

## **Consultation Document**

## **Location Information**

29 May 2017

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# 1 Introduction

Kia ora koutou

Firstly, I would like to acknowledge that change is difficult and I know the personal impact it has on those individuals affected by the change. From my own experience, I want to ensure this change is managed in a way that provides everyone with as much certainty as quickly as possible. I can assure you, I would never have conducted this process if I wasn't sure it was the only way we are going to make the difference that we need to make. We have the opportunity of creating something great and making the biggest difference to New Zealand and New Zealanders. I want us to embrace this opportunity with both hands.

Part of this is creating a step change in the way we lead and influence across the property and location systems. The challenge for us is to ensure we can shift and organise our limited capability to where we can create the biggest value.

With our Executive Leadership Team in place, the time is right to consider how Location Information (LI) can contribute to LINZ's goals, and what we need in place to do this.

## The opportunity for Location Information

There is a real opportunity for Location Information to organise ourselves in a way that will:

- help deliver on LINZ's tenfold goal
- actively respond to changing technology and the change this impacts on our customers, now and into the future
- tell and sell our story with customers and stakeholders
- connect with the spatial industry more overtly
- recognise and influence the property and location systems
- act with a 'one-LINZ' voice

This first stage of change to Location Information's structure is at a high level. Further down the track, LI Group Managers (GMs) will consider what is required within their own teams and make the necessary changes that will focus our efforts to make the biggest difference for New Zealand.

## Next steps

As I outlined above, this is not a step I have entered into lightly. These are difficult decisions and I want us to move through this process and create certainty as soon as possible. Manaaki is an important part of my approach to this conversation – that we take care of and respect each other.

I welcome your thoughts and feedback on the proposals, and I encourage you to speak with me directly if you wish to do so.

Jan Pierce  
Deputy Chief Executive  
Location Information

## 2 Background and context

This document contains proposals for changes to the structure of the Location Information (LI) Business Group.

The priority for LINZ is to build a high performing organisation that is focused on achieving our vision, goal and strategic objectives:



To be a high performing organisation means considering:

- How we work – our systems and processes
- What we work on – priorities, areas of focus
- How we organise ourselves – as virtual teams or structurally

We have implemented the new Executive Leadership Team (ELT) structure to help us become a high performing organisation.

Sector Data Programmes (SDP) transferred to LI as part of this high level change. This was to align our work in the geographic data area into one group.

Each Deputy Chief Executive (DCE) is now considering how best to organise their Groups to align and deliver to LINZ's strategic objectives. Location Information (LI) will be the first Group to do this with others to follow.

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In developing LI's direction and proposed structure, we have used Chief Executive, Andrew Crisp's guiding principles which informed the ELT changes. These principles will inform all other LINZ changes:

- Keep it simple – be clear on what we want to achieve and why we are doing it
- Keep engaged – keep our people and stakeholders engaged and connected at the right time
- Agility – strengthen our resilience and capability to be agile and work positively in our changing environment and context
- Pace and urgency matter – it is vital that due consideration goes into any actions that result and that we implement any change with pace and urgency so that our people have clarity and certainty.

Andrew has been clear that LINZ will need to continue to make adjustments to meet shifting demands and environments so that as an organisation we remain agile and prepared for the future.

### 3 The Case for Change

Unlike most other countries opening up their geographic information, we are in a unique position in New Zealand as we are geographically isolated, and have only two levels of government (local and central). This means we have to find our own unique way to open up geographic information.

Within LI, a transformation has already begun to move from a products based operating model to a digital / data centric model. What this means right now is that we need to understand both our current and future states in terms of functions and capability so that we can maintain delivery of core activity while preparing for a future that has a digital default.

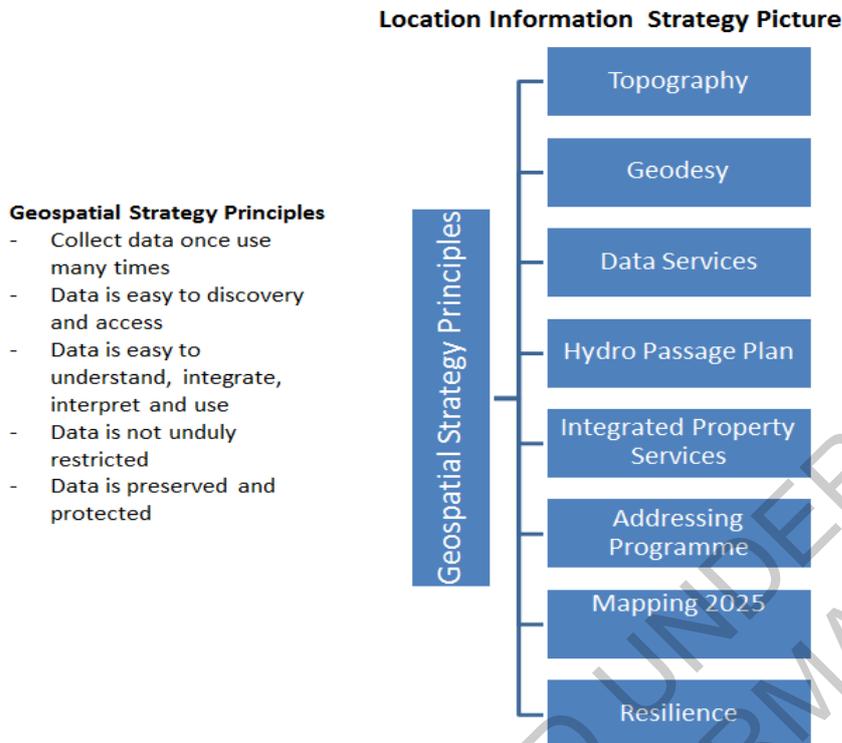
Given the changing demands of our customers and advancing technologies as well as our limited capacity **it's critical** our efforts are focused on making the biggest difference. We must also ensure we are more joined up in the property and location systems and leverage collective resources across these systems.

