

[REDACTED]

09 May 2024

Dear [REDACTED]

Re: Official Information Act Request: Proposal documents to reduce expenditure

Thank you for your email on Thursday 11 April 2024 in which you requested information under the Official Information Act 1982. You requested:

Copies of all proposal documents prepared to give effect to the Government’s directive to reduce expenditure in the public service, including but not limited to reduction of staff numbers and resulting redundancies.

If no such specific proposal document exists, please provide copies of all documents concerning the reduction of staff and redundancies from 27 November 2023 to present.

Information within scope of your request is outlined in the table below.

Item #	Title	Decision	Comments
1	Proposal for Change February 2024	Release in part: - 9(2)(a)	The organisation was told about the restructure in advance and then affected staff were notified at least the day prior before the Proposal for Change document was shared with the wider organisation.
2	Final Decision Document March 2024	Release in part: - 9(2)(a)	Affected staff were notified at least the day prior and were given the final consultation document in advance of the wider organisation.

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 Midday 14 February 2024

Proposal for Change
February 2024

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FOREWORD FROM THE CHIEF EXECUTIVE

Our mission, to mobilise New Zealanders to be world leaders in clean and clever energy use, is fundamental to help lift the prosperity and well-being of New Zealanders and protect our environment for current and future generations. To help set EECA up for continued success, I am considering how we best respond to the changes in our programme funding and operational costs, and in the context of a refreshed strategy. To that end, I am proposing an organisational change process that will help EECA deliver on its new strategic objectives, while also ensuring that we meet the Government's fiscal restraint requirements.

This Proposal for Change document describes the proposed structural impacts which in summary are planned to:

- i) Provide the cost reduction as required by the Government
- ii) Align our organisational design to the refreshed strategy
- iii) Enable groups and teams to be set up to deliver in the best way possible

In addition, this document outlines the likely level of resourcing associated with this proposed change.

The proposed changes to the organisational structure are significant and potentially have an impact on approximately 40 individual roles with a proposed reduction in 25 FTEs from our 2023-2024 budget. We envisage completing these changes in time to meet the budget requirements for 2024-2025.

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

Change of this nature and scale creates uncertainty and stress, especially for individuals affected. Please reach out for any support you may require either through your manager, People and Capability, the PSA or our external support provider of our Employee Assistance Programme – EAP Services.

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



Dr Marcos Pelenur – 12 February 2024

EECA Strategy: 2019 to 2023

Our purpose

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

Our strategic principles

Focus on impact	Understand the customer	Define the problem	Join the dots	Display leadership
Pursue high-impact change with agility and at pace.	Focus on those it is important to influence and influence them based on what they care about.	Identify what's blocking progress and tackle it head on.	Work with and connect people and organisations who can be part of achieving our purpose.	Be proactive, have a fact-based point of view, own it.

Our strategic focus areas

Productive and low-emissions business	Efficient and low-emissions transport	Energy efficient homes	Government leadership	Engage hearts and minds
Motivate decision makers to accelerate the transition to a low-emissions economy.	Switch to efficient low-emissions technologies and fuels to move people and goods.	Optimise New Zealand's use of renewable energy at home.	Lead the transition to a low-emissions economy.	Create an enabling environment for systemic change, where clean and clever energy is expected and demanded.

Our desired outcome

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




New Draft Strategy 2024

EECA strategy summary

Mission

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

Objectives

 Energy efficiency first The best technologies and practices are available for use.	 Empower energy users People and businesses actively manage their energy use.	 Accelerate renewable energy People and businesses use renewable energy.
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Outcomes

<ul style="list-style-type: none"> + Users value and adopt energy efficient products and practices. + Proven energy efficient technologies are widely available. 	<ul style="list-style-type: none"> + Users understand and manage their energy use. + Responsive and flexible energy systems are widely available. 	<ul style="list-style-type: none"> + Users plan for and adopt renewable energy sources and technologies. + Renewable energy supply is optimised and widely available.
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**Energy users save energy, money and reduce emissions.
 Energy productivity and resilience improves.**

Levers

Regulation

of products, processes, and systems

Information & education

to promote clean and clever energy choices

Targeted Investment

to demonstrate and scale up energy efficient technologies and renewable energy use

Behaviours



Open to the new



Stand in others' shoes



Believe in 'we' not 'me'



Deliver the goods

Enablers

Nurture our people

+

Unlock digital transformation

+

Show value and authority

+

Adapt to the new and build resilience

INTRODUCTION AND CONTEXT

Fiscal context: reduction in programme funding and cost reduction

Along with most other public sector agencies, EECA has been instructed by the government to reduce expenditure by 7.5%. This is in addition to the removal of uncommitted GIDI funding.

The 7.5% reduction is to be achieved as part of the Budget 2024 process, and we have been working with MBIE to provide recommendations on the programmes we think can be scaled back.

There is also additional re-prioritisation under consideration for the remaining uncommitted funding from the Climate Emergency Response Fund (CERF), and other programmes EECA administers. This would be in addition to the 7.5% required savings.

Alignment to the refreshed strategy

A well-defined strategy serves as a signpost and roadmap. It should set a clear mission and the direction that will help EECA align resources, effort and prioritisation of activities.

Our mission, to mobilise New Zealanders to be world leaders in clean and clever energy use, is deeply relevant for New Zealanders and strongly aligned with our purpose in the Act. I am proposing to keep the mission but update the focus areas to a set of simpler strategic objectives that encourage more horizontal team activity, for example between business and transport.

Consequently, I am proposing changes to EECA that aim to balance more of our activity across our three levers (targeted investment, regulation, and information and education) rather than across focus areas.

The refreshed strategy will also give more prominence to our enablers, and the proposed change to EECA's organisational structure is designed to respond better to these, for example elevating the significance of data and insights.

EECA's Enablers

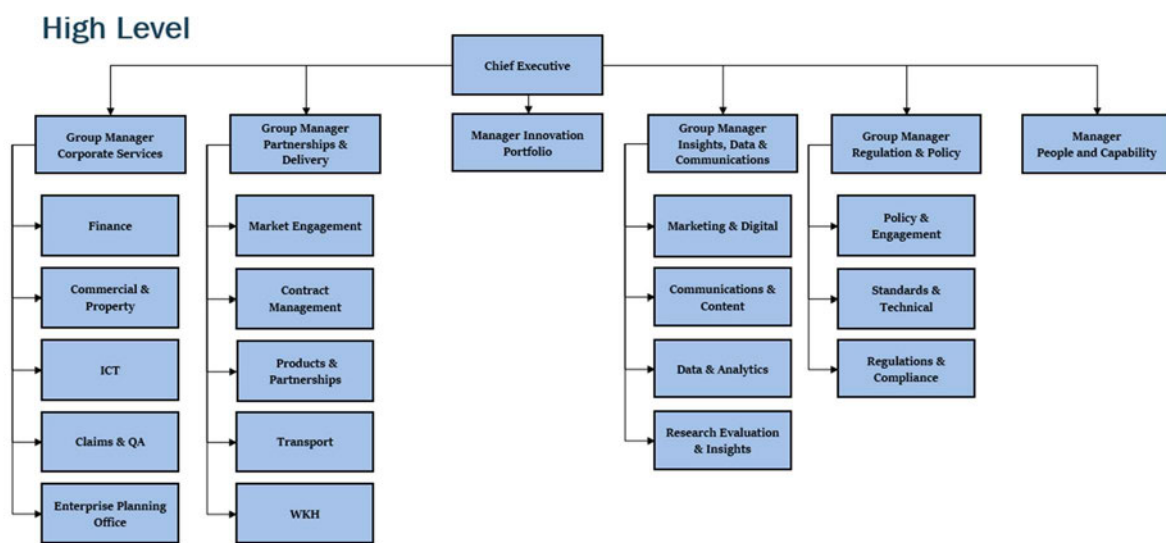
- Nurture our people
- Unlock digital transformation
- Show value and authority
- Adapt to the new and build resilience

PURPOSE OF THIS DOCUMENT

This document provides the information you will need to:

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

PROPOSED ORGANISATIONAL STRUCTURE



Note:

A number of transitional roles may exist as we manage delivery expectations while transitioning to a final organisational structure.

Staff on fixed term agreements that expire before or by 30 June 2024 will remain in place.

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

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

For a summary of proposed position impacts, please refer to pages 21.

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 21.

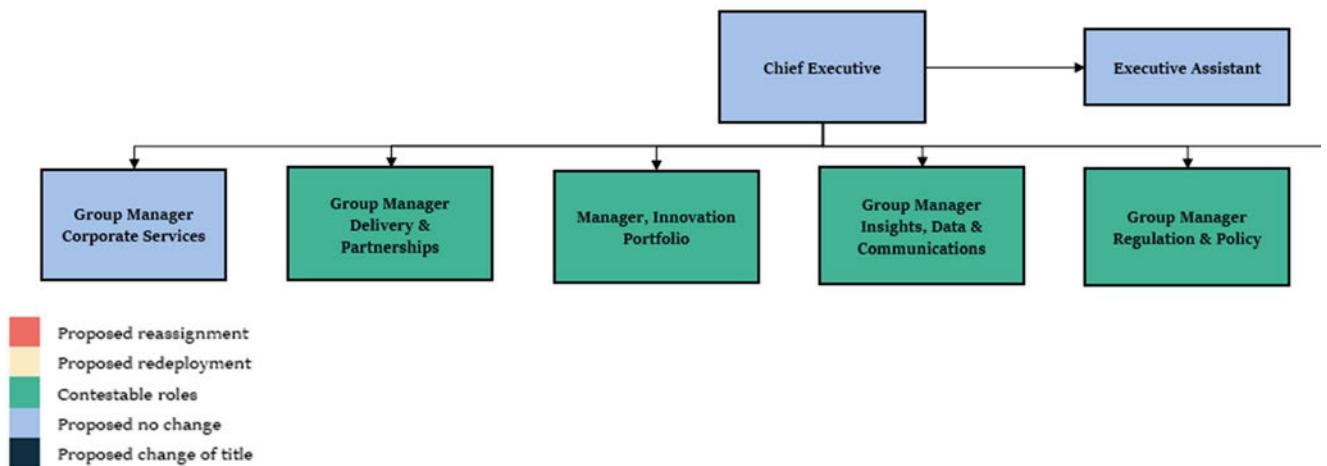
Proposed new Group structures:

The objective of the proposed changes in structure are to achieve:

- Government fiscal restraint requirements
- Rationalisation and amalgamation of some functions at both leadership and management level
- Elevation of the Data and Insights function and its connection with the Marketing and Communications function
- Creation of a consolidated programme delivery focus and streamlined structure within the Partnerships and Delivery Group
- Strengthening the Standards and Regulations function
- Capacity building in enterprise planning and monitoring

It is worth noting that a significant number of roles and vacancies were put on hold, half of which derived from Budget 2023-2024 funding.

Not filling a number of budgeted vacancies is providing a mechanism for achieving some of the reduction in staffing levels that is required.



Delivery and Partnerships Group

It is proposed that EECA's programme delivery and market engagement activity is integrated into one group reporting to a Group Manager.

1. At the Leadership Group Level:
 - a. Amalgamate the market facing teams under one Group Manager (as was the case prior to the GIDI Fund).
2. At the Team level:
 - a. Disestablish the GIDI Clean Tech team.
 - b. Disestablish the EV Charging team.
 - c. Disestablish the WKH New team.
 - d. Amalgamate the Business Portfolio and Public Sector teams.

EECA's reputation has been built on its ability to deliver programmes at pace that achieve impact and respond to the needs of the Government of the day. In the current operating environment, I believe maintaining this capability is more important than ever.

To maintain continuity, momentum, and a focus on achieving results during a period of uncertainty, I am proposing to retain a single group that is focused on programme delivery, stakeholder and market engagement, and operational programme design. Responsibility for taking a strategic view to innovative technologies and opportunities will sit with the new Manager Innovation Portfolio role.

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

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

The proposal reflects the current focusing of market delivery activity and removal of uncommitted GIDI funding, in addition to expected changes to CERF and CNGP funding.

It is proposed that the Partnership and Delivery Group comprises five teams working closely together:

- Market Engagement Team
- Contract Management Team
- Products and Partnerships Team
- Transport Team
- WKH Team

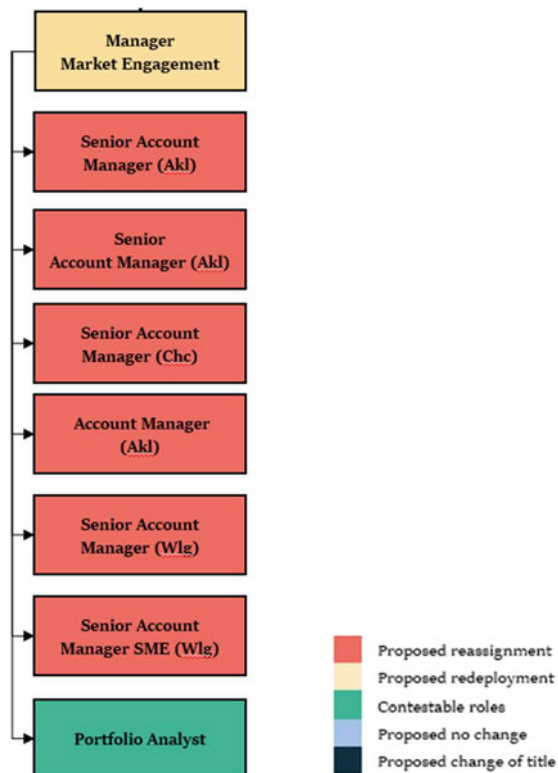
There are several reasons driving this proposed change:

- Reduction in programme funding
- Cost reduction
- Alignment of market delivery

Market Engagement Team

It is proposed that:

- The Business Portfolio Team and the Public Sector Team are amalgamated into one Market Engagement Team
- The Manager Public Sector role is redeployed to the role of Manager Market Engagement
- The Manager Business Portfolio role (a current vacancy) is disestablished.
- There is one Portfolio Analyst role for the team, meaning a contestable process for that position.
- The Account Manager Public Sector role based in Wellington is disestablished.



There are several reasons driving this proposed change:

- Reduced programme funding
- The decrease in Public Sector activity means that a dedicated Account Manager based in Wellington is no longer required
- Cost reduction

Contract Management Team

It is proposed that:

- The Investment Management Team is renamed the Contract Management Team
- The GIDI Product Lead role is disestablished
- The Account Manager Transport role is reassigned to this team and renamed Contract Manager Transport



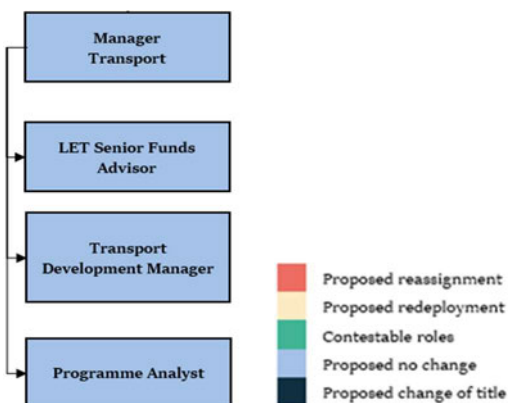
There are several reasons driving this proposed change:

- Removal of uncommitted GIDI funding
- Contract Management for Business and Transport is now the main focus of the team
- Alignment of transport contract management into this team

Transport Team

It is proposed that:

- The Account Manager Transport is reassigned to the Contract Management Team.



