



19 March 2024

Dear [REDACTED]

Thank you for your request made under the Official Information Act 1982 (OIA), received on 21 February 2024. The information you requested is outlined in **Appendix A**.

### **Question one**

The decision document you requested relating to the Information & Intelligence Services change is enclosed as **Appendix B**.

### **Question two**

Your request for the impact table before the October 2020 Corporate & Enabling Service restructure occurred is refused under section 18(e) of the OIA as the information does not exist. Inland Revenue did not compare old and new organisation charts to communicate changes. The structure chart documentation produced at the time of final decisions being made is the confirmed new structure information contained in **Appendix C**.

### **Question three**

Inland Revenue's employment construct for Deputy Commissioners provides for changes in portfolio without requiring a formal change process. The reference made to 'disestablishment' and 'establishment' of these roles in Inland Revenue's 2022 Annual Report relates to the portfolio, rather than the role of Deputy Commissioner.

Your request for the consultation and decision documents for this change is refused under section 18(e) of the OIA as the information does not exist. This change was managed by the Commissioner of Inland Revenue directly with the relevant Deputy Commissioners. No consultation or decision documents were produced for this process.

While four portfolios were disestablished, only two of these roles were held by permanent employees. The four portfolios disestablished were – Chief Technology Officer (permanently filled); Chief People Officer (temporarily filled); Chief Financial Officer (temporarily filled); Deputy Commissioner Corporate Integrity & Assurance (permanently filled).

### **Question four**

The consultation and decision documents relating to changes to the Policy and Strategy business unit in 2019 is enclosed as **Appendix D**. Some information has been removed from this document, on the OIA grounds described in the document. This process replaced the Policy and Strategy function with Policy and Regulatory Stewardship and the Deputy Commissioner portfolio was replaced accordingly to lead this business unit.

As previously mentioned, Inland Revenue's employment construct for deputy commissioners provide for changes in portfolio without requiring a formal change process. The revision of this portfolio is therefore not outlined in either the consultation or final decisions documents.

### **Right of review**

If you disagree with my decision on your OIA request, you can ask an Inland Revenue review officer to review my decision. To ask for an internal review, please email the Commissioner of Inland Revenue at: [CommissionersCorrespondence@ird.govt.nz](mailto:CommissionersCorrespondence@ird.govt.nz).

Alternatively, under section 28(3) of the OIA, you have the right to ask the Ombudsman to investigate and review my decision. You can contact the office of the Ombudsman by email at: [info@ombudsman.parliament.nz](mailto:info@ombudsman.parliament.nz).

If you choose to have an internal review, you can still ask the Ombudsman for a review.

### **Publishing of OIA response**

We intend to publish our response to your request on Inland Revenue's website ([www.ird.govt.nz](http://www.ird.govt.nz)) as this information may be of interest to other members of the public. This letter, with your personal details removed, will be published in its entirety. Publishing responses increases the availability of information to the public and is consistent with the OIA's purpose of enabling more effective participation in the making and administration of laws and policies and promoting the accountability of officials.

Thank you for your request.

Yours sincerely



Erina Clayton

**Enterprise Leader, People & Workplace Services**

## Appendix A

Could you please clarify the following, and release documents for each:

### **August/September 2021: Information & Intelligence Services IIS**

- *I have received Consultation documents for this restructure but not the decision document. Please release the Decision document for this event. See definitions below.*

### **October 2020: Corporate & Enabling Service**

- *I have received Consultation- and Decision documents, but the impact tables on the current roles were not included in this information. I'm counting role impacts by comparing the current and the future state of teams. For this I either use org charts or impact tables. Please release the impact table or an org chart of the Corporate & Enabling Service teams as they were before the restructure.*

### **May 2020: Corporate and Enabling Services**

- *The Annual Review documents mention: 'In May 2020, a new Corporate and Enabling Services organising model was established within Inland Revenue's Executive Leadership Team. The objective of this change was to establish the enduring capabilities needed within the executive leadership team to lead the future organisation. Four executive leadership roles were disestablished and two new Deputy Commissioner roles were introduced to lead two new groups within Inland Revenue's Executive Leadership Team'*
- *Please release the Consultation- and Decision documents for this event. See definitions below.*

### **March 2020: Policy**

- *The Annual Review documents mention: 'The role of Deputy Commissioner Policy & Strategy was disestablished, and the new executive leadership role of Deputy Commissioner Policy & Regulatory Stewardship was established to lead the group'*
- *Please release the Consultation- and Decision documents for this event. See definitions below.*

### **For the purpose of this request, please consider these definitions:**

- *Consultation Documents: that were circulated in the affected teams, business units or directorates. These are documents that describe the current state of the team, the reason for proposed changes, the proposed new structures (usually as an org chart), and the impact on roles, reporting lines and responsibilities.*
- *Decision Documents that were circulated in the affected teams, business units or directorates. These are documents that list the feedback that was received, the leadership response to that feedback, and the final decision that was made based on it. They describe the final new structure (usually as an org chart) and the process and timeline for that new structure to take effect.*



---

# Information and Intelligence Services (IIS) Alignment

**Data Science & Analytics (DSA)  
Decision Document**

25/08/2021

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

## A Note from Mike Cunnington, Deputy Commissioner

### Kia ora koutou katoa

On 14 July 2021 we began a period of consultation with you regarding the IIS Alignment, which included some proposed changes to your team and your role. The Consultation Document you were provided with set out the full details of the proposed changes and the reasons IR was considering making these changes.

We asked for your feedback on the changes proposed. We appreciate the time taken to consider the proposals and the feedback that has been provided.

Following consideration of the feedback provided on the proposals, this decision document sets out the final decisions relating to the Data Science & Analytics (DSA) team and the timeframe for implementing these changes. If there are confirmed changes to your role, you will also receive an individual letter explaining the impact of these final decisions on you and your role.

The level of engagement we had from the team and from the unions throughout this change process was very high. It is obvious we have a team of people who are very passionate about what they do, and how we work together as a team.

As you consider the final decisions about the team structure, I ask that you keep in mind that the key is how we work together to bring our collective skills, knowledge and capability to the work that we do to deliver a world class tax administration.

Thank you for your input and feedback to date which has put us in a good position to move forward with these changes.

### Background

DSA's operating model has evolved, and the team has been learning and trialling new ways of working. The core services we need to execute the operating model are now clear, and it

is now time to implement an organisational design that better enables data analytics capabilities and practices.

As outlined in the IIS Alignment Consultation Document, many of the proposed changes were about formalising some of the ways of working that have been trialled within the team already.

The changes proposed in the IIS Alignment Consultation Document set out to achieve the following outcomes for DSA:

- Get the right skills and capabilities, in the right place, working together
- Improve visibility of the functions at a leadership level
- Connect team planning, delivery and learning processes and mechanisms to strategic outcomes
- Enable collaborative, connected, networked teams
- Ensure we can meet the growing demand for DSA services

Additional details on the background and desired outcomes for DSA as well as Revenue Forecasting can be viewed in the [Consultation Document](#).