To understand how LI can best address these opportunities, a piece of work was commissioned to assist our understanding the current roles, responsibilities and functions in LI. This was the **Information Gathering Exercise conducted by Deidre Hill. This report presented LI's current state and posed a number of questions to be considered to ensure LI aligns with LINZ's strategic direction. Teams and individuals across LI were consulted in the report's development.**

LILT considered the questions this review raised and, in doing so, concluded an LI strategy is needed. **The LI strategy will align and connect LI's individual team strategies and development programmes for which we have responsibility, to LINZ's overall strategic direction.** The intent of the LI strategy is very clear with the final wording to be confirmed. The Group need to align our structure around making the biggest impact to the power of where and our tenfold goal.

This change also drew on a review of the Geospatial work programme completed in 2016 by Andy Coote. This review consulted widely both internally and externally.

This change has also considered the LI strategic environment as outlined below in the LI Strategy Picture:



The focus of this proposal is to enable LI to help LINZ make the step change required as a system leader. This means influencing and connecting across the sectors, and being deliberate in the way we work with our partners, so that we can create the right conversations and opportunities, and to leverage the expertise and knowledge of others to help achieve our wider goals.

### 3.1 Design Principles

In addition to the guiding principles used by the CE for his high level change, the following design principles have guided the preparation of this change proposal specifically for LI:

The proposed design will enable:

- The biggest positive impact for LINZ's customers and stakeholders (towards the tenfold increase)
- The best utilisation of the capability and resources across LI
- The best way to focus our efforts
- Clear roles and responsibilities
- Minimal key person risk and provide for succession planning

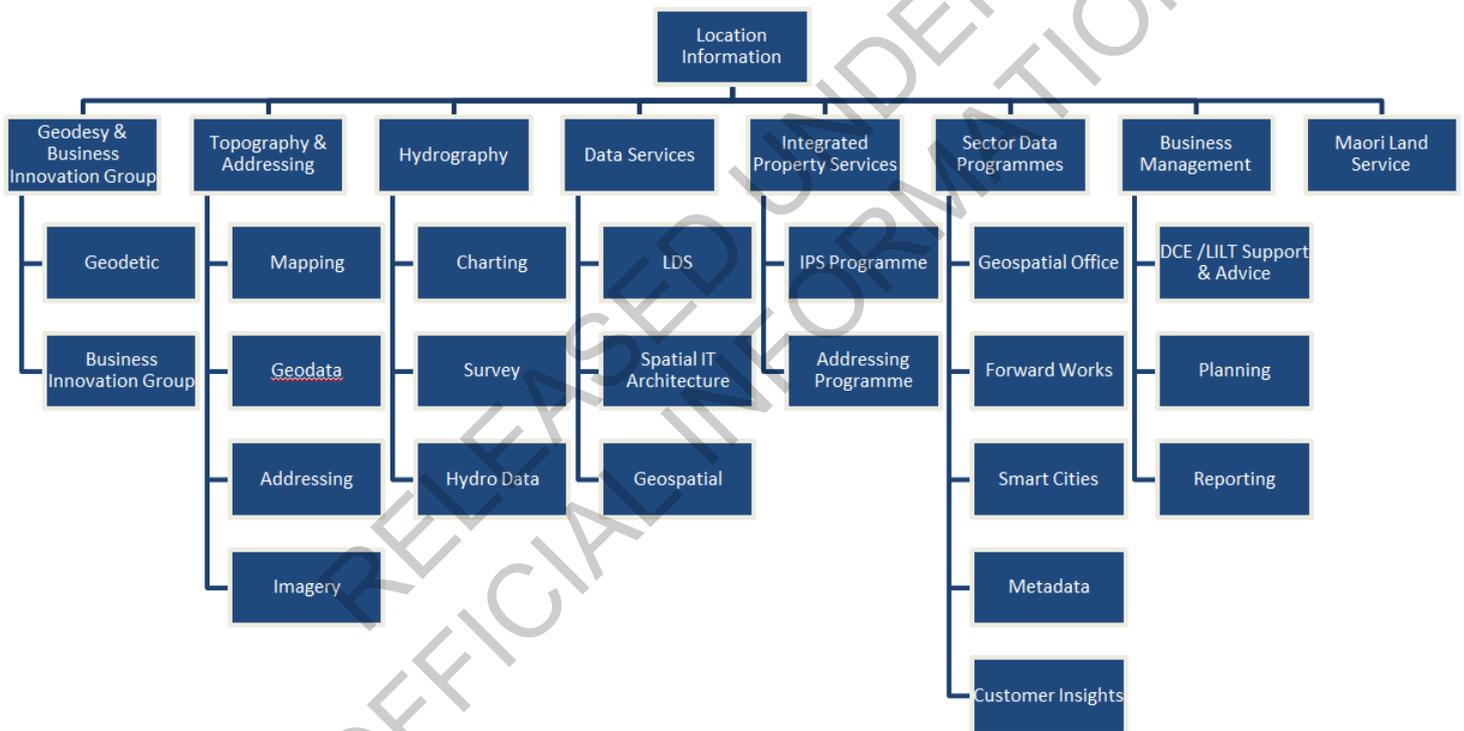
# 4 Proposal

We require a structure that will enable LI to focus and align our efforts to deliver LINZ's strategic objectives, enable the Group to work in a more connected way, and maximise LI's capacity and resources.