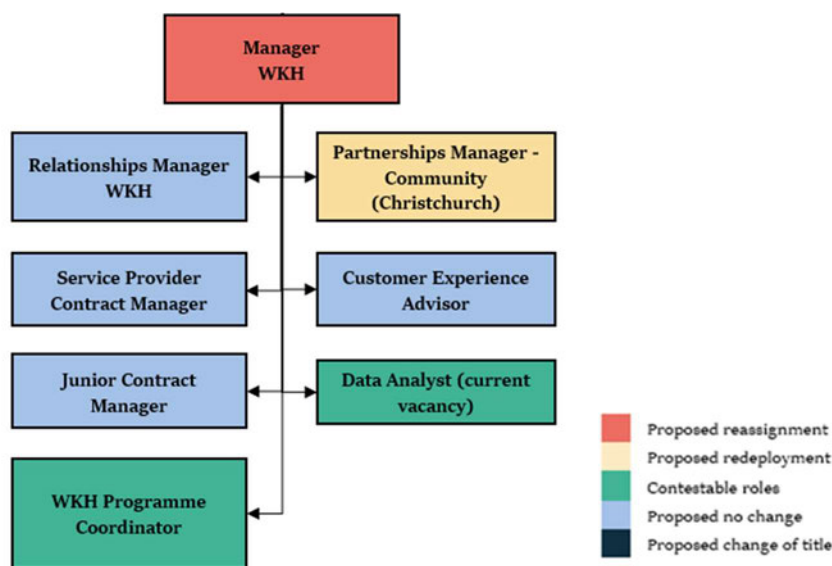
There is one reason driving this proposed change:

- Alignment of transport contract management into the Contract Management Team.

Warmer Kiwi Homes Team

It is proposed that:

- The Claims and QA function moves to Corporate Services (as decided in 2023)
- The Programme Coordinator Data Analysis role (current vacancy) is renamed Data Analyst
- A Programme Coordinator permanent role is created
- The Manager – WKH New is redeployed into a new Partnerships Manager – Community role based in Christchurch.



There are several reasons driving this proposed change:

- Claims and QA becomes a centralised function
- Community engagement is important to extend the reach for installing insulation and heating
- The team requires a permanent coordination resource

Innovation Portfolio Management

It is proposed that:

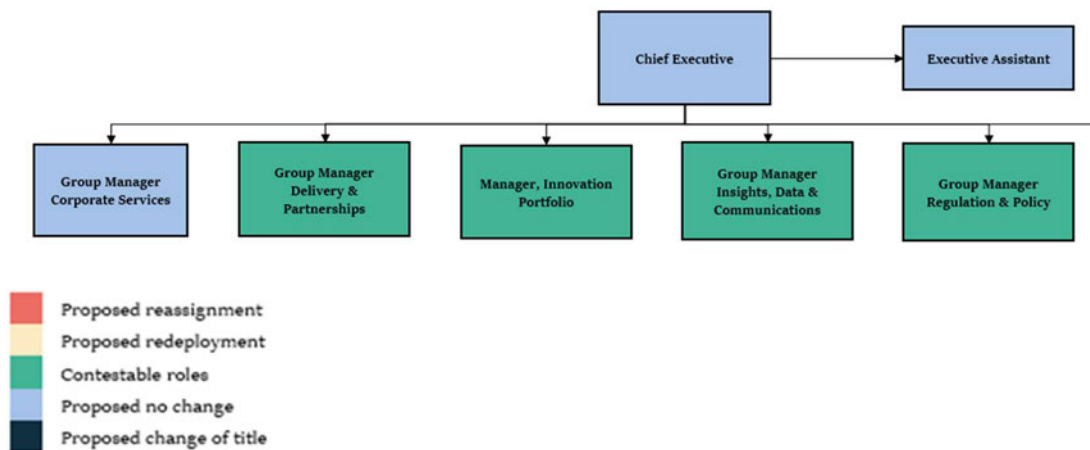
- A new role is created – Manager, Innovation Portfolio

This role would report directly to the Chief Executive and work across the Leadership Group to explore and identify new energy efficiency and renewable energy technologies, trends and solutions happening globally and in New Zealand. This Manager, Innovation Portfolio role would be responsible for creating an innovation pipeline at EECA and providing strategic direction to the design of new products and programmes.

It is expected this role would bring a commercial lens and would work closely with internal stakeholders such as the Products and Partnership team, Policy and Engagement team, Research and Evaluation Team, as well as external stakeholders such as Are Ake.

EECA’s technical expertise is an organisational strength, and where possible, I want to ensure that our technical leadership is recognised and valued.

It is envisaged that the Products and Partnerships team continues its focus on the operational design and commercialisation of products and programmes, and this proposed new role provides the strategic view.



There are several reasons driving this proposed change:

- A dedicated resource to explore new technologies and solutions
- Creating the opportunity for an innovation pipeline and strategic design of activity
- Providing leadership opportunities for technical specialists

Insights, Data and Communications Group

It is proposed that a new Group is created to bring together our marketing and communication function with our data and insights teams. The aim of this amalgamation is to build in a communication and marketing platform for EECA’s data and insights work.

EECA’s data and insights are not being fully utilised externally or internally. This combined group aims to improve the visibility and value of our data and insight work across the organisation and market.

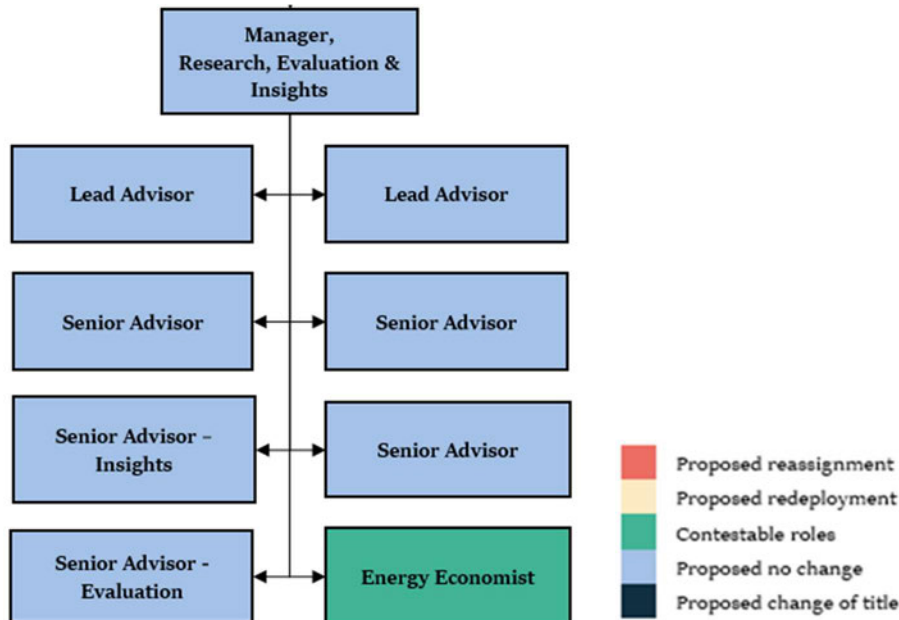
It is proposed that the Insights, Data and Communications Group comprises four teams working closely together:

- Data and Analytics Team
- Research Evaluation and Insights Team
- Marketing and Digital Team
- Communications and Content Team

Research Evaluation and Insights Team

It is proposed that:

- A new Energy Economist role is created.



There is one main reason driving this proposed change:

- To increase capacity in areas such as Cost Benefit Analysis and programme evaluation

Corporate Services Group

It is proposed that:

- The Claims and QA function is reassigned to Corporate Services
- An Enterprise Planning Office function is created

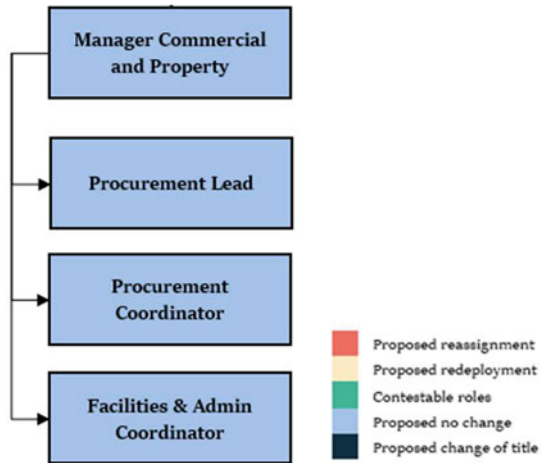
It is proposed that the Corporate Services Group comprises five teams working closely together:

- Finance Team
- Commercial and Property Team
- ICT Team
- Claims and Quality Assurance Team
- Enterprise Planning Office

Commercial and Property Team

It is proposed that:

- The Senior Procurement Advisor role is disestablished.



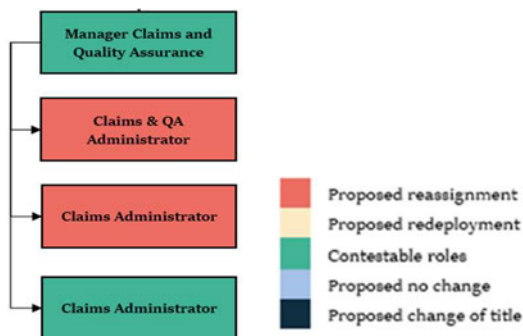
There is one main reason driving this proposed change:

- The impact of the reduction in procurement activity with the uncommitted GIDI funding being withdrawn

Claims and Quality Assurance Team

It is proposed that:

- The Manager Claims and QA role will be readvertised
- A Claims Administrator role is created



There are several reasons driving this proposed change:

- To provide a centralised function
- The Claims function currently services other parts of EECA (e.g. Transport and Business
- There are strong connections with the other Corporate Services functions, particularly ICT and Finance
- We see a dedicated Claims and QA Team as an opportunity to build further capability, systems and process expertise in these areas.

Enterprise Planning Office

It is proposed that a dedicated team is established to lead an Enterprise Planning function.

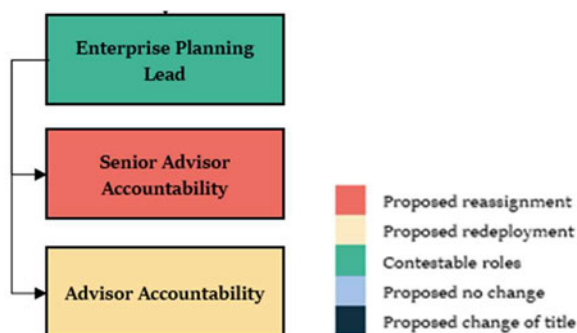
The purpose of the Enterprise Planning Office is to lead our organisation wide planning, monitoring and accountability activities within EECA. The EPO will also support the Leadership Group in the implementation of EECA’s strategy and ensuring that our programmes and activities align with our strategic objectives and outcomes.

An Enterprise Planning Office would improve cross-functional collaboration through deliberate planning. Groups and Teams can also have visibility at an organisational level to improve their own planning and prioritisation activities. It will also improve and integrate the flow of information in terms of financial and non-financial performance.

The responsibility of producing Minister fortnightly reports and quarterly reports will sit with this team.

It is proposed that:

- A new Enterprise Planning Lead role is created
- The Senior Accountability Advisor role is reassigned to this team
- The Accountability and Policy Advisor role is redeployed to this team



There are several reasons driving this proposed change:

- Implement EECA’s strategy in a coordinated way across the organisation
- Improve the flow of financial and non-financial information across EECA
- A need for more coordinated approach to programme monitoring and accountability

Regulation and Policy Group

It is proposed that:

- A new Group is created – with a focus on Standards and Regulations, and Policy and Engagement
- The Standards and Regulations Team is split into two teams: Standards and Technical, and Regulations and Compliance
- The Strategy Lead role is disestablished.

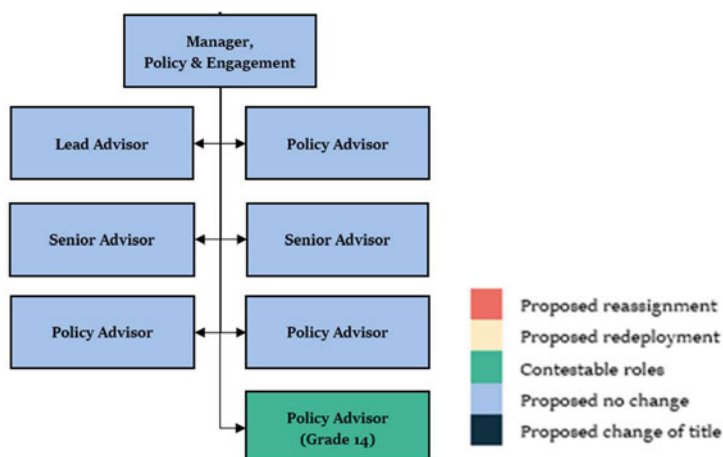
The Regulation and Policy Group comprises three teams working closely together:

- Policy and Engagement Team
- Standards and Technical Team
- Regulations and Compliance Team

Policy and Engagement Team

It is proposed that:

- The Accountability reporting function is removed from the Policy and Engagement Team
- There is a reduction in Policy Advisor (Grade 14) capacity
- The Senior Advisor Accountability role is reassigned to the Enterprise Planning Office, in the Corporate Services Group]
- The Advisor Accountability and Policy is redeployed to the Enterprise Planning Office, in the Corporate Services Group
- There is a reduction of one Policy Advisor at the Grade 14 level, meaning a contestable process for one Policy Advisor Grade 14 role.



There are several reasons driving this proposed change:

- Reduction in capacity related to reduced programme funding
- The establishment of the Enterprise Planning function

Standards and Regulations

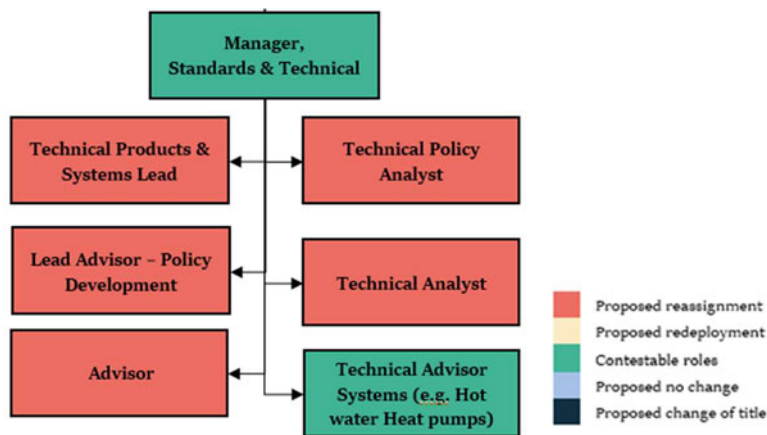
It is proposed that:

Standards and Regulations is split into two teams, working closely together.