Given the potential impact on the DSA team and their roles, the team was invited to provide feedback on the proposed changes through a consultation process.

### Consultation

The initial consultation period ran from 14 July to 31 July 2021. We received feedback from the DSA team that led to the consultation period being extended to close on 10 August 2021 for the proposed changes to the DSA team only. This consultation period has now closed, and we have carefully considered all of the feedback that was submitted.

We received feedback from the Revenue Forecasting Team in support of the initial consultation timeline (14 July to 31 July 2021). We did not receive any feedback from the Revenue Forecasting Team that suggested an extension to the timeline was required. As a result, the consultation period for the Revenue Forecasting Team closed on 31 July 2021.

This split timeline meant that the proposed Revenue Forecasting changes were able to run to the initial timeline. We came to a final decision regarding the proposed changes to Revenue Forecasting, and this decision was shared with that team on 12 August 2021. Based on supporting feedback from the team, we have confirmed all of the changes to Revenue Forecasting that had been proposed.

The following Revenue Forecasting changes take effect from 31 August 2021:

- The Revenue Forecasting Team will be known as Forecasting and Analysis
- The Forecasting and Analysis Team will move to sit within Policy and Regulatory Stewardship (PaRS)
- The existing Revenue Forecasting roles will be disestablished and capability-based roles will be introduced. The people in this team are confirmed into these new capability-based roles.

You can find the IIS Alignment Revenue Forecasting Decision Document [here](#).

If you have any questions, please get in touch with me or Tina, or you can reach out to the IIS Project Team at [IISFeedback@ird.govt.nz](mailto:IISFeedback@ird.govt.nz).

Ngā mihi,

Mike

## Summary of Decisions

The following summary of decisions lists each proposal relating to DSA, an overview of whether any changes have been made to the proposal as a result of feedback received, and the final decision. This summary of decisions relates to DSA proposals only (Revenue Forecasting proposals are not included as these decisions have been made and communicated separately).

A list of feedback themes, our responses, and the impact on the final decision can be found further in the document.

Proposal	Outcome	Final decision	Proposal	Outcome	Final decision
New group name for DSA that highlights both the services DSA provides and the enterprise level at which it operates and delivers, called: 'Centre for Enterprise Data and Analytics' (CEDA).	No change from proposal	We will proceed with changing the name of the team to Centre for Enterprise Data Analytics (CEDA).	Functional reorganisation of teams into a proposed new structure to help reduce silos and promote working efficiencies and improved customer outcomes.	Change from proposal	We will proceed with a functional reorganisation of teams into a new structure, with one change to what we had proposed: we will update the name of the proposed Analytics Delivery team to Data Analytics Practice Development and Delivery.
Introduction of Domain Principal – Analytics Governance role	No change from proposal	We will proceed with the introduction of the Domain Principal – Analytics Governance role.	Introduction of Domain Principal – Data All of Government/Policy role	No change from proposal	We will proceed with the introduction of the Domain Principal - Data All of Government/Policy role.
Introduction of Service Owner – Analytics Delivery role	Change from proposal	We will proceed with the introduction of the Service Owner role, with an update to the proposed name of the function the role sits within. The role will be known as the Service Owner – Data Analytics Practice Development and Delivery.	Introduction of Service Owner – Analytics Planning role	No change from proposal	We will proceed with the introduction of the Service Owner – Analytics Planning role.
Introduction of Service Integration and Delivery Manager – Business role	No change from proposal	We will proceed with the introduction of the Service Integration and Delivery Manager – Business role.	Introduction of 3 x Technical Lead role	Changes from proposal	We will proceed with the introduction of the Technical Lead role with some changes to what we had proposed. We will introduce four Technical Lead positions (instead of three), the role description will be updated to elevate the Data Analytics and Insight capability to Applied level, and changes will be made to the selection criteria.

## Summary of Decisions (continued)

Proposal	Outcome	Final decision	Proposal	Outcome	Final decision
Introduction of 4 x Technology Specialist role	Change from proposal	We will proceed with the introduction of four Technology Specialist roles with one change to what we had proposed: the role description will be updated to elevate the Data Analytics and Insight capability to Applied level.	Introduction of 3 x Change Analyst role	No change from proposal	We will proceed with the introduction of the three Change Analyst roles.
Removal of Group Lead role	No change from proposal	We will proceed with the removal of the Group Lead role from the team.	Removal of Team Lead role	No change from proposal	We will proceed with the removal of the Team Lead role from the team.
Removal of Management Support role	No change from proposal	We will proceed with the removal of the Management Support role from the team.	Removal of Capability & Outcomes Specialist role	No change from proposal	We will proceed with the removal of the Capability and Outcomes Specialist role from the team.
Reduction of Intelligence & Insight Level 3 positions from 14 to 8	No change from proposal	We will proceed with the reduction of Intelligence & Insight Specialist positions to eight positions.	Change process	No change from proposal	We will proceed with the introduction of the change process without making any changes to what we had proposed.
Selection criteria	Changes from proposal	We have made some changes to the selection criteria detailed below.	Timeline	Change from proposal	We have made changes to the timeline that involve pushing out some dates to allow for the extension to the feedback period.

---

# Feedback and decision overview

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT





## Feedback and decision overview

### What we proposed

Each of the proposals are listed in the summary of decisions and feedback and decision overview sections of this decision document. If you would like a reminder of the proposed changes or the rationale supporting them, you can refer to the IIS Alignment Consultation document [here](#).

### What you said about the proposal

In the following section, we have summarised the feedback themes, and have explained how your thoughts contributed to the final decisions.

Throughout consultation we ran six virtual sessions with the team to ask questions and share thoughts (four Q & A sessions, a Platform Engineering session and an Operating Model Refresher session). Thank you to those of you who took time to talk to your leader or your union representative, came along to the sessions or emailed your feedback on the proposed changes. There were a lot of great discussions had, and there was a high level of engagement from the team. We also continued to work with the PSA and Taxpro unions.

### Feedback and decision overview

We received individual feedback as well as union submissions from PSA and Taxpro.

Overall, we received 307 pieces of feedback in response to the DSA related changes proposed in the IIS Alignment Consultation Document (this includes both individual feedback and feedback from the unions as part of their submissions). Due to the amount of feedback, this has been grouped into feedback themes, and not every piece of feedback is listed below. The purpose of presenting these feedback themes is to share with you the areas that generated the most feedback from the team, our response, and the resultant final decision for each proposal. Other individual pieces of feedback and questions requiring response that did not form themes have been responded to through either an email response, a response at the Q & A sessions, or through conversations with Tina MacLean.

We have carefully considered all of the feedback and, based on this, some changes have been made to the final team design. These changes and the confirmed decisions are outlined in the following overview.