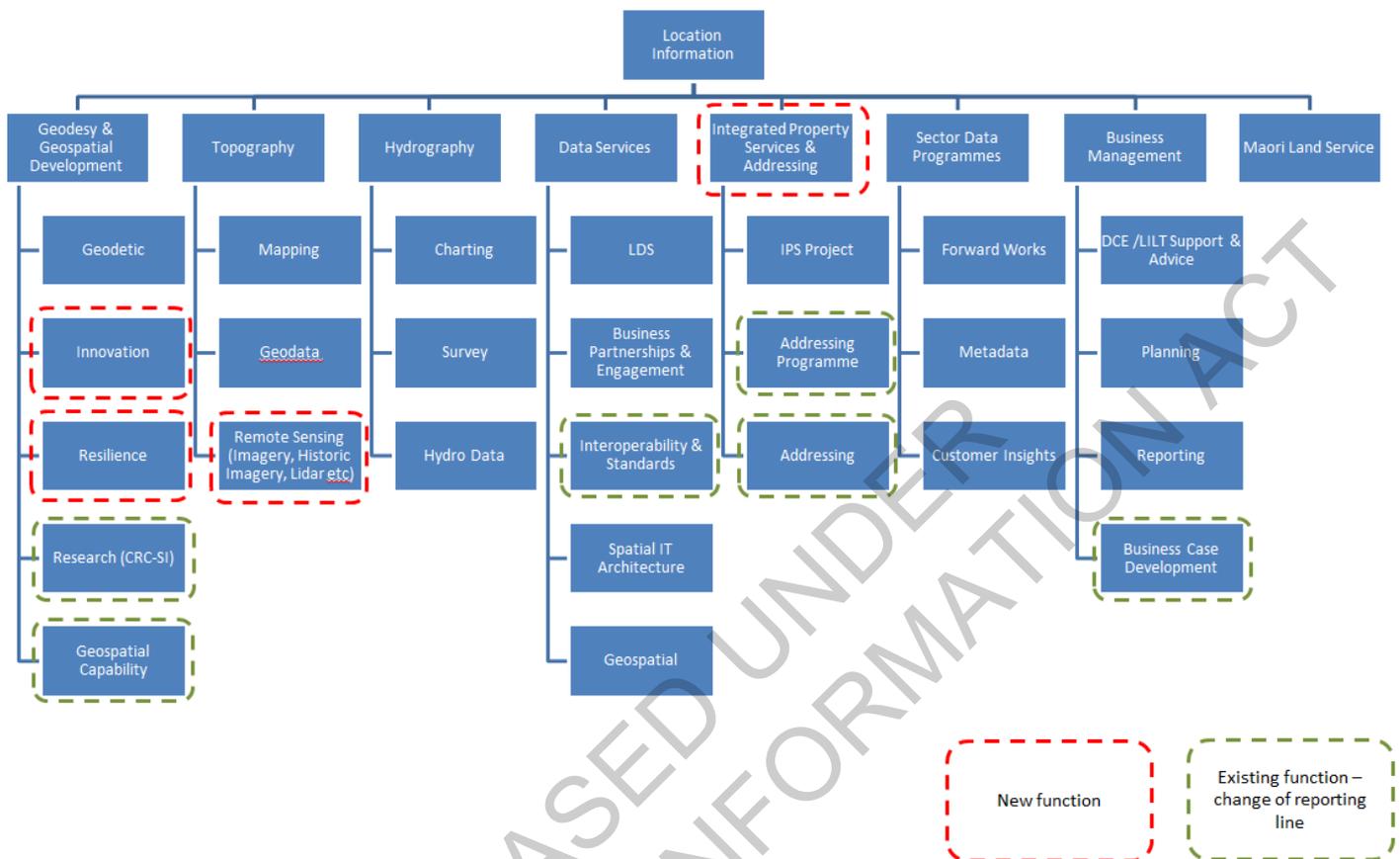
The current LI functional structure is outlined below, followed by the proposed functional structure.

As noted earlier, the proposed functional changes are at a high level. Please note that as each Group Manager consider their areas and how they best align to achieving our priorities, further change is highly likely.

## 4.1 Current Functional Structure



## 4.2 Proposed Functional Structure



## 4.3 Functions and Responsibilities

### 4.3.1 Sector Data Programmes (SDP)

- Most of the programmes of work for SDP, including MetaData, Smart Cities and Forward Works are transitioning or complete.
- To ensure the geospatial strategy principles are fully integrated into **LI's** work, it is proposed that other functionality which currently falls under the SDI umbrella are **focused to provide the most value and aligned to LINZ's strategic objectives**. More detail on the proposed changes is outlined below.
- As a consequence, it is proposed the Sector Data Programmes team be disestablished as a separate entity, however this will take time as we work through the transition of SDP programmes.
- As LI reprioritises its work programme **to align with LINZ's strategic objectives** there is no longer a need for single point of leadership for SDI. The focus of the leadership needs to be where it can provide the most value and the geospatial strategy principles would be integrated across LI. Therefore, it is proposed that the role of Chief Steward National SDI is disestablished.
- However, as there will be residual programme management work to be completed, it is proposed that the Group Manager Sector Programmes role would be retained until approximately October 2017. Consequently, it is proposed that the Customer Insights

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team continues to report to the Group Manager Sector Data Programmes role. This would also provide the opportunity for the DCE Strategy and Stewardship to review requirements for her business group, including the assessment of needs in relation to a customer insights function.