Standards and Technical

It is proposed that:

- The Standards and Technical Teams has a focus on the development of standards, representation on international committees, technical advice and expertise, along with stakeholder engagement.
- The Technical Product and Systems Lead is reassigned to this team
- A new Manager Standards and Technical role is created
- The Lead Advisor Policy Development is reassigned to this team
- The Technical Policy Analyst is reassigned to this team
- The Advisor, Standards and Regulations is reassigned to this team
- A new Technical Advisor Systems role is created
- The Technical Analyst role is reassigned to this team

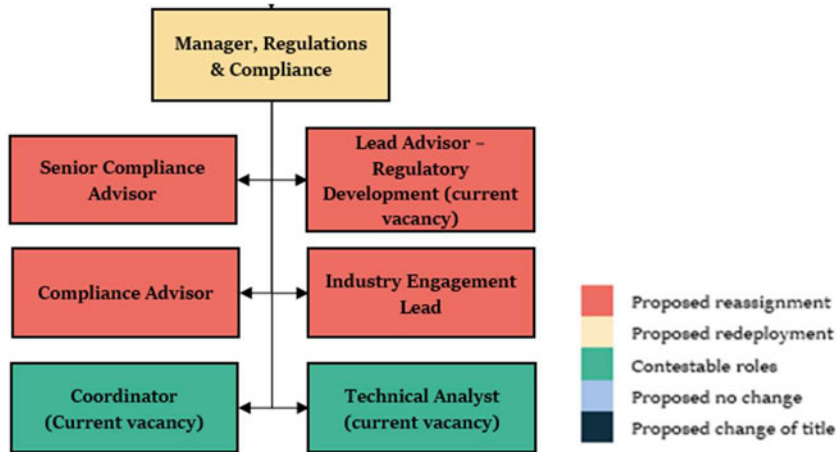


Regulations and Compliance

It is proposed that:

- The Regulations and Compliance Team has a focus on drafting rules and regulations; assisting industry to comply – through guidance and information; administration of regulatory schemes (eg product and sales registrations); compliance which includes monitoring, surveillance, check testing; and enforcement which includes enforceable actions, notices and prosecutions.
- The current Manager Standards and Regulations is redeployed to this team
- The Lead Development Regulations role (current vacancy) is reassigned to this team
- The Industry Engagement Lead is reassigned to this team

- The Senior Compliance Advisor is reassigned to this team
- The Compliance Advisor is reassigned to this team
- The Technical Analyst role (current vacancy) is reassigned to this team
- The Team Coordinator role (current vacancy) is reassigned to this team



There are several reasons driving this proposed change:

- The breadth of the function and the range of activity has become unwieldy for one team
- Capability and capacity building

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 24.

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

Position	Description of Proposed Impact
CE's Office	
Group Manager Business	Disestablishment of role
Group Manager Homes/Transport/Government	Disestablishment of role
Group Manager Marketing & Communications	Disestablishment of role
Group Manager Strategy Insights & Regulations	Disestablishment of role
GIDI Clean Tech	
Manager GIDI Clean Tech	Disestablishment of role
Supplier Engagement Lead	Disestablishment of role
ERS Products Lead	Disestablishment of role
Senior Technical Analyst	Disestablishment of role
Team Analyst GIDI Clean Tech	Disestablishment of role
Investment Management	
GIDI Product Lead	Disestablishment of role
EV Charging	
Manager EV Charging	Disestablishment of role
WKH New	
Manager WKH New	Redeployment to Partnerships Manager – Community, based in Christchurch
Funds Advisor WKH New (Fixed Term)	Disestablishment of role
Public Sector	
Manager Public Sector	Redeployment to Manager Market Engagement role
Account Manager Public Sector (Wellington)	Disestablishment of role
Portfolio Analyst Public Sector	Disestablishment of role. Contestable process for 1 role.
Account Manager Public Sector (Auckland)	Reassign to amalgamated Market Engagement Team
Senior Account Manager Public Sector (Christchurch)	Reassign to amalgamated Market Engagement Team

Position	Description of Proposed Impact
Business	
Portfolio Analyst Business	Disestablishment of role. Contestable process for 1 role.
Senior Account Manager Business x 2 (Auckland)	Reassign to amalgamated Market Engagement Team
Senior Account Manager Business (Wellington)	Reassign to amalgamated Market Engagement Team
Senior Account Manager Business (SMEs)	Reassign to amalgamated Market Engagement Team
WKH	
Manager WKH	Reassign (removal of Claims/QA)
Claims Administrator	Reassign to Claims/QA Team
Claims QA Administrator	Reassign to Claims/QA Team
Transport	
Account Manager	Reassign to the Contract Management Team with change of title
Marketing & Digital, Communications & Content Teams & Senior Marketing Lead	
All roles	Reassign to new Group – Data, Communication & Insights
REI and Data & Analytics teams	
All roles	Reassign to new Group – Data, Communication & Insights
Strategy Insights and Regulations	
Strategy Lead	Disestablishment of role
Technical Product and Systems Lead	Reassign to new Standards and Technical Team
Policy and Engagement	
Policy Advisor (Grade 14) x 2	Disestablishment of role. Contestable process for 1 role.
Senior Advisor Accountability	Reassign to new Enterprise Planning Office team
Accountability & Policy Advisor	Redeploy to new Enterprise Planning Office team
Standards and Regulations	
Manager Standards & Regulations	Redeploy to Regulations and Compliance Team
Industry Engagement Lead	Reassign to Regulations and Compliance Team
Senior Compliance Advisor	Reassign to Regulations and Compliance Team
Compliance Advisor	Reassign to Regulations and Compliance Team
Lead Advisor Policy Development	Reassign to Standards and Technical Team

Position	Description of Proposed Impact
Advisor	Reassign to Standards and Technical Team
Technical Policy Analyst	Reassign to Standards and Technical Team
Technical Analyst	Reassign to Standards and Technical Team
Commercial and Property	
Senior Procurement Advisor	Disestablishment of role

KEY:

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

- May be moved into a different team
- May have a new reporting line
- Have a change to some accountabilities in the role
- Given a different name.

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

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

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

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

Risk management: Transitioning EECA

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

PROPOSED POSITIONS - CONTESTABLE

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

Position	Proposed Recruitment Approach
GM Delivery & Partnerships	Internal
GM Insights, Data & Communications	Internal/External
GM Regulation and Policy	Internal
Manager, Innovation Portfolio	Internal
Enterprise Planning Lead	Internal
Manager Claims & Quality Assurance	Internal/External
Energy Economist, REI Team	Internal/External
Manager, Standards and Technical	Internal/External
Technical Analyst, Regulations & Compliance Team	Internal
Technical Advisor Systems, Standards & Technical Team	Internal
Team Coordinator, Regulations & Compliance Team	Internal
Policy Advisor (Grade 14), Policy & Engagement Team	Internal
Portfolio Analyst, Market Engagement Team	Internal
Data Analyst, WKH	Internal
Programme Coordinator, WKH	Internal
Claims Administrator	Internal

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;
- 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 strategy;
- 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 24, EECA and PSA Collective Agreement 2023- 2025.

² HR017 Management of Organisational Change Policy - May 2013. [HR017 Management of Organisational Change_2023-03-22T00_54_44.3770708Z.doc \(sharepoint.com\)](#)

³ Section 6 'Management of Change', Page 24, EECA and PSA Collective Agreement 2023– 2025.

Consultation Process

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

The consultation document will be released to EECA staff by midday Wednesday 14 February 2024, with affected staff and the team having been advised prior to this and continue for a 14-day period. During this time feedback can be submitted about this proposal for change in three ways:

- Via email to myfeedback@eeca.govt.nz
- Via the PSA
- Verbally with Manager People and Capability, or the Chief Executive Dr Marcos Pelenur.

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

Support

Support services will be made available to staff through EAP Services, which are third party and confidential. These services include counselling, career planning advice, financial planning advice and job search assistance where required. In addition, they can provide support with career transition.

You are able to contact EAP directly and state that you are from EECA. You can access EAP via:

- Their website: www.eapservices.co.nz/request-an-appointment/
- Phone: **0800 327 669**

Alternatively, you can contact the People and Capability Team to discuss your thoughts, any ideas or concerns.

You are also able to contact your PSA representatives to discuss the proposal:

9(2)(a)

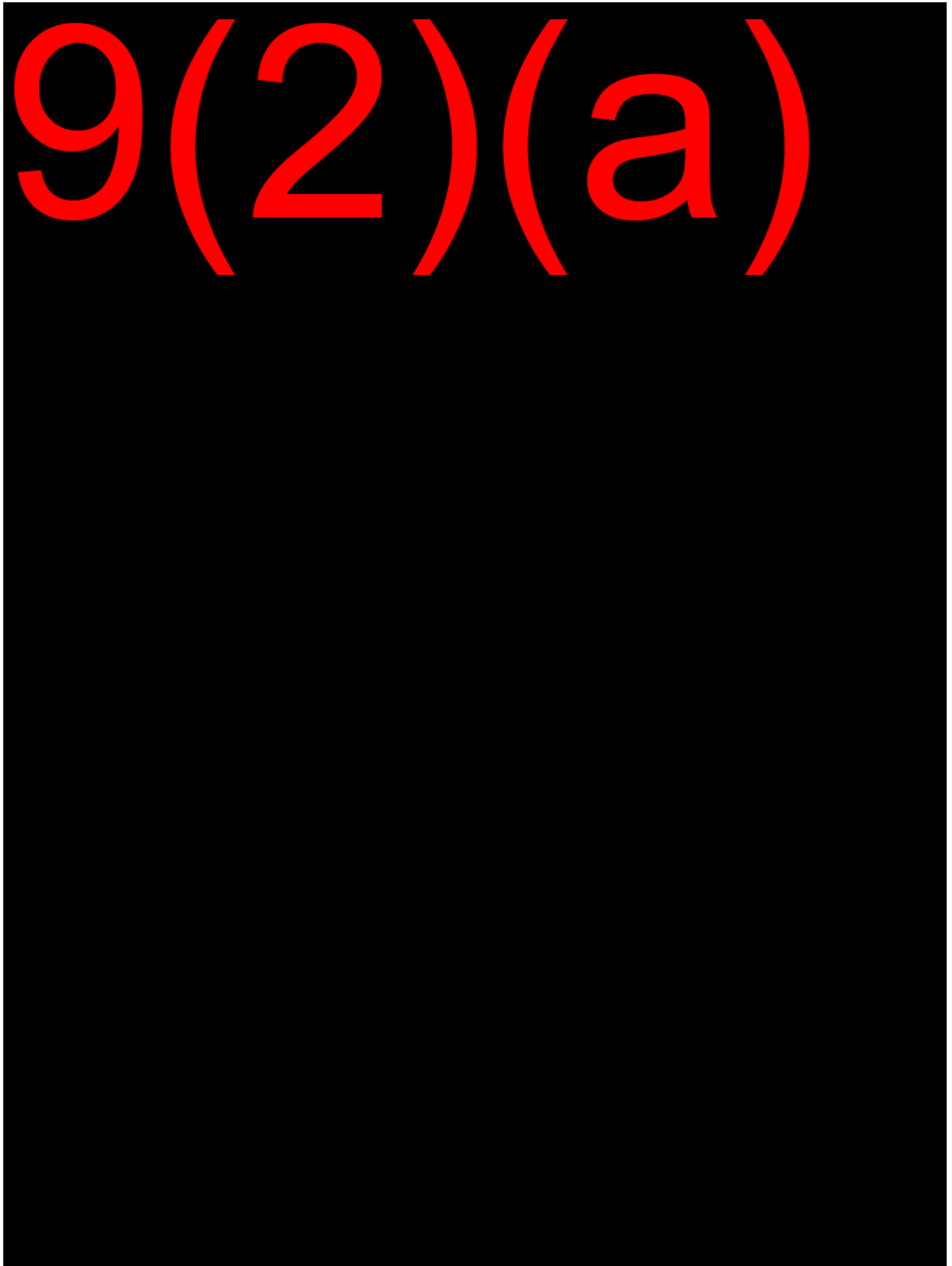
⁴ HR017 Management of Organisational Change Policy - May 2013 [HR017 Management of Organisational Change 2023-03-22T00_54_44.3770708Z.doc \(sharepoint.com\)](#)

PROPOSED SCHEDULE

This table shows the proposed timeline for the consultation process:

Activity	Date
PSA briefing with embargoed document	Monday 12 February 2024
Present proposal for change to affected staff and teams	12-13 February 2024
Consultation document posted to all staff via intranet.	Wednesday 14 February 2024
Consultation period ends	Wednesday 28 February 2024
Review of feedback complete	Tuesday 12 March 2024
Present final decision and embargoed document to PSA	Thursday 21 March 2024
Present final decision to affected staff and teams	21-22 March 2024
Present final decision to all of EECA via Intranet	Friday 22 March 2024
Proposed timeframe announced for commencement of any contestable roles (dependent on the final decision)	Monday 25 March 2024

Appendix 1: Current Organisation Charts



9(2)(a)

Appendix 2: Proposed Job Specs for Contestable Positions

Group Manager Delivery and Partnerships

Grade: 21

The **Group Manager, Delivery and Partnerships** will lead the successful delivery of EECA's market facing programmes. As a member of the EECA Leadership Group this role will play a key role in ensuring EECA delivers on its strategy and purpose.

Key Results Area:

- Deliver on annual SPE objectives and budget;
- Lead the group to build and maintain effective partnerships in the market;
- Ensure a culture of high performance is demonstrated;
- Identify, implement, and lead improvement opportunities.

Skills/Experience:

- Extensive leadership experience at a senior level;
- Strong commercial acumen and private sector experience;
- Previous experience in Partnership Management at C-suite level.

Group Manager Insights, Data & Communications

Grade: 21

The **Group Manager, Insights, Data and Communications** will lead the successful uplift of visibility of our data and insights across EECA, as well as externally with the market and New Zealanders as a whole. This is key to the demonstration of EECA as the trusted authority. This role will lead the delivery of EECA's communication and marketing platform for EECA's data and insights. As a member of the EECA Leadership Group this role will play a key part in ensuring EECA delivers on its strategy and purpose.

Key Results Area:

- Deliver on annual SPE objectives and budget;
- Lead the group to deliver an integrated data and insights, communication and marketing programme;
- Ensure a culture of high performance is demonstrated;
- Identify, implement, and lead improvement opportunities.

Skills/Experience:

- Extensive leadership experience at a senior level;
- Experience leading data and insights functions;
- Experience in strategic communications and marketing.

Group Manager Regulation and Policy

Grade: 21

The **Group Manager, Regulation and Policy** will lead the successful delivery of EECA's standards and regulation programmes, as well as provide strategic leadership to EECA's Policy and Engagement function. As a member of the EECA Leadership Group, this role will play a key part in ensuring EECA delivers on its strategy and purpose.

