUD Focus)	Reassignment to Senior Data Analyst – EEUD, Evidence, Insights and Innovation Team, with a secondment to the end of the calendar year to the EEUD and Times NZ Project Team, before returning to the Evidence, Insights and Innovation Team.
Senior Data Analyst – (Reporting Focus)	Disestablishment of role. Redeployment to 12 month fixed term parental leave cover for the Accountability, Risk and Reporting Analyst role in the Finance and Accountability Team.
Strategy and Engagement Group	
Strategy and Programme Development Team:	
Manager, Strategy and Programme Development (current vacancy with an acting arrangement in place)	New role of Manager, Evidence, Insights and Innovation
Senior Strategy and Programme Advisor (3 x roles)	Reassignment to Senior Advisor, Evidence, Insights and Innovation
Senior Strategy and programme Advisor (Auckland based)	Redeployment to Senior Advisor, Policy and Engagement Team
Senior Sector Analyst	Reassignment to Senior Advisor, Evidence, Insights and Innovation
Senior Sector Analyst, Transport	Reassignment to Senior Advisor, Evidence, Insights and Innovation
Senior Advisor, Buildings	Reassignment to Senior Advisor, Evidence, Insights and Innovation
Analyst Transport	Reassignment to Advisor, Evidence, Insights and Innovation
Standards and Regulations Team:	
Policy Advisor	Reassignment to Advisor, Policy and Engagement Team
Government Engagement Team:	

Current Team / Position	Description of Impact
Strategic Communications Specialist (current vacancy)	Disestablishment of role
Senior Analyst Risk and Accountability	Reassignment to Senior Analyst, Accountability and Risk in the Finance and Accountability Team within the Corporate Services Group
Market Engagement Group	
Account Management:	
Group Manager, Market Engagement	Reassignment to Group Manager, Investment and Engagement
Account Director	Disestablishment of role, contestable process for roles
Senior Account Manager (Auckland based)	Reassignment to Senior Account Manager, Business
Senior Account Manager (Wellington based)	Reassignment to Senior Account Manager, Business. Internal contestable process for Business Products Lead (Wellington based)
Senior Account Manager (Wellington based)	Reassignment to Senior Account Manager, Business. Internal contestable process for Business Products Lead (Wellington based)
Technology Innovation Manager	Reassignment to Tech Demonstration Fund Manager in the Products and Partnerships Team
Account Manager (Wellington based)	Reassignment to Account Manager Public Sector (Wellington based)
Account Manager (Auckland based) - 3 x roles	Disestablishment of roles, contestable process for roles
Programme Partners and Funding Team:	
Manager Programme Partners and Funding	Redeployment to Manager, Transport Portfolio
LEV Contestable Fund Manager	Reassignment to Transport Funds Lead
Programme Co-ordinator	Reassignment to Portfolio Analyst, Transport
Relationship Manager Programme Partnerships (presently filled on a fixed term basis)	Disestablishment of role, contestable process for roles
Project Development Manager (including Graduate Programme)	Disestablishment of role, contestable process for roles. Further consultation is required with the Project Development Manager given the substantive change proposed.
Senior Analyst, Market Engagement	Redeployment to Accountability, Risk and Reporting Analyst in Finance and Accountability Team

Current Team / Position	Description of Impact
Communications and Engagement:	
Manager, Communications and Engagement	Disestablishment of role, contestable process for roles
Senior Advisor Marketing (Business)	Reassignment to Senior Marketing Advisor, Business
Senior Advisor Marketing (Residential)	Reassignment to Senior Marketing Advisor, Consumer
Digital Channel Specialist	Reassignment to Digital Specialist
Digital Channel Specialist	Reassignment to Digital Specialist
Marketing and Design Advisor (current vacancy)	New role – Marketing Assistant (Graphic Design)
Senior Advisor Communications (Residential) (0.8 FTE)	Reassignment to Senior Communications Advisor (0.8 FTE)
Senior Advisor Communications	Reassignment to Senior Communications Advisor
Advisor Communications	Disestablishment of role, contestable process for roles
Warmer Kiwi Homes:	
Programme Administrator	Disestablishment of role

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 individual 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.

Title Changes

The following table summarises title changes for roles.