## Feedback and decision overview

**Proposal: New group name for DSA that highlights both the services DSA provides and the enterprise level at which it operates and delivers, called: 'Centre for Enterprise Data and Analytics' (CEDA).**

### Feedback theme/s

**Little, but mixed feedback was received on the proposed new group name, CEDA.**

- Most did not comment on the name change, some supported the proposed name, and other feedback was received that did not support the proposed name.
- There was mention of a perceived cost being associated with the name change.

### Our response

The name Centre for Enterprise Data and Analytics (CEDA) indicates that we are a central function that enables IR's Intel Led strategic pillar. We are confident that this name ensures the team is viewed this way for the enterprise.

We are clear that this is not a rebranding exercise with an associated cost: there is not much that would need to be updated, and we will do this as we come across artefacts/communications that refer to DSA.

### Outcome

No change  
from  
proposal

### Final Decision

While we received mixed feedback, the majority of the feedback we received around this signalled most did not have concerns about the name change. On that basis, we are confirming we will proceed with changing the name of the team from Data Science & Analytics (DSA) to Centre for Enterprise Data Analytics (CEDA).

RELEASED UNDER THE OFFICIAL INFORMATION ACT

## Feedback and decision overview

**Proposal: Functional reorganisation of teams into a proposed new structure to help reduce silos and promote working efficiencies and improved customer outcomes.**

### Feedback theme/s

**Overall, there is support for change, and a recognition that our current structure needs to be updated. Some are uncertain about the need to change.**

- There were comments supporting the need for change and to remove silos.
- People expressed that they were happy that changes were being presented; some said they felt the changes were overdue.
- Some expressed uncertainty about change, in particular the perceived removal of Data Science (this is addressed [below](#)).

**There is support for the Analytics Planning function and the strategic focus of incorporating other parts of IR was also supported, although some questioned whether the function should sit within Analytics Delivery.**

- Some feedback questioned the need for the Change Analysts to sit under a separate Service Owner rather than being integrated with Analytics Delivery and having a single Service Owner supporting both functions (this is addressed as part of the introduction of Service Owner – Analytics Planning role proposal [below](#)).
- A combined Analytics and Planning function was suggested.

### Our response

Overall, the feedback received supported our view that our team structure should be updated to reflect the capabilities that are needed to execute our operating model.

For some there is a natural element of uncertainty about change, which appeared to mostly relate to not yet knowing all the details of how things would work in a new organisational design.

This team structure is a foundational piece that will help us work towards building out the detail for each of the functions. The structure of the team is only one part of how everything we do fits together. There are other contributing elements, including the operating model, our leaders, our collective interactions, our tools, and technology. The confirmed changes will not mean that we have reached an end state; instead, these confirmed changes to the team will be the start of ongoing effort and conversations about how each of the functions and roles are set up to better serve the organisation.

We're encouraged by the engagement we've had from and with the team throughout consultation. We want to continue this kind of open and constructive engagement as we move forward and implement the new team structure and embed our operating model.

We proposed a separate Analytics Planning function to elevate planning to be represented within the leadership team. Planning is an important piece for us to get right and is fundamental to acknowledge within a refreshed structure as one of the key enabling functions that will support us to achieve scalable outputs, and make our work more manageable through delivering change, and developing foundational assets and processes for reuse.

We have considered a combined Data Analytics and Planning function as an alternative; however, this would mean that there would be one leader with a very large scope of responsibility. Having a dedicated Analytics Planning function (as proposed) highlights the relevance of planning as an enabler for our entire team.

## Feedback and decision overview

**Proposal: Functional reorganisation of teams into a proposed new structure to help reduce silos and promote working efficiencies and improved customer outcomes (continued).**

Feedback theme/s

**There is support for the Platform Engineering function, and questions on how this 'breathe in/out' external capability would work in practice, and the nature of the tasks required to be carried out by Technology Specialists.**

- There is support that the need for a Platform Engineering service tower had been recognised.
- There are views about the continued use of contractors to lead the development of IR's data assets, and how this needs to be balanced with developing capability within the permanent employee team.
- It is acknowledged, however, that there will always be a need for a level breathe in/out expert services. The rationale for this was understood.
- It is not clear in the proposal how or when knowledge transfer from contractors to permanent employees would occur, and what the approach is to achieve this over time.
- There is a concern that with one leader and four Technology Specialists in this area there will be further changes to this team in the future, and that to resource these changes, other functions maybe taken from, causing more uncertainty.
- It is understood that while the primary focus for the Platform Engineering team would be foundational data assets, it is unclear what other sorts of data analytics work will be undertaken.

Our response

The Platform Engineering function is about recognising a capability that has come to the fore with the advent of the DIP in 2019, and the need for this capability to be enduring. To date, this capability has been almost entirely provided by external consultants, and we now need to start bringing elements of it in-house. The first part of this is creating a team structure for it to sit within.

The introduction of the Service Integration and Delivery Manager - Business (SIDM) puts a permanent, IR employee leadership role in place in the Platform Engineering team. To date, leadership in this area has been provided by Business Transformation or interim arrangements. The SIDM will have a peer in ITC/Technology Services reflecting the model of operation that we know works today. The SIDM will:

- Help to establish IR's analytics technology roadmap
- Ensure our strategic partner SAS and other key relationships such as Enterprise Architecture, and ITC/Technology Services are brought together
- Help to develop a pragmatic plan that allows us to scale up our permanent resource this area over time
- Provide leadership for CEDA's Technology Specialists

While it is clear that the Technology Specialist tasks will include some data engineering capabilities, this is a new service tower and so the nature of tasks in this space will naturally evolve over time. This role is not envisaged as 'data ingestion' as some of the feedback has suggested.

New analytics technologies will become available, and new skills will be required to ensure these technologies can be used to generate IR business outcomes. Initiatives will be needed to start to explore feasibility of these new technologies, as we have shown with the introduction of Snowflake. These initiatives will likely start with the Technology Specialists. Other capabilities, heavily dependent on analytics technology and considered foundational across our DIP 'developer' community, will also be required to be worked on by Technology Specialists.

The establishment of this function, and the roles within it, is the start of embedding our permanent team. It won't be clear immediately how we will complete this knowledge transfer, however, it will be a priority for the SIDM to work with the Senior Leader (Tina MacLean) and the leadership team to develop a plan that enables us to scale up our permanent resource in this area over time, develop efficiencies, and create a roadmap for the Platform Engineering function. This will still involve the use of contractors to develop in-house products as we transition.

We see the use of external contractors reducing over time, but it is likely that they will continue to be used for some time as we ramp up our internal capability. It is going to take time to develop some of these skills internally, and we see transition involving internal and external resource working closely together to ensure a successful transition. This change, however, is not about reducing the number of external contractors, but setting us up to achieve that long term vision. We do not anticipate that this long-term vision would need to be resourced using funding from another function, and that instead any ramp up of internal resources would be funded through a gradual ramp down of external resources if and when appropriate.