Key Results Area:

- Deliver on annual SPE objectives and budget;
- Lead the group to deliver regulatory and policy programmes;
- Ensure New Zealand optimises its investment in the Trans-Tasman Equipment Energy Efficiency (E3) Programmes;
- Ensure a culture of high performance is demonstrated;
- Identify, implement, and lead improvement opportunities;

Skills/Experience:

- Extensive leadership experience at a senior level;
- Experience leading Policy and Regulation functions;
- Extensive public sector experience.

Manager, Innovation Portfolio

Grade: 20

The **Manager, Innovation Portfolio** is responsible for identifying and exploring new energy efficiency and renewable energy technologies, trends and solutions happening globally and in New Zealand. This role would be responsible for creating an innovation pipeline and work closely with internal and external teams and stakeholders.

Key Results Area:

- Taking a strategic view to innovation technologies and opportunities;
- Create a pipeline of opportunities with a focus on innovation;
- Adopt a collaborative cross-function team approach;
- Identify continuous improvement opportunities.

Skills/Experience:

- Commercial acumen;
- Business Development;
- Demonstrated Innovation mind-set;
- Experience in senior stakeholder engagement;
- Strong technical background.

Enterprise Planning Lead

Grade: 18

Location: Wellington

The **Enterprise Planning Lead** is responsible for supporting the Leadership group to achieve strategic alignment planning and prioritisation of activity. The role will lead organisational planning, monitoring, and accountability activities at EECA.

Key Results Area:

- Leading the Enterprise Planning office function;
- Identify and implement opportunities to improve EECA's organisational planning processes;
- Identify improvements to the communication of EECA's performance;
- Maintain effective working relationships with the Leadership Group and Board.

Skills/Experience:

- Demonstrated high levels of stakeholder management;
- Experience in the production of high-quality reporting;
- Demonstrated experience in planning and prioritisation;
- Project management;
- Continuous improvement mind-set.

Manager, Claims and Quality Assurance

Grade: 19

Location: Wellington

The **Manager, Claims and Quality Assurance** is responsible for leading the team to deliver on its key objectives to provide Claims Administration and Quality Assurance expertise to support EECA Funding programmes.

Key Results Area:

- Manage and lead the Claims and QA Team; ensuring targets are met;
- Claims management is effective, timely and meets agreed standards;
- Ensure the Audit programme is robust and accurate;
- Manage Quality Assurance delivery for EECA's funding programmes;
- Deliver systems and process efficiency gains with a continuous improvement focus;
- Maintain a close working relationship with the Warmer Kiwi Homes team.

Skills/Experience:

- People Leadership;
- Quality Assurance best practices;
- Financial Management including Grant Funding knowledge;
- System and process design;
- Relationship Management.

Energy Economist

Grade: 18

The **Energy Economist** role is to provide researched economic analyses on energy use and production and provide a systems view considering both demand and supply. This role will be a subject matter expert and provide advice to input to EECA's programmes.

Key Results Area:

- Identify energy information needs;
- Develop and Improve methods and frameworks for analysing energy related growth, trends, cost etc;
- Undertake cost benefit analyses for EECA programmes - analysis, design, and reporting;
- Provide economics expertise.

Skills/Experience:

- An extensive background in Energy or Resource Economics;
- Demonstrated commercial experience in energy economics;
- Ability to translate technical information for a variety of audiences.

Manager, Standards and Technical

Grade: 19

Location: Wellington

The **Manager, Standards and Technical** is responsible for leading the team in the development of Standards and policies to influence behavioural and technological change. The role has a key part to play in stakeholder management with relevant organisations both in New Zealand and Australia.

Key Results Area:

- Implementation of standards, certifications, regulatory policies, and systems;
- Lead programme improvements;
- Provide specialist advice and expertise;
- Successful engagement with stakeholders;
- Participation in international standards forums as required.

Skills/Experience:

- Strong management and leadership experience;
- Demonstrated stakeholder management;
- Good understanding of New Zealand and Australia's standards development;
- Strong negotiation skills.

Technical Analyst, Regulations and Compliance

Grade: 14

Location: Wellington

The **Technical Analyst** will contribute to the end-to-end management of technical product data. This includes collection, verification, analysis as well as maintaining the systems that underpin this function. This role will also involve administrative regulation tasks.

Key Results Area:

- Collect and Coordinate sales data from importers;
- Maintaining systems and processes;
- Assessing and approving product registration;
- Support the team to ensure that all parties are complying with the regulations.

Skills/Experience:

- Database, Excel and SQL Skills;
- Data gathering and analysis;
- Team player;
- Communication skills.

Technical Advisor – Systems, Standard and Technical

Grade: 16

Location: Wellington

The **Technical Advisor - Systems** will provide technical input into the identification, development and refinement of testing and regulatory standards for systems such as Hot Water Heat Pumps. The purpose of this role is to contribute to the successful implementation and functioning of technical systems and projects within the team.

Key Results Area:

- Provide technical analytical support;
- Gather and analyse data;
- Maintain awareness of international standards;
- Assess and approve product registrations.

Skills/Experience:

- A relevant tertiary qualification or equivalent work experience;
- Clear, analytical and lateral thinker;
- Relationship Management Skills;
- Ability to communicate technical information to a wide range of people.

Team Coordinator, Regulations and Compliance

Grade: 14

Location: Wellington

The **Team Coordinator** will provide administration and coordination support to the Regulations and Compliance team. The role will also support the Compliance Advisors by supporting projects and maintaining registration systems.

Key Results Area:

- Support compliance programmes;
- Monitor email inboxes;
- Maintain databases and conduct regular reporting;
- Coordinate engagement activities.

Skills/Experience:

- Ability to learn and grasp technical information;
- Relationship management;
- Excellent time management skills.

Policy Advisor, Policy and Engagement

Grade: 14

Location: Wellington

The **Policy Advisor** will support the team in providing sound policy advice, information and other assistance on energy matters for the Minister of Energy and Resources and other key stakeholders.

Key Results Area:

- Prepare advice to support the Minister;
- Coordinate and prepare draft responses to Official Information Act requests;
- Provide general machinery of government support;
- Coordinate accurate policy advice;
- Establish and maintain effective working relationships.

Skills/Experience:

- Experience dealing with Ministers' offices;
- The ability to manage issues in a sensitive and mature manner;
- Excellent time management skills;
- Demonstrated research and communication skills;
- Excellent customer service skills.

Portfolio Analyst, Market Engagement

Grade: 14

Location: Wellington

The **Portfolio Analyst** will support the Market Engagement team by providing excellent customer service, data analysis and reporting.

Key Results Area:

- Effective Relationship Management and Customer Service;
- Detailed and accurate Data Analysis;
- Actively monitor trends, identifying possible interventions;
- Adopt the collaborative cross-functional team approach;
- Identify and implement improvement opportunities.

Skills/Experience:

- Relationship management;
- Data gathering and analysis;
- Report Writing.

Data Analyst, Warmer Kiwi Homes

Grade: 14

Location: Wellington

The **Data Analyst** will support the Warmer Kiwi Homes team by providing excellent customer service, data analysis and reporting. This role will be responsible for data management of the GMS (Grants Management) System.

Key Results Area:

- Provide accurate reporting and data;
- Support the team with data analysis and survey results;
- Identify and implement improvement opportunities.

Skills/Experience:

- Experience in data gathering & analysis;
- Relationship management;
- Experience in using analytical tools and techniques;
- Communication Skills.

Programme Coordinator, Warmer Kiwi Homes

Grade: 14

The **Programme Coordinator** will support the activities of the Warmer Kiwi Homes team by providing high quality programme support. This role will also be responsible for supporting data analysis and customer enquiries.

Key Results Area:

- Build and maintain effective working relationships with service providers and stakeholders;
- Provide accurate reporting on a regular basis;
- Maintain the WKH partner area website.

Skills/Experience:

- Highly skilled coordination and administrative experience;
- Relationship management;
- Excellent time management skills with the ability to manage a number of tasks at one time.

Claims Administrator, Claims and QA Team

Grade: 12

Location: Wellington

The **Claims Administrator** will support the processing of claims received from Service Providers delivering the Warmer Kiwi Homes Programme.

Key Results Area:

- Process claims in a timely manner;
- Ensure accuracy in claim documentation;
- Inbox and document management.

Skills/Experience:

- Experience with databases and data entry;
- Excellent time management skills with the ability to manage several tasks;
- Strong customer service.

Embargoed until 4pm, 22 March 2024

Final Decision Document

March 2024

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FOREWORD FROM THE CHIEF EXECUTIVE

In February, I communicated a Proposal for Organisational Change that aims to: best respond to the reductions in our programme funding and meet the Government's fiscal restraint requirements; align with a refreshed strategy; and help set EECA up for continued success.

I would like to sincerely thank everyone who took the time to engage in the consultation process both through discussion and in writing.

This engagement included the receipt of a significant number of individual and collective submissions as well as the two Q & A sessions and numerous one-on-one and collective sessions with me.

This Decision Document summarises the key themes raised in the submissions received during the consultation process, along with final decisions. The combined feedback has been extremely useful and has resulted in modifications to the original proposal.

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.

Please take the time to read this document thoroughly to clarify any matters that may be unclear. The document does not include the operational detail of how groups and teams will work on a day-to-day basis – this is part of EECA's culture which we all have a hand in shaping. The way our organisation is structured is just one part of how well we will achieve our objectives. It is the way we all interact and operate as a cohesive team that will be most important, and I see our key behaviours as supporting this cohesion and an integral part of our culture.

Engagement with the strategy refresh is ongoing. I appreciate the feedback that has been received to date, and the strategy will be updated. As we bed in the new structure, I will also be working with teams and Groups to unpack the strategy and what it means for us.

Please continue to support one another through this next period of time and reach out for support as you may require it, either through your Manager, GM, People and Capability, the PSA or our external EAP support provider.

Thank you again for all your input during this change process – it has been valuable, and I now look forward to working constructively together to ensure EECA is well placed to thrive and mobilise New Zealanders to be world leaders in clean and clever energy use.

Kind regards



Dr Marcos Pelenur




EECA Strategy Refresh:

EECA strategy summary

Mission

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

Objectives

 <p>Energy efficiency first</p> <p>The best technologies and practices are available for use.</p>	 <p>Empower energy users</p> <p>People and businesses actively manage their energy use.</p>	 <p>Accelerate renewable energy</p> <p>People and businesses use renewable energy.</p>
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Outcomes

<ul style="list-style-type: none"> + Users value and adopt energy efficient products and practices. + Proven energy efficient technologies are widely available. 	<ul style="list-style-type: none"> + Users understand and manage their energy use. + Responsive and flexible energy systems are widely available. 	<ul style="list-style-type: none"> + Users plan for and adopt renewable energy sources and technologies. + Renewable energy supply is optimised and widely available.
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**Energy users save energy, money and reduce emissions.
Energy productivity and resilience improves.**

Levers

Regulation

of products, processes, and systems

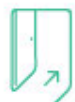
Information & education

to promote clean and clever energy choices

Targeted Investment

to demonstrate and scale up energy efficient technologies and renewable energy use

Behaviours



Open to the new



Stand in others' shoes



Believe in 'we' not 'me'



Deliver the goods

Enablers

Nurture our people

+

Unlock digital transformation

+

Show value and authority

+

Adapt to the new and build resilience

CONSULTATION PROCESS

Following a two-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 two 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.

A broad cross section of staff engaged in discussion and debate on how the proposal would work in practice. This resulted in nearly 50 thoughtful and considered submissions. A number of collective submissions were received from teams and other groups; 35 submissions were received from individuals and two submissions were received 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:

- A single group focussed on delivery and partnerships
- A new group to be created - The Insights, Data and Communications Group
- An Innovation Lead
- The establishment of an Enterprise Planning Office
- The separation of the Standard and Regulations function.

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

- How the Transport Team integrates with the other teams in the Delivery and Partnerships Group
- Workflow for analysts in the market facing teams
- Where the Warmer Kiwi Homes Claims function and QA function sit
- How does programme and product design work, and where it should sit

- More resource required in the Innovation function
- The need for more project management expertise
- Clarity around the EPO function's accountabilities
- Different views on which way to split the Standards and Regulations Team into two teams
- Queries about approaches to redeployments, reassignments, and recruitment approaches
- Role titles and names.

Suggestions for how to take the structure forward to make it more successful have been incorporated in the final decisions. As a result of the feedback, there are some roles that will be differently impacted than what was outlined in the proposal for consultation. This means there will need to be further targeted consultation with those affected staff.

The way we work together

Staff provided very clear feedback concerning improvements in how EECA should work together better to achieve our objectives. This feedback is welcomed and strongly endorsed. Roles and team structures provide one dimension of what is needed to work effectively together. I am committed to establishing more collaborative and supportive styles of leadership across the organisation; make accountabilities clearer; and establish a culture which thrives on innovation and adaptability.

I will be working with People & Capability in the coming months to gather further suggestions from the organisation on how we can improve organisational culture and working practices.

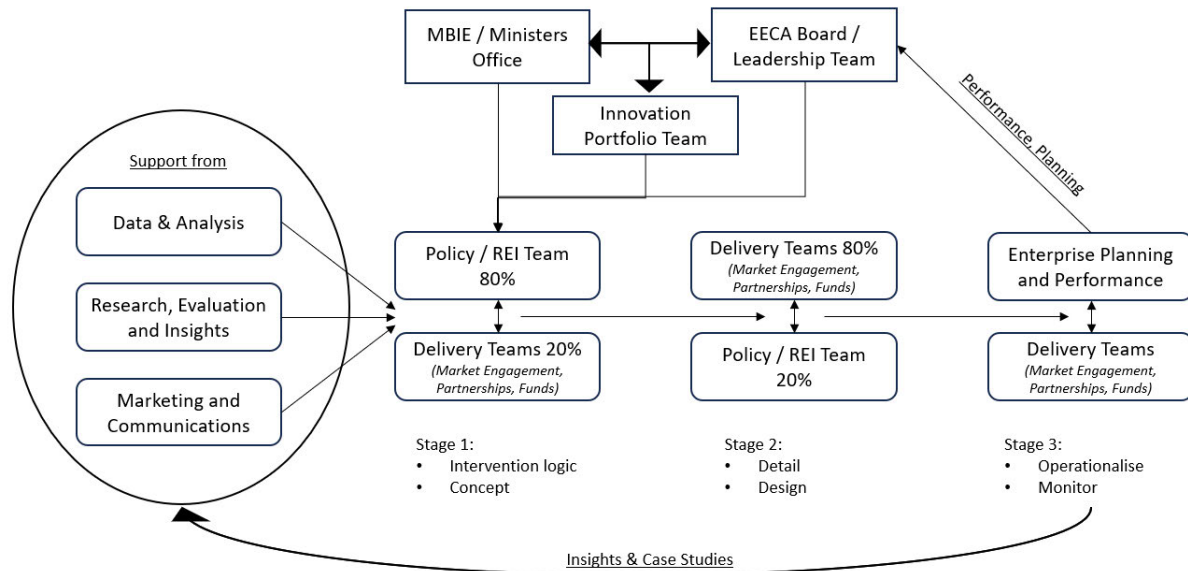
Programme and Product Design

The feedback received on how we "do" programme and product design has been incorporated into the final decision. Programme design is a great example of the need for effective cross EECA working.