### 4.3.2 Geodesy and Geospatial Development

- It is proposed that the Geodesy and BIG team becomes the Geodesy and Geospatial Development team to enhance the system leadership of positioning and innovative thinking in the geospatial area and reflect the new functions of, Innovation and Resilience, and the incorporation of the Research (CRC-SI) and Geospatial Capability functions from SDP.
- Innovation would focus on new technologies, testing the things we do now and our plans for the future. Technology is moving fast and we need to be attuned to this change and look for the best opportunities. This function would have an across LI view.
- Resilience is **one of LINZ's organisational strategic objectives. The aim of this function** would be to continue scoping the resilience work, identifying opportunities and working closely with stakeholders. The focus of this work would be on **the four R's** - Research, Response, Recovery and Reduction. This function would have an across LI view. Therefore, a new role, Manager Resilience is proposed.
- As the Research function needs to be closely aligned with the Innovation function it is proposed that it transfers from Sector Data Programmes to become part of Geodesy and Geospatial Development. For similar reasons, it is proposed that the Geospatial Capability function also becomes part of Geodesy and Geospatial Development to enable working closely and alignment with both the Research and Innovation functions.

### 4.3.3 Data Services

- It is proposed Data Services enhances our system understanding of data customers, connecting with industry and supporting others to use geospatial information internally and publishing LINZ **and other's** geospatial data. It will expand its remit focusing on a wider delivery of data across the system and spatial industry.
- To reflect the above changes, it is proposed to combine the functions of Business Partnerships, currently with Data Services, and Engagement within Sector Data Programmes, and to incorporate the Interoperability and Standards function from the SDP team into Data Services.
- Business Partnerships and Engagement would focus on opportunities for LI by looking at the experience of our customers - bringing the users voice to the work we do, cultivating how we can better work together. It would aim to provide a consultancy service between government agencies that have a geospatial need.
- With Data Services widening its remit across the property and location systems to ensure alignment of work, it is a logical fit for the Interoperability and Standards function to transfer from the Sector Data Programmes team.
- It is proposed that further work to determine how these functions would operate is required as Data Services takes on this proposed wider remit of work. This would be completed by the Group Manager later in the year.

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#### 4.3.4 Integrated Property Services (IPS) and Addressing Programme

- To enhance our contribution to the property system, it is proposed the Integrated Property Services (IPS) and Addressing Programme be confirmed as permanent to **reflect LINZ's commitment to** enabling decisions around property and land use be informed by quality, easily accessible and linked property information.
- **One of LINZ's strategic objectives is to 'Unlock the value of property' and it is proposed** this team would play a key role to increase the value in the property system.
- There is a natural fit for work relating to Integrated Property Services and Addressing to be undertaken within the team to make use of capability and to minimise duplication of effort. As a consequence, it is proposed that the Addressing team would move from the Topography and Addressing team into the IPS and Addressing team.

#### 4.3.5 Topography

- It is proposed to provide a wider focus for our Mapping team, Mapping 2025 will seamlessly map New Zealand, from Aoraki/Mt Cook to the Continental Shelf, to contribute to New **Zealand's economic, social and cultural prosperity**. This will require a system approach to our mapping.
- It is also proposed to bring together Imagery, historic imagery and lidar into one function, Remote Sensing, which would be part of Topography. The coordination of imagery is similar to lidar, and they have similar stakeholders. This function sits well with Topography with a focus on mapping the terrain.
- As a consequence of these, and moving addressing to the IPS and Addressing team, it is proposed that the roles of Group Manager Topography and Addressing, and Manager Location Data be disestablished.

#### 4.3.6 Hydrography

- There are no proposed changes to Hydrography in this proposal. However there are plans in the near future to recruit a Manager Marine Geospatial Data and Products, which is a re-definition of the currently vacant Manager Chart Production role to make it more fit for purpose for future needs role.

#### 4.3.7 Business Management

- As suggested above in other areas, it makes sense to group together functions which need to work closely together. Consequently, the proposal is to expand the work of Business Management to include business case development for LI as well as planning, reporting and providing advice and support to DCE and LILT. This function will provide a closer connection with Corporate.

#### 4.3.8 Business Innovation Group (BIG)

- It is proposed that the BIG team members permanently move to the new functions of Addressing Programme, Business Management, Remote Sensing and Resilience, as outlined above, rather than support them from a central team. Therefore, it is proposed the BIG team is disestablished as an entity.

## 4.4 Impact on current positions

### 4.4.1 Impact on current positions

| Position                                   | Proposed Change   |
|--|-------------------|
| Group Manager Topography and Addressing    | Disestablish role |
| Group Manager Sector Data Programmes (SDP) | Disestablish role |
| Manager Location Data                      | Disestablish role |
| Chief Steward National SDI                 | Disestablish role |

### 4.4.2 New positions

| Position  | Change   |
|---|----------|
| Group Manager Integrated Property Services and Addressing | New role |
| Group Manager Topography                                  | New role |
| Manager Resilience  | New role |

Details of the overview for each new position and the capabilities required follow. Proposed position descriptions for each role are in Appendix 1.

### 4.4.3 Overview of purpose of each proposed new role

- **Group Manager Integrated Property Services and Addressing** – leads the development of the Integrated Property Services programme and Addressing from a future based perspective to enable opportunities to be taken as they arise for LINZ and across the whole property and location systems.
- **Group Manager Topography** – leads the delivery of the Topographic work programme in order to realise the topographic strategy and provides the focus for realising Mapping 2025.
- **Manager Resilience** – leverages both LINZ's and other core specialist geographical capabilities and the datasets to lead and drive LINZ's programme of work to improve New Zealand's resilience to natural events. They work collaboratively across LINZ and beyond to determine what needs to be done and how to bring others with us to achieve our strategic goal.