Current Team / Position	Change of Title
Group Manager Strategy and Engagement	Group Manager, Strategy Insights and Regulations
Manager, Government Engagement	Manager, Policy and Engagement
Senior Advisor, Government Engagement	Senior Advisor, Policy and Engagement
Advisor, Government Engagement	Advisor, Policy and Engagement
Senior Advisor, Standards and Regulations	Standards and Regulations Lead
Technical Lead, Standards and Regulations	Technical Lead
Products Technical Analyst	Technical Analyst
Compliance Advisor Investigations and Enforcement	Senior Compliance Advisor
Policy Projects Advisor	Project Manager
Compliance Projects Advisor	Compliance Advisor

New Positions - Contestable

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

Position	Recruitment Approach
Corporate Services:	
Finance, Accountability and Risk Team:	
Manager, Finance and Accountability (Wellington based)	Internal recruitment
Accounting Assistant (Wellington based)	Internal/external recruitment
Analyst, Process and Improvement (Wellington or Auckland based)	Internal/external recruitment
ICT Team:	
Manager, ICT (Wellington or Auckland based)	Internal/external recruitment
ICT Administrator (entry level) (Wellington based)	Internal/external recruitment (after the Manager, ICT is appointed)
Procurement and Property Team:	
Manager, Procurement and Property (Wellington or Auckland based)	Internal/external recruitment
Procurement and Property Coordinator (Wellington based)	Internal/external recruitment
Chief Executive Office:	
Manager, People and Capability (Wellington based)	Internal recruitment
Group Manager, Marketing and Communications	Internal/external recruitment
Strategy, Insights and Regulations Group:	
Strategy Lead (Wellington or Auckland based)	Internal/external recruitment
Evidence, Insights and Innovation Team:	
Manager Evidence, Insights and Innovation (Wellington based)	Internal/external recruitment
Analyst, Evidence, Insights and Innovation (entry level) Seconded to EEUDB and TIMES NZ project team to end of calendar year. (Wellington based)	Internal recruitment

Position	Recruitment Approach
Investment and Engagement Group:	
Business Portfolio	
Manager, Business Portfolio (Auckland or Wellington based)	Internal/external recruitment
Account Manager, Business (Auckland based)	Internal recruitment
Portfolio Analyst, Business (Auckland or Wellington based)	Internal/ External recruitment
Government Portfolio	
Manager, Government Portfolio (Wellington based)	Internal recruitment
Account Manager, Public Sector (including NABERSNZ) (Auckland based)	Internal recruitment
Portfolio Analyst, Public Sector (shared resource with Transport Portfolio) (Wellington or Auckland based)	Internal / External recruitment
Product and Partnerships Team	
Manager Products and Partnerships (Wellington based)	Internal recruitment
Business Case Specialist (Wellington or Auckland based)	Internal/external recruitment
Business Products Lead (Wellington based)	Internal recruitment
Account Manager Partnerships (Auckland based)	Internal recruitment
Marketing and Communications Team:	
Brand Lead (Wellington based)	Internal/external recruitment
Social Media Specialist (Wellington or Auckland based)	Internal/external recruitment
Marketing Assistant (Graphic Design) (Wellington or Auckland based)	Internal/external recruitment

Position	Recruitment Approach
Senior Communications Advisor (0.5FTE) (Wellington based)	Internal/external recruitment
Warmer Kiwi Homes Team:	
Senior Claims Administrator (6 month fixed term)	Internal/external recruitment
Claims Administrator (6 month fixed term)	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). Given the current environment, these will most likely be via Zoom.

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:

- Human Resources will seek expressions of interest about which positions individuals are interested in applying for.
- Human Resources 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.
- Human Resources is committed to ensuring this process is as efficient, equitable and transparent as possible.

We will be advising an overall schedule of recruitments by Thursday, 23 April 2020.

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.

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@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 Human Resources 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 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:

- www.eapservices.co.nz
- Phone **0800 327 669**
- Email:
 - wellington@eapservices.co.nz
 - auckland@eapservices.co.nz
 - christchurch@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:

- Allen Davison (04) 470 2211
- Penny St John (04) 470 2239
- Tjarda Wierdsma (PSA Organiser) [REDACTED] Tjarda.Wierdsma@psa.org.nz

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

² Section 6 'Management of Change', Page 23, EECA and PSA Collective Agreement 2019–2021.

Next Steps

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

Activity	Date
Present final decision and embargoed document to PSA	Monday 20 April 2020 (am)
Present final decision to affected staff	Monday 20 April 2020 - Tuesday 21 April 2020
Present final decision to impacted teams	By Tuesday 21 April 2020
Advise final decision to all of EECA via Zoom with Andrew Caseley and posted on Intranet	By Wednesday 22 April 2020
EAP support	Refer to page 37 for contact details to access EAP Support. Career transition support packages will be made available as appropriate, and will be arranged through Jacqui.
Recruitment processes commence	Thursday 23 April 2020
Begin transition to new structure	By end of May 2020
Completion of the transition	By 1 July 2020

Appendix 1 Current Organisation Chart

Link to current Org chart: <http://eecaintranet/file/10676>

Appendix 2: Job descriptions for contestable positions

Link to Tiaki folder:

<https://eeca.cohesion.net.nz/Sites/CS/PaF/Projects/Final%20Decision%20April%202020%20document%20and%20JDs>