Effective programme design will require strong horizontal leadership across teams – cross-functional teams will be needed for effective delivery and design. Rather than re-invent the wheel, I would like to use an existing EECA programme design framework, where the Research Evaluation and Insights Team and Policy and Engagement Team will lead on the initial strategic case and intervention logic, while the Delivery Teams will lead on detailed design and operationalising the products and programmes. The Innovation Portfolio Team, now including a Product Lead, will work across EECA to support this activity and provide an innovation lens across the design and delivery.

Data and insights from across the organisation will also be a key input into the refresh of existing products (including the winding down of products) and design of new programmes.

The diagram below roughly outlines how I see the flow of programme design / implementation / monitoring and insights working:



Strategy feedback

A number of useful submissions have been received on the strategy and will be reported back separately. Once the new structure is in place, I will work with the Leadership Team and the organisation to unpack how the new strategy applies to our work programme.

Reduction in FTEs

The proposal for consultation outlined a position of 120 FTEs. With the reduction of some positions, and the addition of others, our FTE budget for the 2024-2025 year will be based on 121 FTE. The structure as outlined in this decision document sees a reduction in roles at all levels of the organisation including Group Managers and Tier 3 Managers.

The following section briefly explains the decisions I have taken following staff feedback and taking into account other considerations.

PURPOSE OF THIS DOCUMENT

This document has been prepared for staff at EECA. It follows the proposal released to staff on 14 February 2024. The decisions outlined in this document have been informed by submissions and feedback received through the consultation period that ended on 28 February 2024 as well as other relevant considerations.

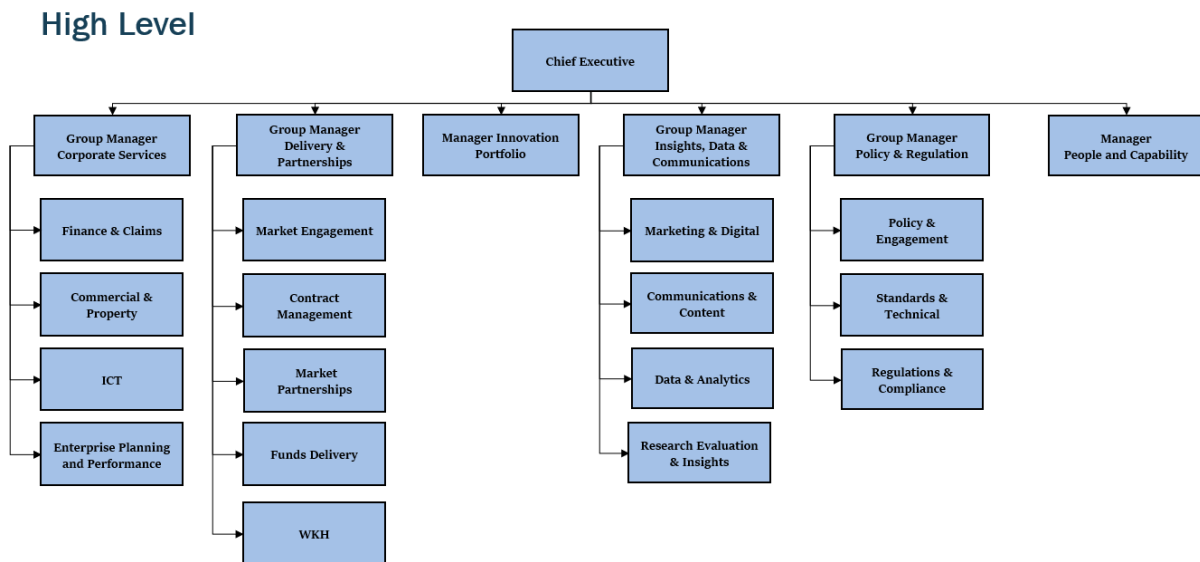
This document describes the final organisational structure and new positions within the structure. It also:

- 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 what 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 contestable positions.

If you have any questions about these changes or any aspect of the process, please discuss these with your Group Manager, Manager or the People and Capability Team.

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 30.



Chief Executive's Office

Groups Structure

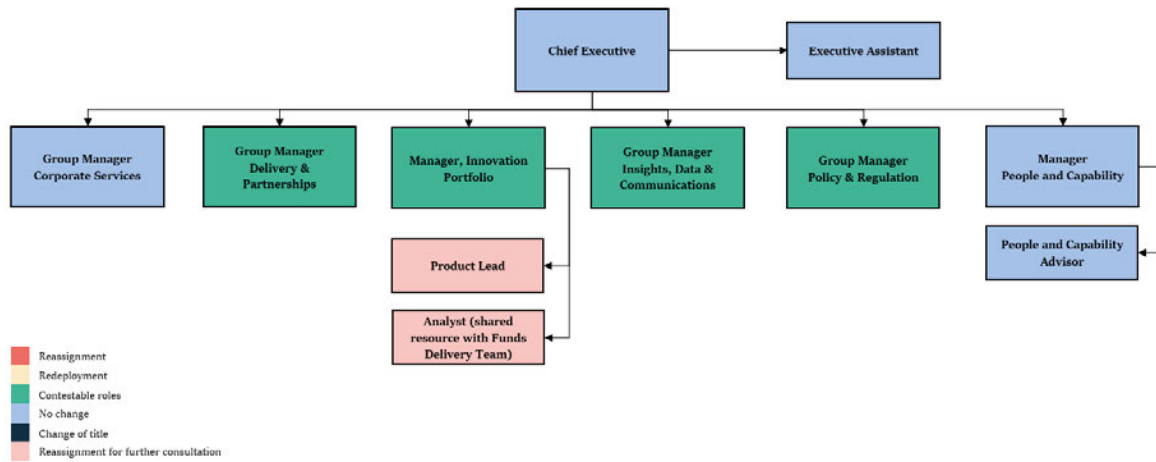
Key submission themes:

- Support for the creation of the new group, combining Marketing and Communications; Research Evaluation and Insights; and Data and Analytics.
- Feedback that more resource should be allocated to the Innovation function. Different views were provided on where the Innovation function should sit.
- Support for the strengthening the Standards and Regulations function, with a Group focussed on Policy and Regulation.
- Support for an Enterprise Planning function.

Final Decisions:

- Creation of the Insights, Data and Communications Group.
- Creation of a consolidated programme delivery focus and streamlined structure with the Delivery and Partnerships Group.
- Creation of a function focussed on Innovation.
- Strengthening the Standards and Regulations function.
- Capacity building in enterprise planning, performance, and monitoring.

Chief Executive's Office



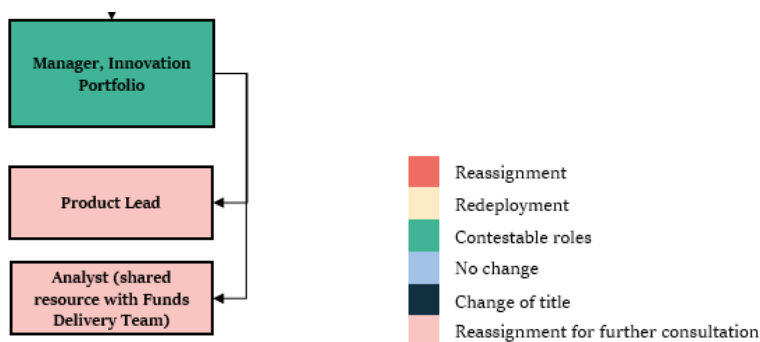
Innovation Portfolio Team

Key submission themes:

- Support for an Innovation function.
- Differing views as to where this function should report.
- Feedback that a Product Lead should be reassigned to this team.
- Feedback that there should be Analyst support in this team.

Final Decisions:

- A new Innovation Portfolio Team is established.
- The Product Lead from the Products and Partnerships Team is reassigned to this team (subject to further consultation).
- The Funds Delivery Team Analyst is a shared resource with this team (subject to further consultation).

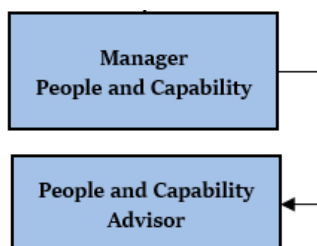


There are several reasons driving this change:

- This function will explore and identify new energy efficiency and renewable energy technologies, trends and solutions happening globally and in New Zealand. This team will work across the Leadership Team and EECA teams on programme and product design. (Refer Programme and Product Design section).

People and Capability Team

As a result of the recent resignation in the team and the subsequent internal appointment, the decision has been made not to replace the People and Capability Administrator position.



Corporate Services Group

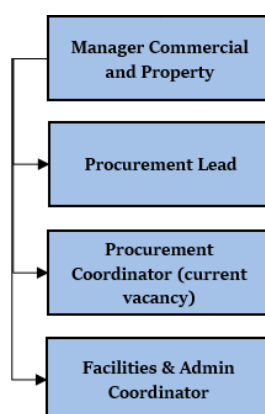
Commercial and Property Team

Key submission themes:

- Differing views on the composition of the Team.

Final Decisions:

- The Senior Procurement Advisor role is disestablished.



There is one main reason driving this change:

- The impact of the reduction in procurement activity as a result of no further new procurement activity required for the GIDI Fund.

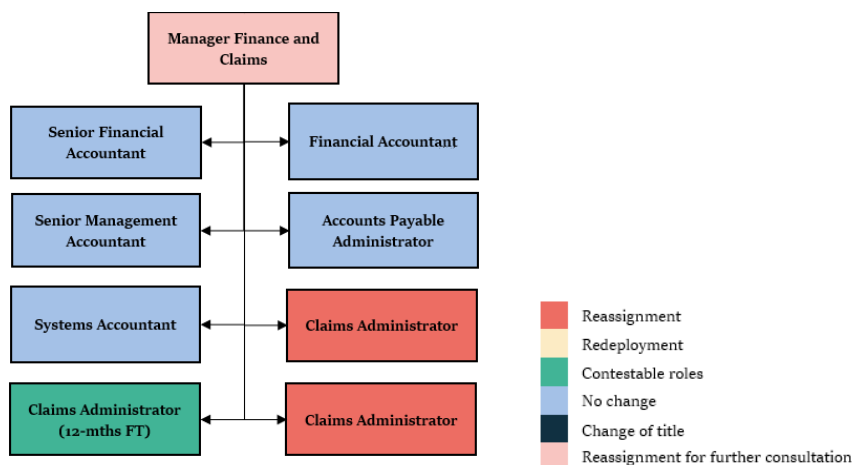
Finance Team

Key submission themes:

- Feedback that the Claims Function could be reassigned to the Finance Team – due to the inter-relationships between Claims processing and payment processing.
- By having the Claims roles reporting into Finance, there wouldn't be the requirement to have an additional management role.

Final Decisions (dependent on the outcome of further consultation):

- To reassign the Claims Function to the Finance Team.
- To reassign the Manager Finance to Manager Finance and Claims.
- To reassign the Claims and QA Administrator role to Claims Administrator in the Finance and Claims Team.
- To reassign the Claims Administrator role to the Claims Administrator in the Finance and Claims Team.
- To add a 12-month fixed term Claims Administrator role



There are several reasons driving this change:

- To provide a centralised function.
- The Claims function currently services other parts of EECA (e.g., Transport and Business).
- There are strong connections with the Finance Team.

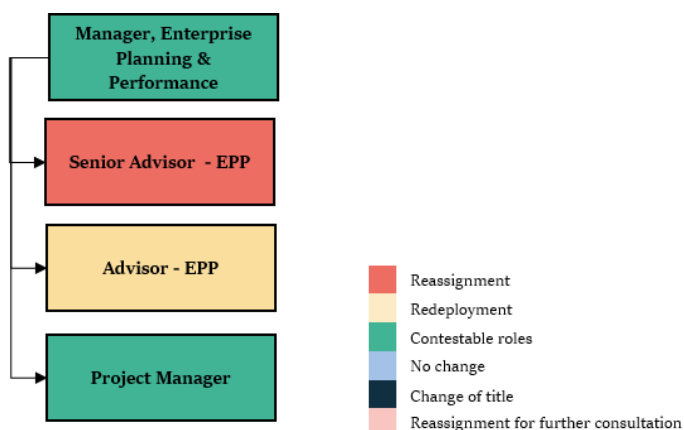
Enterprise Planning and Performance Team

Key submission themes:

- Strong support for this function.
- It should be led by a manager rather than a lead.
- Clarification of roles and responsibilities (e.g., accountability for Minister’s reporting will be with the Policy & Engagement Team).
- Feedback that EECA needs more Project Management expertise (focussed on internal projects, e.g., ICT projects).

Final Decisions:

- A new Enterprise Planning and Performance Manager role is created.
- The Senior Accountability Advisor role is reassigned to this team.
- The Accountability and Policy Advisor role is redeployed to this team.
- A new Project Manager role is created.



There are several reasons driving this change:

- Help plan and implement EECA’s strategy in a coordinated way across the organisation.
- Improve the flow of financial and non-financial information across EECA.
- A need for a more coordinated approach to performance monitoring and accountability.
- Provide centralised project management expertise to be deployed across the business as required.

Delivery and Partnerships Group

EECA's programme delivery and market engagement activity is integrated into one group reporting to a Group Manager.

1. At the Leadership Group Level:
 - a. Amalgamate the market facing teams under one Group Manager.
2. At the Team level:
 - a. Disestablish the GIDI Clean Tech team.
 - b. Disestablish the EV Charging team.
 - c. Disestablish the WKH New team.
 - d. Amalgamate the Business Portfolio and Public Sector teams.

Transport Team – change to Funds Delivery Team

With the principle of having function-based teams, and to address the current state of Transport operating as a separate workstream, I would like to see the focus of the team change to be a broader funds delivery team.

In terms of EV Charging infrastructure delivery, the Minister for Energy has signalled that he would like to see a change of approach. The final funding available will not be known until Budget 2024 and it will be later in the year before our role is made clearer. Should EECA be in the position of assisting with delivery in this space as a result, the revised structure as outlined in this document would be able to accommodate this.

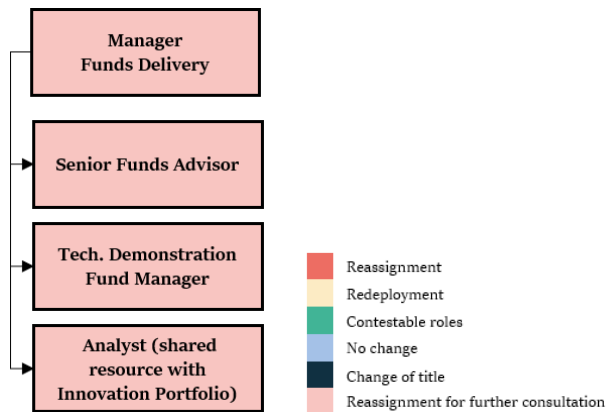
Key submission themes:

- That the function of the team should provide Funding rounds/opportunities across the spectrum of energy, (stationary, transport, renewable) including the focus on technology and innovation.
- To align roles with functions of teams.