#### 4.4.4 Impact on other roles

| Position                                      | Proposed Change  |
|---|--|
| Team Manager Addressing and Electoral Advisor | Change of reporting line. It is proposed the Addressing team move from Topography and Addressing to IPS and Addressing to align this work programme. Proposed new reporting line to Group Manager Integrated Property Services and Addressing.   |
| Senior Technical Leader                       | Change of reporting line. Position proposed to move from Business Innovation Group (BIG) to Topography given its focus on Remote Sensing. Proposed new reporting line to Group Manager Topography.   |
| Senior Technical Business Advisor             | Change of reporting line. Position proposed to move from BIG to Integrated Property Services (IPS) and Addressing Team given its focus on the Addressing business case. Proposed new reporting line to Group Manager IPS and Addressing.   |
| Senior Technical Business Advisor             | Change of reporting line. Position proposed to move from BIG to Business Management given its focus on business case development. Proposed new reporting line to Business Manager.   |
| Business Manager                              | The Business Management remit is proposed to widen to include business case development. One direct report proposed to transfer from BIG to Business Management. Senior Technical Business Advisor proposed to report to this role.  |
| Technical Leader                              | Change of reporting line. Position proposed to move from BIG to the Resilience function in Geodesy and Geospatial Development, given its current focus on Resilience in BIG. Proposed new reporting line to Manager Resilience.  |
| SDI Technical Leader (3 positions)            | <p>One position proposed to move from SDP to IPS and Addressing, given its focus on property data and addressing. Proposed new reporting line to Group Manager IPS and Addressing.</p> <p>The remaining two positions proposed to move from SDP to Data Services as they are focused on Interoperability and Standards. Proposed new reporting line to GM Data Services.</p> |
| SDI Engagement Leader                         | Confirm role as open term position. Currently filled on fixed term. Position proposed to move into the Business Partnerships and Engagement function within Data Services. Proposed new reporting line to GM Data Services.  |
| Director CR-CSI                               | Change of reporting line. Position proposed to move from SDP to the Research function in Geodesy and Geospatial Development. Proposed new reporting line to Chief Geodesist.   |
| Principal Analyst                             | Change of reporting line. Position proposed to move from SDP to the Geospatial capability function in Geodesy and Geospatial Development. Proposed new reporting line to Chief Geodesist.  |

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#### 4.4.5 Other impacts of this proposal

We will need to continue to make adjustments to meet shifting demands and environments in order to remain agile and prepared for the future. This is the first step for Location Information.

### 4.5 Position descriptions

All new position descriptions are outlined in Appendix 1.

## 5 Next steps

### 5.1 Process for consultation

All feedback to be sent to [feedback@linz.govt.nz](mailto:feedback@linz.govt.nz) by 5.00pm on 08 June 2017. Please use "Feedback on the LI consultation document" in the subject line.

### 5.2 Indicative Timeframe

The following is an indicative timeframe for key activities of this consultation and decision making process. You will be kept up to date with progress and any changes to the dates.

| Date              | Activity   |
|-------------------|--|
| 29 May 2017       | Meetings with interested parties – including PSA       |
| 29 May 2017       | Consultation document provided to Location Information |
| 08 June 2017      | Consultation closes                                    |
| 09 – 14 June 2017 | Feedback analysed                                      |
| 15 June 2017      | Final decision made and signed off                     |
| 15 June 2017      | Impacted staff advised and PSA communicated with       |
| 16 June 2017      | Final decision communicated                            |

### 5.3 Support for Staff

It is acknowledged that change can be unsettling. If you have any professional or personal concerns that arise as a result of this process, you are welcome to discuss them with Jan Pierce, DCE, or Lyndsey Gilbert in HR.

If you believe you would benefit from independent confidential support you are reminded that the Employee Assistance Programme (Vitae) is available to you at any time for confidential counselling or other assistance.

Their contact details are:

Phone – 0508 664 981

Email – [assistance@vitae.co.nz](mailto:assistance@vitae.co.nz)

If you need any further clarity, you are welcome to speak to Lyndsey Gilbert in HR.

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## 6 Process for change management

This process operates in accordance with the principles of good faith and the provisions of LINZ employment agreements. Where any conflict arises between this process and an employment agreement, then the provisions of the applicable employment agreement would prevail.

### 6.1 Coverage

This process is applicable to all open term (permanent) staff.

Fixed term and seconded staff members who may be impacted by the alignment, would be consulted with in good faith. Where their work is not impacted by the alignment, the employee's fixed term/secondment would continue in accordance with the term of the agreement. If the fixed term/secondment is no longer required because of the alignment, the employment/secondment agreement would be terminated in accordance with the provisions of that agreement.

### 6.2 Announcement of new structure

Following the announcement of final decisions, employees will be formally notified by letter of the impact the decision has on their substantive position and the implication for them personally. Only staff members deemed "affected" will be subject to the steps outlined below.

For clarity, a staff member **will not be "affected" by change if the only change is a reporting line change, position title, and/or a small change for the purpose of realigning their position.** In these cases, they will be confirmed in their position.

### 6.3 Reconfirmation

The first step in assigning staff members to the new positions is reconfirmation.

Reconfirmation occurs when duties of the new position are substantially similar to the duties of the staff member's current position, taking into account:

- general scope and responsibilities
- skills, knowledge and experience required
- location of the position (i.e. based in the same city)

In addition, the salary must be the same, and terms and conditions of employment no less favourable.

The process starts with a comparison being made between the new position and what the staff member currently does. This is done on the basis of the old and new position descriptions.

If there is one clear staff member who is able to be reconfirmed in a position, then that staff member will be reconfirmed into the position. If there are more staff members who could be reconfirmed than the number of positions available in the new structure, those employees will be required to go through a contestable, merit based, selection process to determine who will be reconfirmed.

Staff members will be advised in writing that they have been reconfirmed. Once reconfirmed, the employee is no longer affected and the process for them ends here.

Staff members who have not been reconfirmed would be considered for reassignment.

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## 6.4 Reassignment

Reassignment means placement into a different, but suitable position. Assessment of a suitable position will be made by matching skills, knowledge, experience and abilities of the staff member with the requirement of the position, taking into consideration the potential for retraining on new or unfamiliar aspects of the position (generally this would not exceed three months duration). The terms and conditions will be no less favourable and the location will be the same. (If the location is different, then reassignment will only be made with the staff member's agreement.)