## Feedback and decision overview

**Proposal: Functional reorganisation of teams into a proposed new structure to help reduce silos and promote working efficiencies and improved customer outcomes (continued).**

### Feedback theme/s

**There is support for combining the Data Science and Data Analytics teams, although a small number had differing views on this based on a misperception that Data Science would disappear.**

- There is support that this proposed change recognises current work practice.
- There was some feedback from the Data Science community that they had the perception that combining the teams would mean a dissolution of Data Science or a dilution of data science skills and capabilities.
- Some shared views that by reducing the number of Level 3 Specialists, this could reduce in the short term the ability for delivery (this is addressed as part of the Reduction in IIS Level 3 proposal [below](#)).
- There were also views shared about the proposed introduction of the Technical Lead roles as part of this function (this is addressed as part of the Introduction of Technical Lead role proposal [below](#)).
- There were some questions about where the responsibility for development of the capability and growth of the skills of the team would sit (this is addressed briefly here, and as part of the Introduction of Service Owner – Analytics Delivery [below](#))

### Our response

It is our view that combining the Data Science and Data Analytics teams reflects how we're already working, for the most part, and solidifies that this is how we intend to continue working. The work we have been doing has been aimed at enabling us to better serve our customers through planning, delivery, re-use and scalability.

The model is designed to be capability-led. It's about how we create teams based on demand, value and capability required. We are moving away from being request-oriented (input-oriented), to being product- and pattern-oriented (output/delivery-oriented). This doesn't mean that Data Science disappears; it means that we're able to take a request, and based on all our past requests, deliverables and patterns we've seen we are able to match the best skills (including data science skills) together, and match these to the request, to then re-use the knowledge we already have within the team to create scalable outputs. By combining data science and analytics into one team, we're highlighting that we consistently work as a cross-functional analytics delivery team (with Agile ways of working).

This function is about developing the data analytics practice at IR, and delivery. To highlight this, and to address the confusion we received in the feedback about what this function was setting out to do (this feedback is addressed as part of the Service Owner – Analytics Delivery proposal below), we are confirming that rather than naming the team 'Analytics Delivery' we will proceed with naming the team and function 'Data Analytics Practice Development and Delivery'.

## Feedback and decision overview

**Proposal: Functional reorganisation of teams into a proposed new structure to help reduce silos and promote working efficiencies and improved customer outcomes (continued).**

Feedback theme/s

**We received questions about how the proposed design supports the new ways of working and Agile mentality.**

- This included views that Scrum Master roles should be acknowledged in the new design, given people have taken on this role full time, and that these roles should receive full and complete training and Scrum Master certification.
- It was suggested that Scrum Masters could sit within the Analytics Planning team.

Our response

People might wear the "hat" of an Agile Scrum Master for pieces of work as part of their role – as long as that work is within the purpose, outcomes and capabilities required for their role. We do not commission work using the Agile methodology if it doesn't align from a purpose and outcomes perspective.

Regarding capabilities, Agile Scrum Master is part of the Agile methodology. People usually attend a training course to learn the method and processes of the role. If we look at this through the lens of our capability construct (which is that our capabilities are a combination of skills, knowledge, experience and attitudes) then the Agile methodology is an example of knowledge and skills that people can learn that support their capabilities. Depending on the specific work being delivered, the knowledge and skills of an Agile Scrum Master aligns multiple capabilities that are common across many of our roles:

- Change Management
- Quality Decision-Making
- Leadership
- Customer Advisory

Our Agile cultural anchor is about agility in its broadest sense rather than the specific Agile Methodology. As an organisation, we want to have the agility to be able to adapt and respond to changes in technology, customer demand as these sorts of changes in our environment are now a constant. That doesn't mean we don't have processes and we don't plan – that's still really important – but we need to recognise that sometimes those plans need to change as a result of changes in the environment or conditions that impact on our work. We need to have the agility to recognise and adapt to that so that we can continue to deliver on our outcomes.

In the past, on the job Agile training relevant to IR, was arranged for our team. While we didn't have a specific strategy around training, part of our operating model and the way we worked, was very much focused on training. To ensure we spend time and funds on the right training in future, we need to have a more forward-looking view, as a leadership team, of what our team's training needs are, to align with the delivery needs of IR. We need to have clear and targeted training outcomes, and some of that training will be on the job, learning as you go, with mentoring.

Reflecting on the feedback, there are two Intelligence & Insight Specialists whose primary function is Agile focussed. We acknowledge this and will take a closer look at this and, if needed, we will work with these individuals to find the best outcome.

## Feedback and decision overview

**Proposal: Functional reorganisation of teams into a proposed new structure to help reduce silos and promote working efficiencies and improved customer outcomes (continued).**

Feedback theme/s

**We received feedback that greater granularity of detail was required about the proposed functions and how they would work together to support joined up outcomes.**

- It was asked why we aren't waiting until the future becomes clearer, and we have a better understanding of what we need to satisfy the operating model to avoid the risk of future restructure.

**We received questions about how the proposed design would facilitate improvements to culture.**

Our response

The proposed organisation design involved formalising some of the ways of working we had been trialling and putting to you a structure that supports how we intend to consistently continue working. We need to build on what we have learned through the different ways of working we have trialled, and we know at a macro level what IR is looking for and how we can achieve this through an updated team structure.

Consulting on and confirming a new organisational design helps us put in place the foundations of our team to enable us to execute the operating model. As part of consultation on the team structure, we have not provided the granular level of detail that some were perhaps expecting to see. We've talked about how this level of detail doesn't yet exist, as this will naturally evolve over time. Our view is that after trialling different ways of working, we now know the services we need from an updated organisational design, and which roles are needed. Our next step is to get people into those roles, and leaders in position.

Once we have the structure in place and people in roles, blueprints will be developed: we will know the roles we have to work with and can go about developing roadmaps and then operationalising how the team works together to execute the operating model at a detailed level. This is something we will keep talking about and will design with you now that the team structure is confirmed.

The confirmed changes will not mean that we have reached an end state; change is constant and may be necessary in the future. However, with these changes confirmed, we're confident we have the right foundations, and that this will minimise the need for structural change of this type in the future.

Our culture is not only the tone demonstrated by senior leadership; it's the responsibility of everyone in the team and is influenced by the part each one of us plays. We are setting the foundations through our operating model and organisational design, but these are only the visible parts of culture. What becomes our team culture will be determined by us all; by how we participate, by how we embrace these changes, and by how we interact. These behaviours are the things that will have the most influence on our shared values and team culture over time.

Addressing culture through processes, systems and the operating model will help set ourselves up for the culture we aspire to. We recognise embedding a new organisational design won't immediately improve culture. We do, however, think the new design creates networked team, supports learning and helps deliver smarter and more scalable outcomes that will impact how we work as a team, facilitating an improved culture if we all play our part.

Outcome

Change from proposal

### Final Decision

We will proceed with a functional reorganisation of teams into a new structure, with one change to what we had proposed: instead of the proposed name Analytics Delivery, we are updating the name to Data Analytics Practice Development and Delivery.