Final Decisions (dependent on the outcome of further consultation):

- To concentrate the focus for the team to run funding rounds with an emphasis on technology demonstration and innovation-based projects – with a wider brief than solely Transport.
- It is envisaged that this team will work closely with the Innovation Portfolio Team along with the other market facing teams.
- To realign roles to functions.
- To rename the team to the Funds Delivery Team.
- To reassign the Manager Transport to Manager Funds Delivery.
- To reassign the LET Senior Funds Advisor to Senior Funds Advisor.
- To reassign the Account Manager Transport to Contract Manager Transport in the Contract Management Team (as outlined in the proposal for consultation).

- To reassign the Transport Business Development Manager to Regional Manager Transport in the Market Engagement Team.
- To reassign the Technology Demonstration Fund Manager to the Funds Delivery team.
- The Analyst role to be a shared resource with the Innovation Portfolio Team.



There are several reasons driving this change:

- Moving to a model where teams are established by function.
- Alignment of transport contract management into the Contract Management Team.
- Alignment of business transport engagement into the Market Engagement Team.
- Alignment of the Technology Demonstration Fund with other funding rounds.

Market Partnerships Team

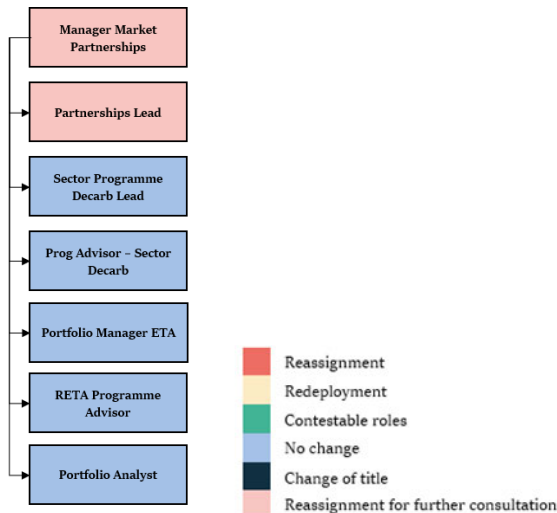
Key submission themes:

- The team covers a breadth of functions and where it should best focus.
- Where the Tech Demo fund should sit.
- Where the Product Lead role should sit.
- How programme and product design should work.

Final Decisions (subject to further consultation):

- The Products and Partnerships team is renamed Market Partnerships.
- The focus of the team to be on Partnerships - a 'one to many' focussed delivery team, including ETA/RETA, Sector Programme and Industry development as channels, which includes partnerships with CEP, BANZ, REA and responsibility for NABERSNZ.
- Accountability for product development no longer sits with this team.
- Accountability for the Tech Demo fund no longer sits with this team.
- The Manager Products and Partnerships is reassigned to Manager Market Partnerships (subject to further consultation).
- The Product lead is reassigned to the Innovation Portfolio Team (subject to further consultation).

- The Technology Development Fund Manager is reassigned to the Funds Delivery Team (subject to further consultation).
- The Business Products and Partnership Lead is reassigned to Partnerships Lead (subject to further consultation).



There are several reasons driving this change:

- Focussing the team on the function of engagement and partnerships in the wider sector and industry level.

Market Engagement Team

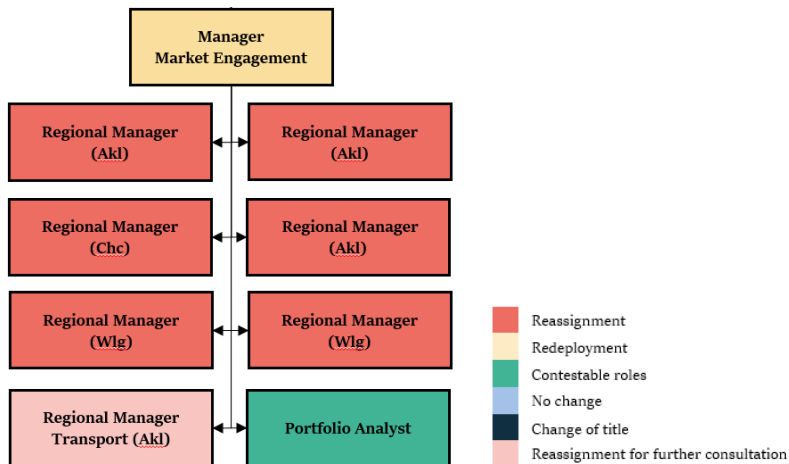
Key submission themes:

- Support for the amalgamation of the teams.
- Feedback for Transport direct engagement to be included in this team.
- The scope of engagement to be widened to include stakeholders such as EDBs.
- To have a more regional focus.

Final Decisions:

- The Business Portfolio Team and the Public Sector Team are amalgamated into one Market Engagement Team.
- The Manager Public Sector role is redeployed to the role of Manager Market Engagement.
- The Manager Business Portfolio role (a current vacancy) is disestablished.
- There is one Portfolio Analyst role for the team, meaning a contestable process for that position.
- The Account Manager Public Sector role based in Wellington is disestablished.
- The Transport Development Manager role is reassigned to this team (dependent on the outcome of further consultation).

- The team will transition to a more regional focus, with a wider brief to include greater levels of engagement with wider stakeholders e.g. EDBs.
- Titles will change from Account Managers / Senior Account Managers – to Regional Managers.



There are several reasons driving this change:

- Reduced programme funding.
- Cost reduction.
- Consolidation of direct engagement focus into one team.
- Broadening the focus of the engagement team beyond just business or public agencies, to also include EDBs and fuel/technology suppliers.
- Transitioning to a more regional focus and model of managing relationships.

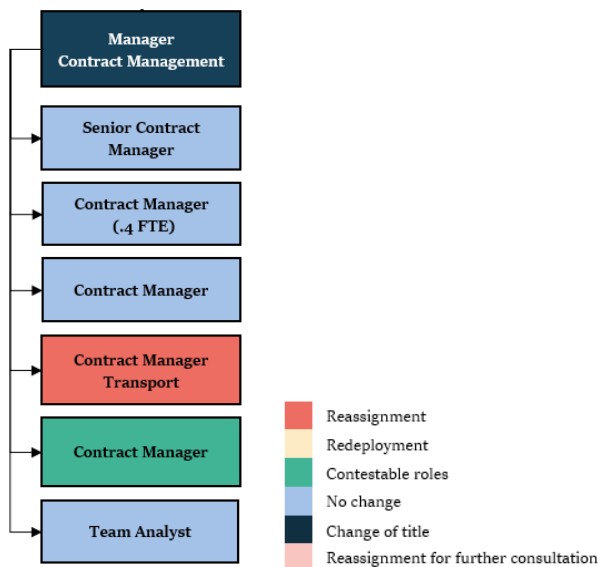
Contract Management Team

Key submission themes:

- With one staff member reducing to .4FTE, feedback on the level of contract manager resourcing.
- Alignment of the title with the function of the team and its roles.

Final Decisions:

- The Investment Management Team is renamed the Contract Management Team.
- The GIDI Product Lead role is disestablished.
- The Account Manager Transport role is reassigned to this team and renamed Contract Manager Transport.
- An additional Contract Manager is added to the team.



There are several reasons driving this change:

- Removal of uncommitted GIDI funding.
- Contract Management is now the main focus of the team.
- Alignment of transport contract management into this team.

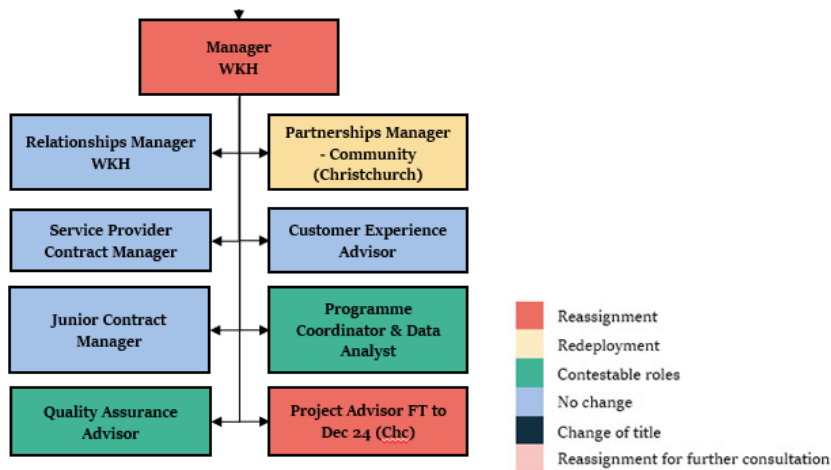
Warmer Kiwi Homes Team

Key submission themes:

- Feedback supporting the relocation of the Claims function to Corporate Services.
- Feedback that there needs to be a QA role, based in the Warmer Kiwi Homes Team.
- Differing feedback on the Community engagement work.

Final Decisions:

- The Claims function moves to Corporate Services, but Quality Assurance remains with Warmer Kiwi Homes.
- The Claims/QA Administrator is reassigned to Claims Administrator in the Finance and Claims Team. (subject to further consultation)
- The Claims Administrator is reassigned to Claims Administrator in the Finance and Claims Team. (subject to further consultation)
- An additional role of Quality Assurance Advisor is added to the Warmer Kiwi Homes team.
- A combined Programme Coordinator and Data Analyst role is created.
- The Manager – WKH New is redeployed into a new Partnerships Manager – Community role based in Christchurch.
- The fixed term (to December 2024) Funds Advisor role is reassigned to a Project Advisor (for the same fixed term period).



There are several reasons driving this change:

- Claims becomes a centralised function.
- Community engagement is important to extend the reach for installing insulation and heating.
- The team requires a permanent coordination resource, which can be combined with the Data Analyst role.

Insights, Data and Communications Group

Key submission themes:

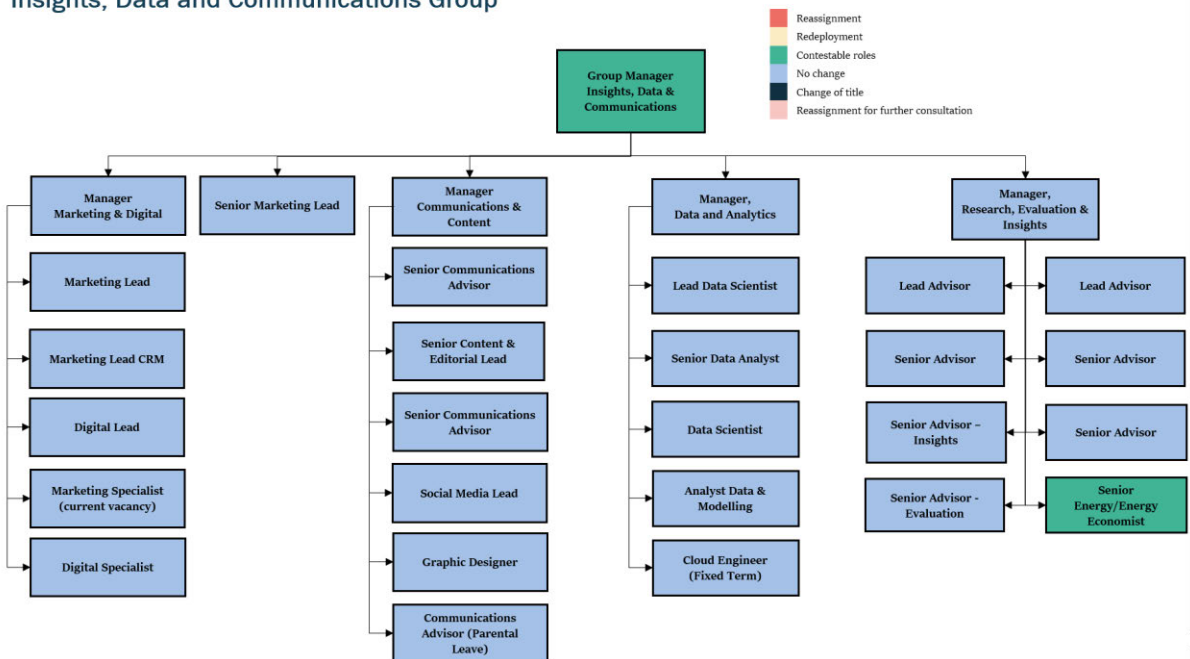
- Support for creation of the new Group.
- Feedback on programme design and where it should sit.

Final Decisions:

The Insights, Data and Communications Group comprises four teams working closely together:

- Data and Analytics Team
- Research Evaluation and Insights Team
- Marketing and Digital Team
- Communications and Content Team.

Insights, Data and Communications Group



There are several reasons driving this change:

- To bring together our marketing and communication function with our data and insights teams, with the aim of driving EECA's data and insights work through our communication and marketing channels, as well as providing support to internal EECA teams and processes.

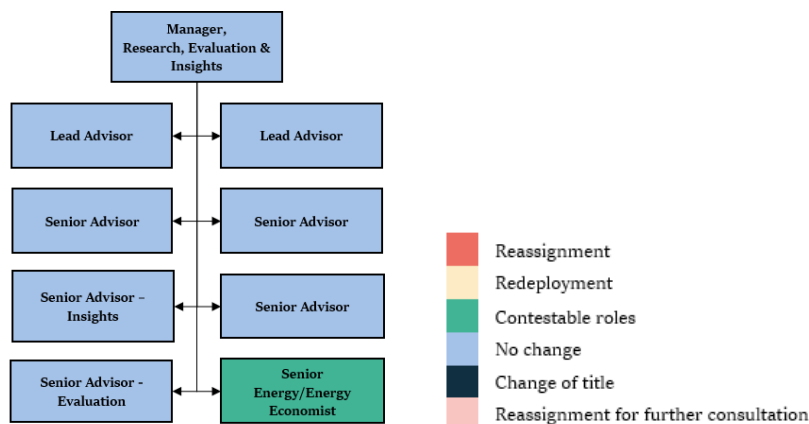
Research Evaluation and Insights Team

Key submission themes:

- Support for creation of the Energy Economist role (with a view that it could be either a junior or Senior Energy Economist).
- Feedback on programme design and where it sits.

Final Decisions:

- The new role will be advertised as a Senior Energy Economist/Energy Economist.



There are several reasons driving this change:

- To increase capacity in areas such as Cost Benefit Analysis and programme evaluation.

Policy and Regulation Group

Policy and Engagement Team

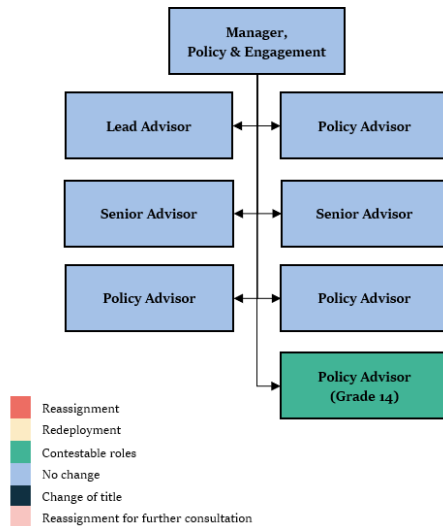
Key submission themes:

- Support for the reduction of one Policy role.
- Support for the establishment of the Enterprise Planning function, and the shift of the two accountability related roles.