Staff members may be asked to submit an Expression of Interest (EOI) to indicate their preferences for a position(s) to be considered for reassignment to, or they may just be reassigned to a position where it is clear they are suitable for the position, and there are no other affected staff members who would also be suitable for the position.

Where a staff member is asked to submit an EOI they can express an interest in more than one position. It is possible that one position may have multiple staff members expressing an interest.

A panel generally comprising of the reporting line manager, an HR representative, and another LINZ manager from a different business group, will assess the information provided in the expression of interest and make a merit based decision. An interview process and personal files including performance assessments may be used to provide the panel with additional information before decisions are made. Any preferences indicated by the staff members will be taken into consideration by the panel, however it is possible that they may not be reassigned to their first or any of their preferences, and they may be reassigned to a position they have not indicated.

Where a staff member is deemed to be suitable for reassignment, they will be offered that reassignment in writing for their consideration.

If a staff member declines an offer of reassignment to a suitable position, they will not be eligible for severance compensation and if they do not secure another position in the organisation, they will be regarded as having resigned.

Once reassigned, the staff member is no longer affected and the process for them ends here.

## 6.5 Redeployment

Staff members who have not been reconfirmed or reassigned can be considered for redeployment to another position in the new structure or the wider organisation.

**Redeployment occurs where the alternative position is significantly different to the employee's current position and may require different skills, knowledge, experience and abilities.** The staff member would need to be able to demonstrate that they have the required skills, knowledge, experience and abilities to undertake the position, as well as the potential for retraining on any new or unfamiliar aspects of the position (generally not exceeding three months duration). The position may have different terms and conditions of employment including remuneration and location. In this situation, where a staff member is offered redeployment, their terms and conditions of employment may be subject to negotiation between themselves and LINZ.

A staff member may decline an offer of redeployment without forfeiting their entitlement to redundancy / severance compensation.

## 6.6 Review process

If an affected staff member disagrees with the outcome of the reconfirmation or reassignment, that staff member is entitled to have the process reviewed.

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The staff member must advise the Manager Human Resources in writing within five working days of receiving notification of the outcome, setting out the reasons for disagreement.

Each review will be addressed and resolved individually with the staff member concerned (and his/her representative). A staff member who requests a review will be invited to clarify their concerns, to ensure a complete picture is given. The original assessment determining a reconfirmation or reassignment will be reviewed by the appropriate delegated authority to take into account the new information.

## 6.7 Advertising and appointment to remaining positions

An appointment process is used for positions that are still vacant after reconfirmation and reassignment processes are completed. These vacancies will be advertised internally and externally and any person, not just those affected, will be able to apply.

In some circumstances there may be positions in the new structure which LINZ may wish to open up immediately to other internal and external candidates through an appointment process. This will generally only occur where:

- the position is more senior than any of the existing affected positions; or
- it is a specialty position requiring particular qualifications, skills, experience and abilities which no affected employees have demonstrated in previous positions; or
- it is a position of strategic important to LINZ such that it is imperative that the best person for the position be appointed

Where LINZ wishes to open up a vacancy immediately to internal and external candidates, this will be identified in the proposal for consultation for feedback.

## 6.8 Other options

Any staff member whose position is disestablished and who has not been placed into an alternative position will be declared surplus. Staff members who are in a surplus situation will receive this advice in writing and the notice provisions of their employment agreement will apply.

During that time other options will be explored. This could involve redeployment to another position in LINZ or the public sector, leave without pay, or enhanced early retirement. Options would be considered on an individual case-by-case basis between LINZ and the affected staff member.

In the event that no other options are found, the staff member will be paid severance / redundancy compensation according to the provisions in their employment agreement.

## 6.9 Voluntary redundancy

Where there is a surplus staffing situation (i.e. there are more affected employees than there are positions available in the new structure), an affected staff member may request to be considered for redundancy and not take part in a contestable process.

The staff member will be required to submit their request in writing for the Chief Executive to consider. The final decision will rest with the Chief Executive. Where the request is approved,

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the staff member will be declared surplus and the severance / redundancy compensation provisions of their employment agreement will apply.

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## 7 Appendix 1 – position descriptions

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# Position Description

## Position

|                       |   |
|-----------------------|---|
| <b>Title</b>          | <b>Group Manager IPS and Addressing</b><br>Land Information New Zealand |
| <b>Business Group</b> | Location Information  |
| <b>Reports to</b>     | Deputy Chief Executive, Location Information                            |
| <b>Location</b>       | Wellington  |

## Organisational Context

Land Information New Zealand (LINZ) is a New Zealand government department responsible for land titles, geodetic and cadastral survey systems, topographic information, hydrographic information, managing Crown property and a variety of other functions.

Over the next ten years, LINZ's primary purpose will be to create a world-class system of integrated, seamless location information.

Location Information manages and develops existing and new datasets for core location information and releases them for others to use and reuse, while continuing to deliver on our core products and services.

## Position overview and accountabilities

The Group Manager IPS and Addressing leads the development of the Integrated Property Services programme and Addressing from a future based perspective to enable opportunities to be taken as they arise for LINZ and across the whole property and location systems

Group Manager IPS and Addressing role works across Location Information in prioritisation, stakeholder engagement, resource management (people and finance), talent management and capability building.

Leaders at all levels are expected to take collective responsibility and to work horizontally across LINZ to achieve outcomes.

This position is part of the Location Information Leadership Team and is required to work collectively and collegially to take decisions on priorities across the Group ensuring resources and capabilities are best used from an organisational perspective.