## Feedback and decision overview

### Proposal: Introduction of Domain Principal – Analytics Governance role

#### Feedback theme/s

There was support for this capability, and mixed views on whether the position should be a Domain Principal and if additional roles should be added in this area.

#### Our response

Based on what we know is needed from our team, and the feedback received, we're confident about introducing this role to the team. It helps us lay the foundations for Analytics Governance within our team and at IR and provides a governance lens over IR's data analytics practices. This is a growing requirement across agencies and globally.

Setting up a domain for analytics governance is our first step: it is an area that will likely evolve over time. We know we need this capability, and we know we need one role in this space for now to help shape what the practices are and need to be. We're in a field of work that is developing and changing – it's exciting. Establishing an Analytics Governance function and a Domain Principal – Analytics Governance enables us to adapt and evolve in this area.

#### Outcome

No change from proposal

#### Final Decision

Based on the overall supportive feedback and addressing the idea of additional roles through potential future growth of this area, we are confirming we will proceed with the introduction of the Domain Principal – Analytics Governance role. We are also confirming that the Domain Principal role within CEDA only will contain one capability variation from the enterprise Domain Principal role description: it will require an 'Applied' level of Data Analytics and Insights capability, rather than a 'Fundamental' level.

RELEASED UNDER THE OFFICIAL INFORMATION ACT



## Feedback and decision overview

### Proposal: Introduction of Domain Principal – Data All of Government/Policy role

#### Feedback theme/s

**There was some initial feedback received about this role and whether this function would be better placed as part of Analytics Governance.**

#### Our response

We believe the Data All of Government/Policy and Analytics Governance functions and roles should not be combined. IR has a need to have a governance lens over its data analytics practices, and a need for thought leadership and advice in AOG policy and best use of data analytics. We believe it is important that both functions are elevated and represented on the leadership team, to be equally represented and to set the foundations of each function; there is the potential for growth in both these areas.

**There was some feedback that to have greater influence, this role could instead be a Domain Lead.**

We believe that the Domain Principal role has a great and appropriate amount of influence, both within and outside IR, and is suited to be the sole role in this function at this stage. This does not exclude the possibility of the role or the team growing or changing in the future, but very clearly establishes a capability we know we need within the team.

#### Outcome

No change  
from  
proposal

#### Final Decision

Based on the feedback received, we will proceed with the introduction of the Domain Principal – Data All of Government/Policy role. We are also confirming that the Domain Principal role within CEDA only will contain one capability variation from the enterprise Domain Principal role description: it will require an 'Applied' level of Data Analytics and Insights capability, rather than a 'Fundamental' level.

RELEASED UNDER THE OFFICIAL INFORMATION ACT



## Feedback and decision overview

### Proposal: Introduction of Service Owner – Analytics Delivery role

#### Feedback theme/s

**There were some questions about where the responsibility for development of the capability and growth of the skills of the team would sit.**

- This feedback was paired with the overall feedback we received about the function (this has been addressed as part of the functional reorganisation proposal [above](#)).

#### Our response

The responsibility for development of our delivery capability, including growing the skills of the team, will sit with this role.

To clearly reflect this and highlight that this is not solely a delivery role, but one of practice and capability development, we are naming this function Data Analytics Practice Development and Delivery and updating the role to be known as Service Owner – Data Analytics Practice Development and Delivery. This reflects that this role is the primary owner and custodian of data and analytics capability development, and roadmaps that support IR's Intel Led and Customer Centred pillars. It recognises that the primary practices, advisory and accountabilities reside within this team.

Outcome

Change from  
proposal

#### Final Decision

We will proceed with the introduction of the Service Owner role, with an update to the proposed name of the function the role sits within. The role will be known as the Service Owner – Data Analytics Practice Development and Delivery.

RELEASED UNDER THE OFFICIAL INFORMATION ACT

## Feedback and decision overview

### Proposal: Introduction of Service Owner – Analytics Planning role

#### Feedback theme/s

**There is a lot of support for the introduction of a Service Owner – Analytics Planning role, as well as some alternative suggestions for how the responsibilities of this role could be assigned.**

- Most feedback about the Service Owner – Analytics Planning role was supportive of the role being introduced.
- Some feedback questioned the need for the Change Analysts to sit under a separate Service Owner rather than being integrated with Analytics Delivery and having a single Service Owner supporting both functions.

#### Our response

We have considered a combined Data Analytics and Planning function as an alternative; however, this would mean that there would be one leader with a very large scope of responsibility. Having an Analytics Planning function with Change Analysts within it (as proposed) highlights the relevance of planning as an enabler for our entire team and is key to us achieving scalable outputs, making our work more manageable through delivering change, and developing foundational assets for reuse.

#### Outcome

No change  
from  
proposal

#### Final Decision

Considering feedback, there was overall support for the introduction of this role, and as a result, we will proceed with the introduction of the Service Owner - Analytics Planning role.

## Feedback and decision overview

### Proposal: Introduction of Service Integration and Delivery Manager – Business role

#### Feedback theme/s

**There were no feedback themes relating to the proposed introduction of a Service integration Delivery Manager – Business role.**

- There was, however, feedback about the overall proposed Platform Engineering function (this has been addressed as part of the functional reorganisation proposal [above](#)).

#### Our response

There were no feedback themes relating to the introduction of this role. It could be that this is because we have had a similar role already operating in this space and the team is therefore clear about how the role would work. There were, however, feedback themes relating to the Platform Engineering function that this role would sit within, and these themes are responded to [above](#).

#### Outcome

No change  
from  
proposal

#### Final Decision

Based on the minimal feedback relating to the introduction of this role, we will proceed with the introduction of the Service Integration and Delivery Manager – Business role.

## Feedback and decision overview

### Introduction of 3 x Technical Lead role

#### Feedback theme/s

**A large volume of feedback was received about the scope and responsibilities of the Technical Lead role, relating to the number of direct reports being too high and the mix of both technical and people leadership placing higher demands on the role.**

**There were some questions about how the areas of specialisation of each of the Technical Leads would be determined.**

#### Our response

We've recognised in our area, the need for a role that brings together both technical and people leadership, and so we proposed the introduction of three Technical Lead roles to the team. There is a large component of technical leadership required of this role, and we fully support that the role must provide a mix of both technical and people leadership; not one at the expense of the other.

It is our view that you can't separate out technical leadership from the people leadership in this role, and that this is part of the benefit of such a role. Technical and people leadership need to be interwoven to support the development of those Intelligence & Insight Specialists reporting to the Technical Lead, as well as to make the role achievable for those in the Technical Lead position. For example, mentoring and development aspects of the leadership role should encompass both people and technical leadership components to grow team capability.

We received a significant amount of feedback about the introduction of these roles. We have reflected on this and agree that we want the introduction of these roles to be a good experience for those who step into the roles, and those who report to them. As a result of your feedback about the number of Technical Leads and the demands on this role, as well as the mix of technical and people leadership, we are making a change to the original proposal.