Final Decisions:

- The Accountability reporting function is removed from the Policy and Engagement Team.
- The Senior Advisor Accountability role is reassigned to the Enterprise Planning and Performance Team, in the Corporate Services Group.
- The Advisor Accountability and Policy is redeployed to the Enterprise Planning and Performance Team, in the Corporate Services Group.

- There is a reduction of one Policy Advisor at the Grade 14 level, meaning a contestable process for one Policy Advisor Grade 14 role.



There are several reasons driving this change:

- Reduction in capacity related to reduced programme funding.
- The establishment of the Enterprise Planning function.

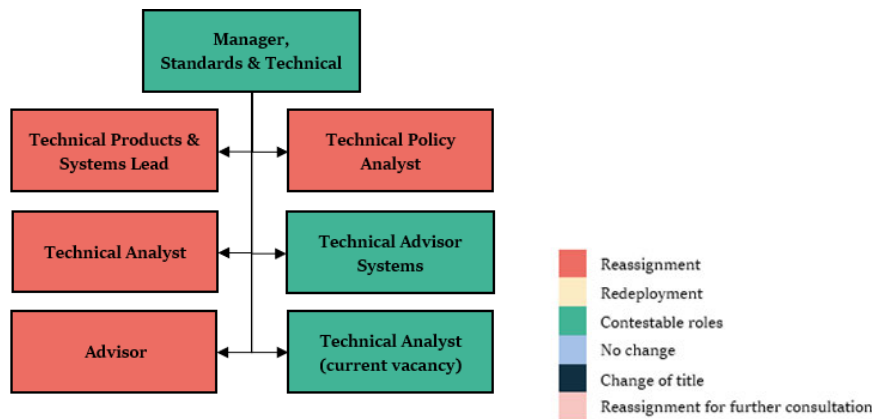
Standards and Technical Team

Key submission themes:

- Differing views as to which roles should be reassigned to this team.
- The importance of the two Standards and Regulations teams continuing to work closely together.

Final Decisions:

- The Standards and Technical Teams has a focus on the development of standards, representation on international committees, technical advice and expertise, along with stakeholder engagement.
- A new Manager Standards and Technical role is created.
- The Technical Product and Systems Lead is reassigned to this team.
- The Technical Policy Analyst is reassigned to this team.
- The Technical Analyst role is reassigned to this team.
- The Advisor role is reassigned to this team.
- A new Technical Advisor - Systems role is created.
- The Technical Analyst role (current vacancy) is reassigned to this team.



There are several reasons driving this change:

- The breadth of the function and the range of activity in the Standards and Regulation function has become unwieldy for one team.
- Capability and capacity building.
- Aligning all technical roles into one functional team.

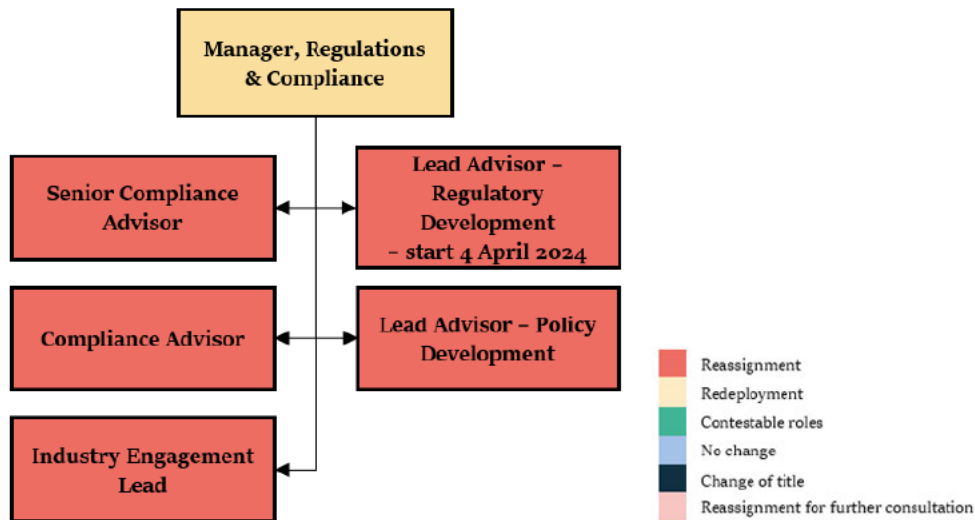
Regulations and Compliance Team

Key submission themes:

- Differing views as to which roles should be reassigned to this team.
- The importance of the two Standards and Regulations teams continuing to work closely together.
- Whether the Coordinator role is required (based on previous incumbents' workloads).

Final Decisions:

- The Regulations and Compliance Team has a focus on drafting rules and regulations; assisting industry to comply – through guidance and information; compliance which includes monitoring, surveillance, check testing; and enforcement which includes enforceable actions, notices and prosecutions.
- The current Manager Standards and Regulations is redeployed to this team.
- The Lead Advisor Regulatory Development role (start date effective 4 April 2024) is reassigned to this team.
- The Lead Advisor – Policy Development is reassigned to this team.
- The Industry Engagement Lead is reassigned to this team.
- The Senior Compliance Advisor is reassigned to this team.
- The Compliance Advisor is reassigned to this team.
- The Team Coordinator role (current vacancy) is disestablished.



There are several reasons for driving this change:

There are several reasons driving this proposed change:

- The breadth of the function and the range of activity in the Standards and Regulation function has become unwieldy for one team.
- Capability and capacity building.

Roles for further consultation

As a result of feedback, impacts are proposed (reassignments) for the following roles, which will mean that there will be a consultation period with those staff before a final decision.

Current Position / Team	Proposed Description of Impact
Manager Products and Partnerships	Reassignment to Manager, Market Partnerships
Business Products and Partnerships Lead	Reassignment to Partnerships Lead, in the Market Partnerships Team
Product Lead, Products and Partnerships	Reassignment to Innovation Portfolio Team
Technology Demonstration Fund Manager	Reassignment to Funds Delivery Team
Manager Transport	Reassignment to the Funds Delivery Team, with a change in title 'Manager, Funds Delivery'
LET Senior Funds Advisor	Reassignment to 'Senior Funds Advisor' in the Funds Delivery Team
Transport Business Development	Reassignment to 'Regional Manager – Transport' in the Market Engagement Team

Current Position / Team	Proposed Description of Impact
Portfolio Analyst Transport	Reassignment as a shared Analyst resource for the Funds Delivery and Innovation Teams, reporting to the Manager, Funds Delivery
Manager Finance	Reassignment to Manager, Finance and Claims
Claims/QA Administrator WKH	Reassignment to Claims Administrator, Finance and Claims Team
Claims Administrator WKH	Reassignment to Claims Administrator, Finance and Claims Team

Transitional work

Some pieces of work have been identified as requiring transitional resource through to 30 June 2024. Communication with those staff will occur as part of the communication of the final decision.

Title changes

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

In addition, to signal and reinforce a team-based approach at the management level, these title changes will be made:

- Leadership Group to Leadership Team.
- Wider Leadership Group to Wider Leadership Team.

Wider Leadership Team

The Wider Leadership Team (WLT) plays an important role at EECA, although more work can be done to clarify its purpose and unlock value. As part of this change process, the WLT will be expanded to include Senior Leads alongside Managers as both types of staff have leadership responsibilities.

One important purpose of WLT is to share information, but the team will also be tasked to consider how EECA makes best use of the broad skill sets available in the organisation, and how leadership can support mentoring and development more broadly.

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.

Fixed Term roles

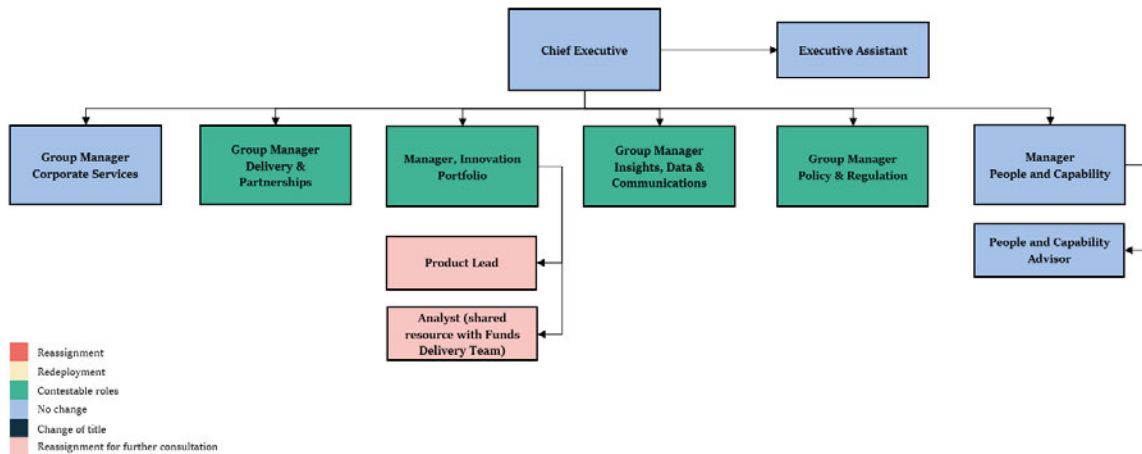
Staff engaged on fixed term employment positions not included on the organisation charts below will finish their fixed terms as follows:

- Intern, REI Team Fixed Term ends 24 April 2024
- Commercial EV Lead, EV Team Fixed term ends 1 May 2024
- Biomass Lead, Products and Partnerships Team Fixed term ends 28 June 2024
- Training Materials Coordinator, WKH Team Fixed Term ends 28 June 2024
- WKH Administrator, WKH Team Fixed term ends 28 June 2024
- Marketing Lead, Marketing Team Fixed term ends 28 June 2024
- Programme Delivery Advisor, Homes/Transport/Govt Group Fixed term ends 30 June 2024