## Position overview and accountabilities, continued

### Key accountabilities

This position is accountable for:

- Determining, shaping and implementing the LINZ organisational strategy for addressing and work programme for IPS
- Setting strategic objectives based on known requirements and leading the team to meet these objectives through the continual monitoring of priorities and performance against plan
- Ensuring best practice, advances in technology, and relevant research are available to provide an informed view of opportunities and challenges to ELT
- Ensuring a long term horizon on what the future holds for addressing is maintained, analysing the impact of current activities and providing advice to keep LINZ on track
- Ensuring that ways to improve productivity and output are identified and implemented by appropriately planning and new processes and technologies
- Maintaining good communication and information flows within IPS and Addressing, and across Location Information to ensure that the right people know what is going on
- Collaborating with other members of the wider Location Information leadership team to champion and implement core LINZ strategies
- Actively managing the capture, dissemination and transfer of knowledge and skills in IPS and addressing to facilitate valuable institutional knowledge being collected, recorded, shared with and accessible to others, both internally and externally
- Providing the direction for and driving the future development of Topography based on a well maintained knowledge of the sector across government, nationally and internationally
- Working across Location Information on planning and prioritisation, stakeholder engagement, resource management (people and finance), talent management and capability building with other members of the Location Information Leadership team
- Ensuring current and future staffing to deliver against the business plan and contributing to strategies to close any gaps
- Ensuring that the performance of staff is proactively managed using the performance management framework and that any necessary corrective action required is proactive and provided through coaching and/or process improvement
- Ensuring frameworks and processes to facilitate valuable institutional knowledge being collected, recorded, shared with and accessible to others are available
- Coaching and mentoring direct reports, ensuring they are undertaking on-going professional development activities
- Effective management of people and finances, including workforce planning and financial forecasting

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## Relationships

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### Direct reports

- To be confirmed
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### Key working relationships

The Group Manager IPS and Addressing needs to have strong working relationships with:

- Executive Leadership team
  - IPS stakeholders
  - Other leaders across LINZ
  - Corporate business partners
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## Person specification

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### Qualifications and experience

- A relevant tertiary qualification
  - Understanding and experience of working with corporate governance frameworks
  - Experience of business planning
  - Previous successful leadership of a team
  - Ideally technical understanding of GIS and/or remote sensing
  - Understanding and experience of public sector planning cycles, requirements and obligations
- 

## Competencies

LINZ has a Leadership Success Framework in place to describe the behaviours required for the organisation to be successful. These behaviours are all requested of our leaders to some degree.

The following having been identified as being critical to the success of this position:

Competencies to be confirmed

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|  |          |
|--|----------|
| <b>Band</b>                              | TBC      |
| <b>ANZSCO code</b>                       | 139999   |
| <b>Financial Delegation</b>              | TBC      |
| <b>HR Delegation</b>                     | TBC      |
| <b>Position Description last updated</b> | May 2017 |

# Position Description

## Position

|                       |   |
|-----------------------|---|
| <b>Title</b>          | <b>Group Manager Topography</b><br>Land Information New Zealand |
| <b>Business Group</b> | Location Information  |
| <b>Reports to</b>     | Deputy Chief Executive, Location Information                    |
| <b>Location</b>       | Wellington  |

## Organisational Context

Land Information New Zealand (LINZ) is a New Zealand government department responsible for land titles, geodetic and cadastral survey systems, topographic information, hydrographic information, managing Crown property and a variety of other functions.

Over the next ten years, LINZ's primary purpose will be to create a world-class system of integrated, seamless location information.

Location Information manages and develops existing and new datasets for core location information and releases them for others to use and reuse, while continuing to deliver on our core products and services.

## Position overview and accountabilities

The Group Manager Topography leads the delivery of the topographic work programme in order to realise the topographic strategy and provides the focus for realising Mapping 2025.

Group Manager Topography role works across Location Information in prioritisation, stakeholder engagement, resource management (people and finance), talent management and capability building.

Leaders at all levels are expected to take collective responsibility and to work horizontally across LINZ to achieve outcomes.

This position is part of the Location Information Leadership Team and is required to work collectively and collegially to take decisions on priorities across the Group ensuring resources and capabilities are best used from an organisational perspective.

## Position overview and accountabilities, continued

### Key accountabilities

This position is accountable for:

- Determining, shaping and implementing the topographic work programme in order to realise the topographic strategy
- Setting strategic objectives based on known requirements and leading the team to meet these objectives through the continual monitoring of priorities and performance against plan
- Ensuring best practice, advances in technology, and relevant research are available to provide an informed view of opportunities and challenges to ELT
- Ensuring a long term horizon on what the future holds for topography is maintained, analysing the impact of current activities and providing advice to keep LINZ on track
- Ensuring that ways to improve productivity and output are identified and implemented by appropriately planning and new processes and technologies
- Maintaining good communication and information flows within Topographic, and across Location Information to ensure that the right people know what is going on
- Collaborating with other members of the wider Location Information leadership team to champion and implement core LINZ strategies
- Actively managing the capture, dissemination and transfer of knowledge and skills in topography to facilitate valuable institutional knowledge being collected, recorded, shared with and accessible to others, both internally and externally
- Providing the direction for and driving the future development of Topography based on a well maintained knowledge of the sector across government, nationally and internationally
- Working across Location Information on planning and prioritisation, stakeholder engagement, resource management (people and finance), talent management and capability building with other members of the Location Information Leadership team
- Ensuring current and future staffing to deliver against the business plan and contributing to strategies to close any gaps
- Ensuring that the performance and productivity of staff is proactively managed using the performance management framework and that any necessary corrective action required is proactive and provided through coaching and/or process improvement
- Ensuring frameworks and processes to facilitate valuable institutional knowledge being collected, recorded, shared with and accessible to others are available
- Coaching and mentoring direct reports, ensuring they are undertaking on-going professional development activities
- Effective management of people and finances, including workforce planning and financial forecasting