We are confirming we will introduce four Technical Leads, rather than the three we had proposed. This will:

- Reduce the number of Intelligence & Insight Specialists reporting to each Technical Lead.
- Support Technical Leads to meet both the technical and people leadership commitments for the role by reducing the number of people they lead.
- Increase the time Technical Leads have available to develop the capabilities of the team by reducing the number of direct reports.

We will also provide leadership skills mentoring and training to those in these roles to help them develop the mix of technical and people leadership skills to support them to succeed in the role.

Once we have people in the Technical Lead positions, we will work to define areas of specialisation. It is likely these areas will change over time, but not frequently – there are foundational data analytics concepts that underpin broad areas of our business user stories (eg. Data matching, campaign or select strategies are high level groupings we could potentially start a discussion around). Balancing business demand and logical groupings, those in the roles will work with the Senior Leader, Service Owner and the other Technical Leads to determine these groupings and how they might change over time.

## Feedback and decision overview

### Introduction of 3 x Technical Lead role (continued)

#### Feedback theme/s

**We received feedback that some of the capability levels within the Technical Lead role description do not match the application of the role to CEDA.**

- The Data Analytics and Insights capability is set at a Fundamental level as part of the enterprise capability-based role description, which is not reflective of the capability level needed.
- A similar comment was made about the Design and Integration (Applied) and Digital Literacy (Fundamental) capabilities.
- For some, this has given the impression that the technical capability of the role is lower than that of the IIS Level 3 role.
- It is suggested that like the proposal for the Domain Principal role in CEDA, the Technical Lead role within CEDA could vary from the enterprise capabilities in some or all of the areas listed above.
- It was highlighted that the Leadership (Fundamental) capability should be considered and added to the selection criteria given leadership is a key part of the role.

#### Our response

As a Technical Lead in CEDA, you would be leading both from a people and technical perspective. This means Technical Leads need to have the skills, knowledge and experiences to be able to coach people through complex technical problems and challenge their thinking to get the best outcome. This doesn't necessarily mean that Technical Leads in CEDA need to have a higher level of capability than the people reporting to them, who may be specialists in their field.

The Data Analytics and Insight capability is at Fundamental level for the Technical Lead role. For all other Technical Lead roles currently being used across IR, this is an appropriate level.

IIS provide analytical services to the organisation. To be a Technical Lead in IIS, an applied level of Data, Analytics and Insight capability is needed. The difference for this role is that Technical Leads in CEDA need to have knowledge of a range of quantitative/statistical/evaluation/qualitative techniques and methods and understanding of when to use/apply each method in order to coach and challenge thinking appropriately.

We can make an exception in the Technical Lead role description (similar to what has been done for the Domain Principal role) that states: For the Centre for Enterprise Data and Analytics (CEDA) only, Data Analytics and Insight capability is needed at Applied level.

It is our view that Design and Integration, at Applied level, is appropriate for the Technical Lead role. This means individuals in this role are expected to understand the potential solutions and solution partners available in the market; best practice design methodologies and principles when to use them including for large or complex systems; can lead the acquisition, development and implementation of new solutions and facilitate system change; and influence customers, suppliers, partners and peers.

It is also our view that Digital Literacy, at Fundamental level, is also appropriate for the Technical Lead role. This means individuals in this role are expected to be able to work in a "digital first" and omni channel environment with the ability to communicate effectively through any digital platform; function in co-existence environments; ensure security and privacy of digital information; and integrate information and intelligence appropriately from multiple digital sources.

Outcome

Changes  
from  
proposal

#### Final Decision

Based on the feedback, we will go ahead with the proposal to introduce the Technical Lead role, but with some changes: We will introduce four Technical Lead positions (rather than the three initially proposed).

We are also confirming that the Technical Lead role within CEDA only will contain one capability variation from the enterprise Technical Lead role description: it will require an 'Applied' level of Data Analytics and Insights capability, rather than a 'Fundamental' level.

We will introduce an additional capability to the selection criteria for the Technical Lead role based on feedback, namely Leadership (Fundamental).



## Feedback and decision overview

### Proposal: Introduction of 4 x Technology Specialist role

Feedback theme/s

**We received feedback that some of the capability levels within the Technology Specialist role description do not match the application of the role to CEDA.**

- The Data Analytics and Insights capability is set at a Fundamental level as part of the enterprise capability-based role description, which is not reflective of the capability level needed.
- A similar comment was made about the Design and Integration (Applied) and Digital Literacy (Fundamental) capabilities.
- It is suggested that like the proposal for the Domain Principal role in CEDA, the Technology Specialist role within CEDA could vary from the enterprise capabilities in some or all of the areas listed above, and this would differentiate the role from the Technology Specialists in the IT area of IR.

Our response

The Data Analytics and Insight capability is at Fundamental level for the Technology Specialist role.

For the same reasons outlined above relating to the Technical Lead role, we can make an exception in the Technology Specialist role description (similar to what has been done for the Domain Principal role) that states: For the Centre for Enterprise Data and Analytics (CEDA) only, Data Analytics and Insight is needed at Applied level.

It is our view that Design and Integration, at Applied level, and Digital Literacy at Fundamental level, are appropriate for the Technology Specialist role, applying the same logic as outlined above for the Technical Lead role.

Outcome

Change from  
proposal

#### Final Decision

Based on the feedback, we will proceed with the introduction of four Technology Specialist roles, with one change: the Technology Specialist role within CEDA only will contain one capability variation from the enterprise Technology Specialist role description: it will require an 'Applied' level of Data Analytics and Insights capability, rather than a 'Fundamental' level.



## Feedback and decision overview

### Proposal: Introduction of 3 x Change Analyst role

#### Feedback theme/s

#### There is support for the Change Analyst role to support planning and delivery.

- Some questioned whether the Change Analyst title was a perfect fit but acknowledged that the perfect role was hard to find as we need to work within the enterprise roles available.
- Alternative titles for the role were suggested: 'Planning & Change Analyst' and 'Change Analyst – Planning'

#### Our response

In designing a proposed structure, we need to work within the existing IR capability-based roles. In our view, the Change Analyst role and role title is a good fit for what we require from the role.

#### Outcome

No change  
from  
proposal

#### Final Decision

In designing a proposed structure, we need to work within the existing IR capability-based roles. In our view, the Change Analyst role and role title is a good fit for what we require from the role.

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT



## Feedback and decision overview

### Proposal: Removal of Group Lead role

Feedback theme/s

There were no feedback themes relating to the proposed removal of the Group Lead role.

Our response

No response required.

Outcome

No change from proposal

**Final Decision**

We will proceed with the removal of the Group Lead role.

### Proposal: Removal of Team Lead role

Feedback theme/s

We received some feedback that the removal of the Team Lead role and the introduction of the Technical Lead role, led to the feeling that people leadership was being removed.

Our response

Our intention is not to remove people leadership, but to strike a balance of interwoven technical and people leadership (this is addressed as part of the Technical Lead proposal [above](#)).