New organisational structures by Group

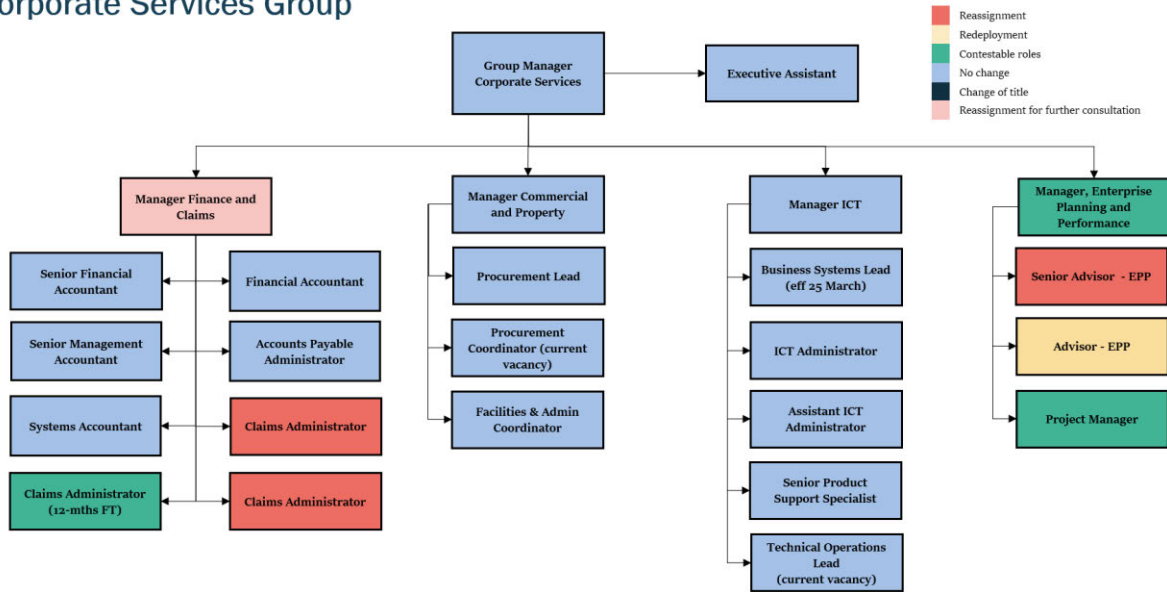
Chief Executive's Office

Chief Executive's Office



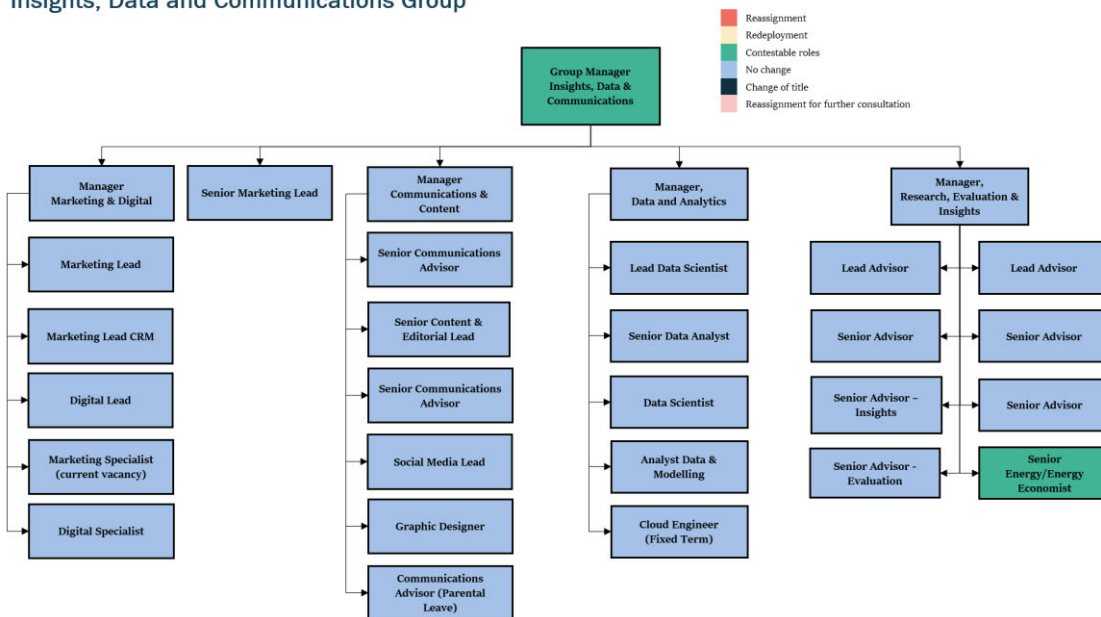
Corporate Services

Corporate Services Group

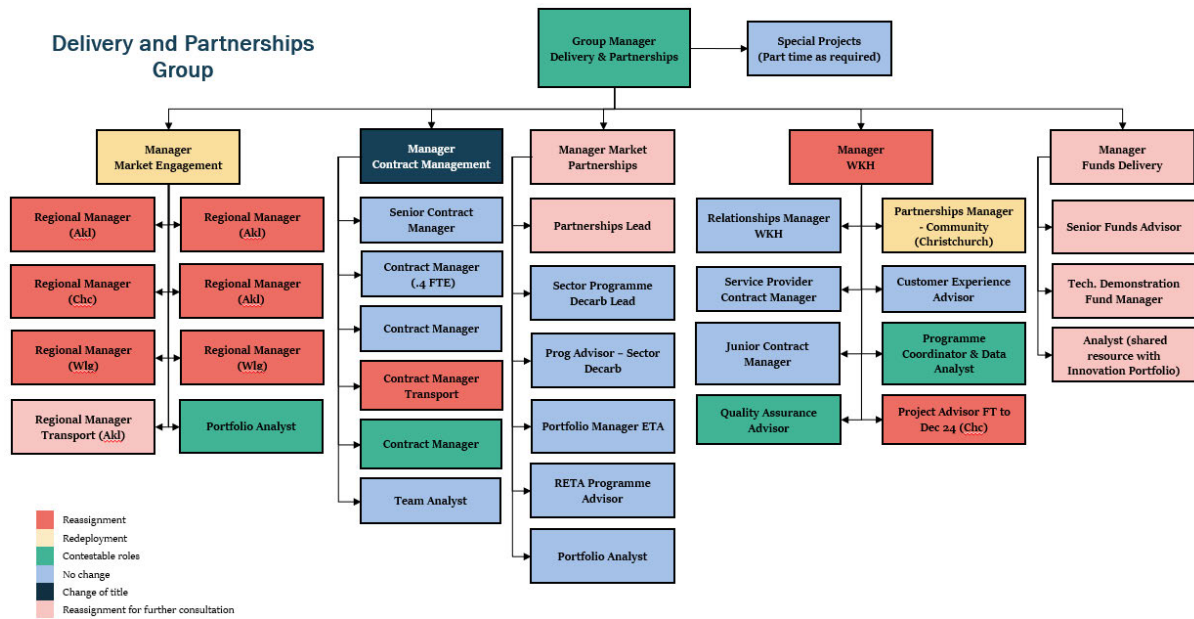


Insights, Data and Communications

Insights, Data and Communications Group

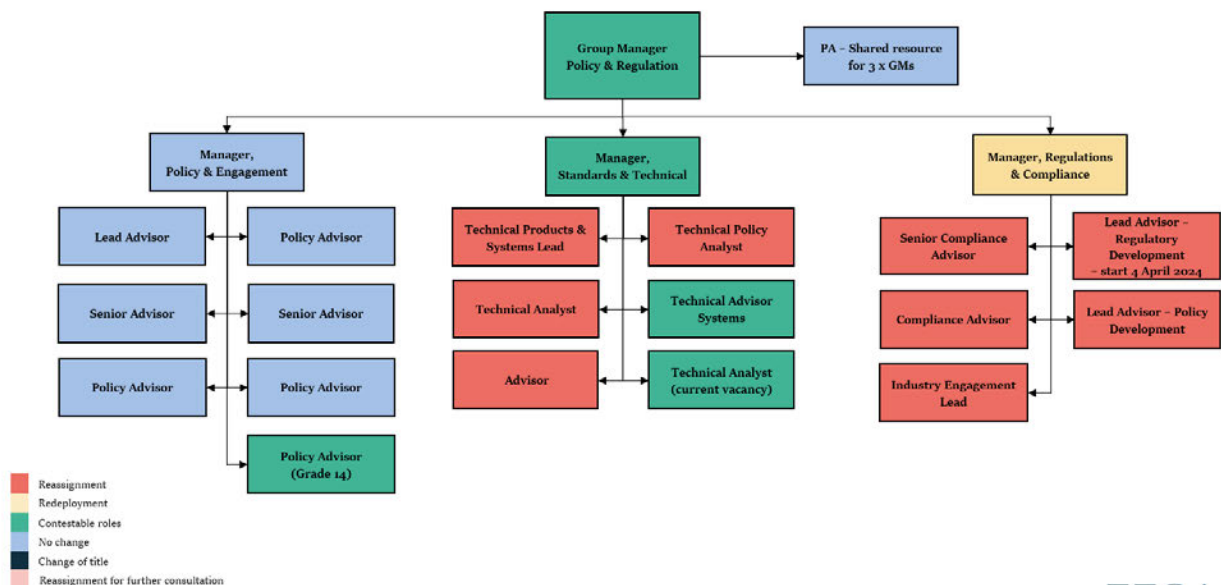


Delivery and Partnerships



Policy and Regulation

Policy and Regulation Group



SUMMARY OF POSITION IMPACTS

The following table summarises the impact on existing positions, by current teams. New contestable positions are then listed on page 34.

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

Current Team / Position	Description of Impact
CE's Office	
Group Manager Business	Disestablishment of role
Group Manager Homes/Transport/Government	Disestablishment of role
Group Manager Marketing & Communications	Disestablishment of role
Group Manager Strategy Insights & Regulations	Disestablishment of role
GIDI Clean Tech	
Manager GIDI Clean Tech	Disestablishment of role
Supplier Engagement Lead	Disestablishment of role
ERS Products Lead	Disestablishment of role
Senior Technical Analyst	Disestablishment of role
Team Analyst GIDI Clean Tech	Disestablishment of role
Investment Management	
GIDI Product Lead	Disestablishment of role
EV Charging	
Manager EV Charging	Disestablishment of role
WKH New	
Manager WKH New	Redeployment to Partnerships Manager – Community, WKH based in Christchurch
Funds Advisor WKH New (Fixed Term)	Reassignment to Fixed Term Project Advisor, WKH based in Christchurch
Public Sector	
Manager Public Sector	Redeployment to Manager, Market Engagement role
Account Manager Public Sector (Wellington)	Disestablishment of role

Current Team / Position	Description of Impact
Portfolio Analyst Public Sector	Disestablishment of role. Contestable process for 1 role.
Account Manager Public Sector (Auckland)	Reassign to amalgamated Market Engagement Team, with new title
Senior Account Manager Public Sector (Christchurch)	Reassign to amalgamated Market Engagement Team, with new title
Business	
Portfolio Analyst Business	Disestablishment of role. Contestable process for 1 role.
Senior Account Manager Business x 2 (Auckland)	Reassign to amalgamated Market Engagement Team, with new title
Senior Account Manager Business (Wellington)	Reassign to amalgamated Market Engagement Team, with new title
Senior Account Manager Business (SMEs)	Reassign to amalgamated Market Engagement Team, with new title
Products and Partnerships	Change of Team title to Market Partnerships
Manager, Products and Partnerships	Reassign to Manager, Market Partnerships (subject to further consultation)
Business Products Partnerships Lead	Reassign to Partnerships Lead in the Market Partnerships Team (subject to further consultation)
Product Lead	Reassign to the Innovation Portfolio Team (subject to further consultation)
Technology Demonstration Fund Manager	Reassign to the Funds Delivery Team (subject to further consultation)
WKH	
Manager WKH	Reassign (removal of Claims)
Claims Administrator	Reassign to Finance and Claims Team (subject to further consultation)
Claims QA Administrator	Reassign to Claims Administrator in Finance and Claims Team (subject to further consultation)
Transport	Change of Team title to Funds Delivery
Account Manager	Reassign to Contract Manager - Transport, in the Contract Management Team

Current Team / Position	Description of Impact
Transport Development Manager	Reassign to Regional Manager – Transport, in the Market Engagement Team (subject to further consultation)
Manager Transport	Reassign to Manager Funds Delivery (subject to further consultation)
LET Senior Funds Advisor	Reassign to Senior Funds Advisor (subject to further consultation)
Analyst	Reassign to shared resource with Innovation Portfolio Team (subject to further consultation)
Marketing & Digital, Communications & Content Teams & Senior Marketing Lead	
All roles	Reassign to new Group – Insights, Data and Communications
REI and Data & Analytics teams	
All roles	Reassign to new Group – Insights, Data and Communications
Strategy Insights and Regulations	
Strategy Lead	Disestablishment of role
Technical Product and Systems Lead	Reassign to new Standards and Technical Team
Policy and Engagement	
Policy Advisor (Grade 14) x 2	Disestablishment of role. Contestable process for 1 role.
Senior Advisor Accountability	Reassign to new Enterprise Planning and Performance team
Accountability & Policy Advisor	Redeploy to new Enterprise Planning and Performance team
Standards and Regulations	
Manager Standards & Regulations	Redeploy to Manager, Regulations and Compliance, in the Regulations and Compliance Team
Industry Engagement Lead	Reassign to Regulations and Compliance Team
Senior Compliance Advisor	Reassign to Regulations and Compliance Team
Compliance Advisor	Reassign to Regulations and Compliance Team

Current Team / Position	Description of Impact
Lead Advisor, Policy Development	Reassign to Regulations and Compliance Team
Lead Advisor, Regulatory Development (effective 4 April 2024)	Reassign to Regulations and Compliance Team
Advisor	Reassign to Standards and Technical Team
Technical Policy Analyst	Reassign to Standards and Technical Team
Technical Analyst	Reassign to Standards and Technical Team
Commercial and Property	
Senior Procurement Advisor	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
- 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.

New Positions - Contestable

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

Position	Recruitment Approach
GM Delivery & Partnerships	Internal
GM Insights, Data & Communications	Internal/External
GM Policy and Regulation	Internal
Manager, Innovation Portfolio	Internal
Manager Enterprise Planning and Performance	Internal/External
Project Manager, Enterprise Planning and Performance Team	Internal/External
Senior Energy Economist/Energy Economist, REI Team	Internal/External
Manager, Standards and Technical	Internal/External
Technical Analyst, Standards and Technical Team	Internal
Technical Advisor Systems, Standards & Technical Team	Internal
Contract Manager, Contract Management Team	Internal
Policy Advisor (Grade 14), Policy & Engagement Team	Internal
Portfolio Analyst, Market Engagement Team	Internal
Programme Coordinator/Data Analyst, WKH Team	Internal
Quality Assurance Advisor, WKH Team	Internal
Claims Administrator, Finance and Claims Team (FT 12 months)	Internal
Marketing Specialist, Marketing and Digital Team (current vacancy)	Internal (then external if not filled)

Contestable Recruitment Process

The contestable recruitment process will be managed by the People and Capability 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: a People and Capability representative, the people manager and one other (to be determined based on the role).

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

The contestable recruitment process is that:

- People and Capability will seek expressions of interest about which positions individuals are interested in applying for.
- People and Capability will then accept applications for each of the positions, and then candidates will be assessed against the selection criteria.
- Assessment criteria will be supplied 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 timeframes.
- People and Capability is committed to ensuring this process is as efficient, equitable and transparent as possible.

We will be advising an overall schedule of recruitments by Monday 25 March 2024.

Appointment to another permanent role

Where disestablished staff accept a new position on a lower grade than their disestablished position, an equalisation allowance to make up the difference in salary will be paid for two years.

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 People and Capability team.

Transition to the new structure

The timeframes for transition to the new structure will be dependent on the outcome and timing of appointments to roles as a result of recruitment processes. There will be a structured approach to this, which includes a number of associated process changes in the Finance System, HR System, ICT – Outlook and Intranet etc.

An update and schedule for these activities will be provided, once outcomes of recruitments are confirmed.

FAQs

For staff who have been redeployed or reassigned to a role, will they get a new JD? For example, would their role requirements change?

Yes, all staff who are redeployed or reassigned will receive a draft JD for them and their manager to discuss and finalise.

What happens if I am away from EECA or on leave when positions will be advertised?

We have made an undertaking that no one will be disadvantaged by being absent during the advertising and appointment process. If necessary, the selection process for a position(s) will be delayed to allow all interviews to be completed.

If you are planning to be away, please advise the P&C team and if possible, provide an email address so that we can keep in touch with you.

If I am confirmed in a role, can I apply for other positions that are vacant?

Yes, all staff confirmed in a role may also apply for any of the positions advertised. If you are then appointed to that position, then your existing position would potentially be advertised.

Who will do our new work? (I assume the answer to this is that we'll do a stop start keep exercise, and ask people whose roles aren't affected to pick this up and be flexible for the greater good)

Workload management and prioritisation will be important as we go through a period of transition. This will be the responsibility of the respective GMs and Managers. This will be determined as part of the above question. Resourcing requirements in Groups will require activity to be reprioritised with different levels of resourcing – and some activities will need to be stopped or paused accordingly.

The Enterprise Planning and Performance Team will assist the LG to elevate decision making and the direction of future travel. Informed leadership decision that is communicated clearly along with regular monitoring.

What will the contestable recruitment process look like?

- Expressions of interest for roles will be asked for – by way of a short form to complete (staff don't need to write extensive applications or CVs)
- People can indicate if they would like to apply for more than one role.
- Selection criteria will be advised in advance of interviews to the applicants for the different roles.
- There may be a staged approach to interviews. Once we are at that point, we will provide further guidance to those involved.

What form/s of assessment should we prepare for?

Interview, with the selection criteria advised in advance. If only one candidate applies, it may be a desktop exercise.

Are the contestable roles available to everyone within EECA or only to those who are affected by the change process?

Contestable roles are available to everyone within EECA, and EECA has an obligation to appoint the best person to the role. EECA also has an obligation to those permanent employees whose roles are confirmed as being disestablished. Where a role is advertised and the skill and experience levels are similar between applicants, EECA has an obligation to offer the role to the disestablished permanent employee first.

Connection of structure to strategy

The intent of the structure is to move away from the hard coded focus areas and concentrate more broadly on the levers. I'm hoping for a move to a more horizontal rather than vertical approach to how we work. After the conclusion of the organisational change process, we will be able to spend more time on the detail of this.

Managing Change at EECA

Submissions were received querying the approach to redeployment and reassignments, as opposed to contestability of roles. EECA's management of change policy provides the guiding principles that EECA follows.

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, EECA is offering career transition support services to impacted staff. Please contact Jacqui Agar to access this.

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

- www.eapservices.co.nz/request-an-appointment/
- Phone: **0800 327 669**

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

9(2)(a)

¹ HR017 Management of Organisational Change Policy - May 2013. [HR017 Management of Organisational Change_2023-03-22T00_54_44.3770708Z.doc \(sharepoint.com\)](#)

² Section 6 'Management of Change', Page 23, EECA and PSA Collective Agreement 2023-2025.

Next Steps

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

Activity	Date
Present final decision and embargoed document to PSA	21 March
Present final decision to affected staff	21 March
Present final decision to impacted teams	22 March
Advise final decision to all of EECA via the Intranet by 4pm	22 March
Recruitment processes commence	25 March
Further Consultation closes on specified roles	28 March
Begin transition to new structure	To be confirmed dependent on the outcomes of recruitment
Completion of the transition	By 30 June 2024

Appendix 1 Current Organisation Chart

9(2)(a)

9(2)(a)

9(2)(a)

Appendix 2: Job descriptions for contestable positions

This will be posted as a separate document on the Intranet.