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## Relationships

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### Direct reports

- To be confirmed
- 

### Key working relationships

The Group Manager Topography needs to have strong working relationships with:

- Executive Leadership team
  - Topographic stakeholders
  - Other leaders across LINZ
  - Corporate business partners
- 

## Person specification

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### Qualifications and experience

- A relevant tertiary qualification
  - Previous successful leadership of a team
  - Ideally technical understanding of geospatial, mapping, GIS and/or remote sensing
  - Understanding and experience of working with corporate governance frameworks
  - Understanding and experience of public sector planning cycles, requirements and obligations
- 

## Competencies

LINZ has a Leadership Success Framework in place to describe the behaviours required for the organisation to be successful. These behaviours are all requested of our leaders to some degree.

The following having been identified as being critical to the success of this position:

Competencies to be confirmed

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|  |          |
|--|----------|
| <b>Band</b>                              | TBC      |
| <b>ANZSCO code</b>                       | 139999   |
| <b>Financial Delegation</b>              | TBC      |
| <b>HR Delegation</b>                     | TBC      |
| <b>Position Description last updated</b> | May 2017 |

# Position Description

## Position

|                       |   |
|-----------------------|---|
| <b>Title</b>          | <b>Manager Resilience</b><br>Land Information New Zealand |
| <b>Business Group</b> | Location Information                                      |
| <b>Reports to</b>     | Chief Geodesist   |
| <b>Location</b>       | Wellington  |

## Organisational Context

Land Information New Zealand (LINZ) is a New Zealand government department responsible for land titles, geodetic and cadastral survey systems, topographic information, hydrographic information, managing Crown property and a variety of other functions.

Over the next ten years, LINZ's primary purpose will be to create a world-class system of integrated, seamless location information.

Location Information manages and develops existing and new datasets for core location information and releases them for others to use and reuse, while continuing to deliver on our core products and services.

## Position overview and accountabilities

The Manager Resilience leverages both **LINZ's and other core specialist geographical capabilities and the datasets to lead and drive LINZ's programme** of work to improve **New Zealand's resilience to natural events. They work collaboratively across LINZ and beyond** to determine what needs to be done and how to bring others with us to achieve our strategic goal.

Leaders at all levels are expected to take collective responsibility and to work horizontally across LINZ to achieve outcomes.

This position is part of the Geodesy and Geospatial Development Leadership Team and is required to work collectively and collegially to take decisions on priorities across the team and wider business group ensuring resources and capabilities are best used from an organisational perspective.

## Position overview and accountabilities, continued

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### Key accountabilities

This position is accountable for:

- Providing leadership and direction to the Resilience strategic objective.
  - Identifying, prioritising and driving the work necessary to be **done so that LINZ's role in resilience to natural events is defined and can be communicated**
  - Collaborating within LINZ and externally so that datasets that need to have their quality improved are prioritised for action
  - Connecting with other stakeholders in the resilience area to maintain an holistic view of what LINZ may need to do now and into the future with regard to core datasets we hold
  - Maintaining relationships with key stakeholders, both nationally and internationally, to better understand both what their needs are and how LINZ may be able to leverage their capability
  - Providing trusted advice for input into national and international plans and programmes for resilience
  - Working with others to support their involvement in national resilience programmes.
  - **Ensuring LINZ is supported to deliver it's resilience datasets and programmes.**
  - Working across LINZ to support business planning and prioritisation processes
  - Engaging with the New Zealand geospatial community to provide information and improved understanding of the value of data to support resilience
  - Maintaining knowledge on international resilience initiatives and associated best practices and trends to ensure provision of up to date technical advice
  - Ensuring New Zealand is appropriately represented in resilience international geospatial forums
  - Building a sense of common purpose, engagement and commitment within their own team and across LI and LINZ
  - Developing team capability through coaching, mentoring, development planning and actively sharing knowledge and expertise
  - Determining and managing the work programme in collaboration and driving results by delegating appropriately
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## Relationships

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### Direct reports

- Technical Leader
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### Key working relationships

The Manager Resilience needs to have strong working relationships with

- Executive Leadership Team (ELT)
  - Location Information Leadership Team (LILT)
  - Geodesy and Geospatial
  - NZ geospatial community, including the New Zealand Chapter of the Spatial Industries Business Association (SIBA) and the New Zealand Institute of Surveyors (NZIS) Spatial Sciences group.
  - International agencies (eg, Australia and New Zealand Land Information Council (ANZLIC), Cooperative Research Centre for Spatial Information (CRC-SI), United Nations Geospatial Group Information Management (UNGGIM)
  - Other leaders across LINZ
  - Corporate business partners
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## Person specification

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### Qualifications and experience

- Expertise in, and successful practical implementation of, geospatial data, infrastructures and data management principles generally
  - Understanding and experience in the Resilience area
  - Credibility and respect within the geospatial community for presenting an informed and balanced view
  - Demonstrated experience working collaboratively with multiple stakeholders across a range of disciplines or sectors
  - Articulates and presents decisions and the reasoning behind them to the wider community with conviction and clarity
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## Competencies

LINZ has a Leadership Success Framework in place to describe the behaviours required for the organisation to be successful. These behaviours are all requested of our leaders to some degree.

The following having been identified as being critical to the success of this position:

Competencies to be confirmed

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|  |          |
|--|----------|
| <b>Band</b>                              | TBC      |
| <b>ANZSCO code</b>                       | 1399999  |
| <b>Financial Delegation</b>              | TBC      |
| <b>HR Delegation</b>                     | TBC      |
| <b>Position Description last updated</b> | May 2017 |

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THE OFFICIAL INFORMATION ACT