Outcome

No change from proposal

**Final Decision**

We will proceed with the removal of the Team Lead role.

## Feedback and decision overview

### Proposal: Removal of Management Support role

Feedback theme/s

There were no feedback themes relating to the proposed removal of the Management Support role.

Our response

No response required.

Outcome

No change from proposal

**Final Decision**

We will proceed with the removal of the Management Support role.

### Proposal: Removal of Capability & Outcomes Specialist role

Feedback theme/s

There was general support for the removal of these roles.

Our response

No response required.

Outcome

No change from proposal

**Final Decision**

We will proceed with the removal of the Capability & Outcomes Specialist role.

RELEASED UNDER THE OFFICIAL INFORMATION ACT

## Feedback and decision overview

### Proposal: Reduction of Intelligence & Insight Level 3 positions from 14 to 8

#### Feedback theme/s

#### There is concern about the reduction of Intelligence & Insight Level 3 positions and the impact on workload.

- It is felt that by reducing the number of Level 3 Specialists, this will reduce in the short term the ability for delivery.
- There is support that in the long term there would be more of a focus on creating something more than just time-consuming lower value ticket items.
- There is a desire not to decrease the number of Intelligence & Insight Specialists overall to ensure adequate resourcing for the workload.
- A suggestion was made to keep one or two L3 Specialists during a transition period to support the workflow and task completion during a time a change until the model is embedded.

#### Our response

We recognise that there's some concern from the team about the reduction in the number of Intelligence & Insight Level 3 positions on workload. We're confident we have the numbers right, and eight Level 3 positions is what we need to support the operating model.

With these changes, we're going to have more people joining the dots, more people focussed on planning, and more people looking for patterns to create scalability and re-use in our work. As we have outlined above, we're shifting to become more product/pattern oriented.

It's key to remember that we will still have 'doing' capability sitting within the Technical Lead role as well. Some of the work will be re-distributed or offset because of the efficiencies created by having technical leadership in place.

We recognise there's a transition, but we are already on the way. We believe the positions we have proposed, along with the additional Technical Lead position we are introducing (bringing it to a total of four Technical Leads), are the right numbers to help us transition.

#### Outcome

No change  
from  
proposal

#### Final Decision

We will proceed with the reduction of Intelligence & Insight Level 3 positions to eight positions. Note that when we shared the proposal, there were 14 filled Intelligence & Insight Level 3 positions. Since we shared the proposal, we have had one Level 3 resignation, and so there are now 13 people in the Intelligence & Insight Level 3 role which is reducing to eight positions.

## Feedback and decision overview

**Proposal: We proposed a change process, including a selection process and how to express interest in a role.**

### Feedback theme/s

**There is support for those in potentially affected roles being able to apply for multiple roles.**

### Our response

We're pleased to hear that some of those in affected positions can see multiple positions that interest them. We are hopeful that now that an organisational design is confirmed, we can work together to get the best outcome for everyone.

If you need any more information on how the selection process for confirmed roles works, please see the confirmed change process [below](#).

**There is support for the intention to keep as many of the existing team as possible within the new structure.**

- This would minimise a loss of IR knowledge.
- Some are unclear on the mechanics of how this would play out.

We will work with and support our affected people as they work through the change process.

Throughout consultation we addressed many individual questions about the selection process and how it would work. The selection process has been confirmed and you can find the details of how it will work [below](#). If you have any questions, please talk with Tina MacLean.

**Some suggested that all roles that are proposed to be introduced should be opened up to all of those in DSA to apply for, with preference given to those in affected roles.**

Our intention throughout this change process was to limit the number of people who were potentially affected (their role was proposed to be removed or the number of positions reduced).

Consistent with the management of change provisions in the employment agreements, we will first work through the change process for the people who are affected by the changes. If we do not fill all of the newly introduced roles through the selection process, these vacancies would be opened up to the wider team and external applicants to apply for.

## Feedback and decision overview

**Proposal: We proposed a change process, including a selection process and how to express interest in a role (continued).**

### Feedback theme/s

**We received a number of comments about the possibility of voluntary redundancy as an option for those whose positions were proposed to be affected by the changes.**

**Feedback was received about the order of appointments to roles, and it was suggested that leadership roles be appointed first.**

### Our response

IR's view remains that voluntary redundancy won't be an available option as part of this change.

This change isn't like other changes that have recently happened in IR where the overall objective was a reduction in the number of positions, and therefore voluntary redundancy was made available.

In general, voluntary redundancy at IR may be an option people can express interest in during a change process and IR has the discretion to accept this application or not. In making these decisions IR has regard to the skills, knowledge and experience of the people expressing interest in voluntary redundancy and may choose not to accept the voluntary redundancy application if the person has skills, knowledge and experience IR wishes to retain. In a situation where the voluntary redundancy option is oversubscribed, applicants would be assessed against selection criteria to determine which applications would be accepted.

Redundancy is the last option in terms of a change process. IR has an obligation to consider and explore all options before ending employment by way of redundancy. In exploring these alternatives, in all likelihood, there are going to be other options available to you as we are not looking to reduce overall numbers in the team. Therefore, even if voluntary redundancy was available as part of this change, it would not be a likely outcome as we believe that the skills, knowledge and experience of people in DSA are those that IR would likely determine it would like to retain.

Our intention is to provide opportunities to people who are affected, with the aim of them finding a role that matches their skillset. If you are affected and are considering the newly introduced roles, and not seeing that potential in any of them, please talk with Tina MacLean, as through this conversation we'll be able to help you identify which roles may be of interest to you.

The phasing of the selection and appointment process was considered, however, we decided to propose working through the selection process simultaneously to avoid a longer than necessary process and provide people with clarity and certainty as soon as possible.

We have made the decision to proceed with the selection process as proposed as the feedback received on this point did not, on balance, present a compelling reason to alter the proposed approach. Altering the approach at this point would have significantly extended the timeline for the selection process and confirmation of individual outcomes.

## Feedback and decision overview

**Proposal: We proposed a change process, including a selection process and how to express interest in a role (continued).**

Feedback theme/s

**There was some feedback that those Level 3 Intelligence & insight Specialists whose preference to remain in their Level 3 role are disadvantaged as they are not able to express this until after appointments to the other roles are made.**

Our response

Intelligence & Insight Specialists Level 3s are able to express their interest in remaining in their current positions or other newly introduced roles at the same time as all other affected people are able to express interest in the newly introduced roles.

**We received questions about including "IR's existing relevant knowledge of you" in our proposed selection criteria.**

We have defined what we mean by "IR's existing relevant knowledge of you" and how it will be used as part of the selection process. Any existing relevant knowledge of you that is relied on or considered by the selection panel that has not been discussed with the person or discussed during the interview will be made available to you on request. You can find more information on the use of IR's existing relevant knowledge [here](#).

Outcome

No change  
from  
proposal

### Final Decision

Based on the feedback received, we will proceed with the change process without making any changes. The confirmed change process, including the selection, process is outlined [below](#).

## Feedback and decision overview

**Proposal: We proposed selection criteria of 5 capabilities plus technical requirements for each of the roles we proposed to introduce.**

### Feedback theme/s

**Some people are not clear on the difference between the IR capabilities for a role versus the specific technical capabilities that the role may require.**

**It was highlighted that Leadership is not one of the proposed selection criteria to assess the Technical Lead role, but should be.**

### Our response

As part of the expression of interest (EOI) process we will be running a workshop session. This session is to provide an opportunity for you to ask more questions specifically around the IR capabilities and what demonstrable evidence of them may look like. This workshop will support your understanding and also provide information about how to complete your EOI including the self-assessment component of the EOI.

We have reviewed and reduced the number of capabilities and technical requirements in the selection criteria. Many of the proposed technical requirements can largely be covered by the capabilities which have been confirmed as selection criteria. This change is intended to provide clarity through simplifying and streamlining the technical selection criteria.

We have considered this feedback and agree that Leadership is an important capability to include in the selection criteria for the Technical Lead role. Therefore, this capability will be added to the selection criteria.

RELEASED UNDER THE OFFICIAL INFORMATION ACT

## Feedback and decision overview

**Proposal: We proposed selection criteria of 5 capabilities plus technical requirements for each of the roles we proposed to introduce (continued).**

### Feedback theme/s

There was feedback that some of the capabilities or capability levels in the selection criteria for the Intelligence & Insight Specialist Level 3 role were incorrect in the Consultation Document.

### Our response

During the consultation period, the following amendments were made to the selection criteria for the Intelligence & Insight Specialist Level 3 role:

- Replacement of the Design and Integration (Applied level) capability with Quality Decision-Making (Expert level).
- Change of the Data Analytics and Insights Capability for IIS Level 3 roles from Fundamental to Expert level.

This correction has been reflected in the confirmed selection criteria below.

There was feedback that some of the capability levels in the selection criteria for the Change Analyst role were incorrect in the Consultation Document.

The correct capability levels for the selection criteria for the Change Analyst Level 2 role are:

- Business Acumen and Partnering (Fundamental Level)
- Change Management (Expert Level)
- Customer Advisory (Applied Level)
- Data, Analytics and Insights (Applied Level)
- Design and Integration (Applied Level)

### Outcome

Change from  
proposal

### Final Decision

Based on the feedback received, we will be making the following changes to the selection criteria:

We have reduced the number of capabilities and technical requirements for selection criteria – this is detailed in the selection criteria section.

The capability Leadership (Fundamental Level) will be added to the selection criteria for the Technical Lead role.

The corrections to the capabilities and levels outlined for the Change Analyst L2 and Intelligence and Insights Level 3 roles have been made. As we reviewed all the capabilities and levels, two further corrections were made. The capability Design and Integration for the Service Integration and Delivery Manager role was corrected from Expert to Applied level. The capability Business Acumen for the Service Owner role was corrected from Applied to Fundamental level.



## Feedback and decision overview

### Proposal: Timeline

Feedback theme/s

#### Overall, feedback was supportive of the timeline

- There were some that requested an extension to the feedback period to provide more time to ask questions and give feedback.

Our response

An extension was made to the initial feedback period for the proposed changes relating to DSA only. The initial feedback period did not change for the proposed changes related to Revenue Forecasting.

Outcome

Change from proposal

#### Final Decision

Based on the feedback received, we have made changes to the timeline that have been communicated with the team and are outlined again below. These changes involve pushing out the timeline to allow for the extension to the feedback period.

### Other themes

**There was a lot of feedback about the career progression opportunities for those in IIS Level 1 and Level 2 roles.**

- The proposal did not address career development and progression for these roles.

Career development and progression will continue to be part of ongoing conversations between you and your leader. The Technical Lead and Technology Specialist roles provide some new career pathway opportunities. The intention of the new team design was not significantly focused on developing career pathways, however, we do believe that these pathways exist within the new structure.

**Some people are not clear on what IR's People Capabilities mean, and this has impacted on the way the roles we're proposing to introduce have been viewed**

A workshop to provide more information about the capabilities is planned during the EOI process and the intention is that this will provide an opportunity for people to grow their knowledge and ask questions about this area.

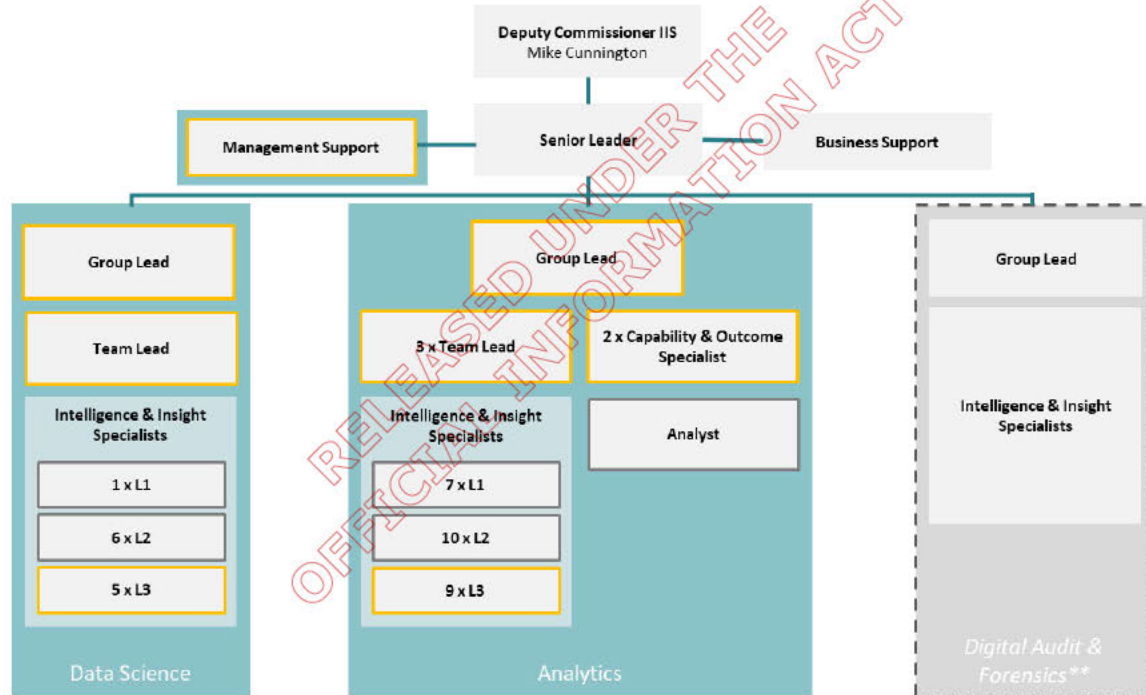
You can also find more information about IR's People Capabilities in this [document](#).

---

# Confirmed changes

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

## DSA current functional and team structure



**Key:**

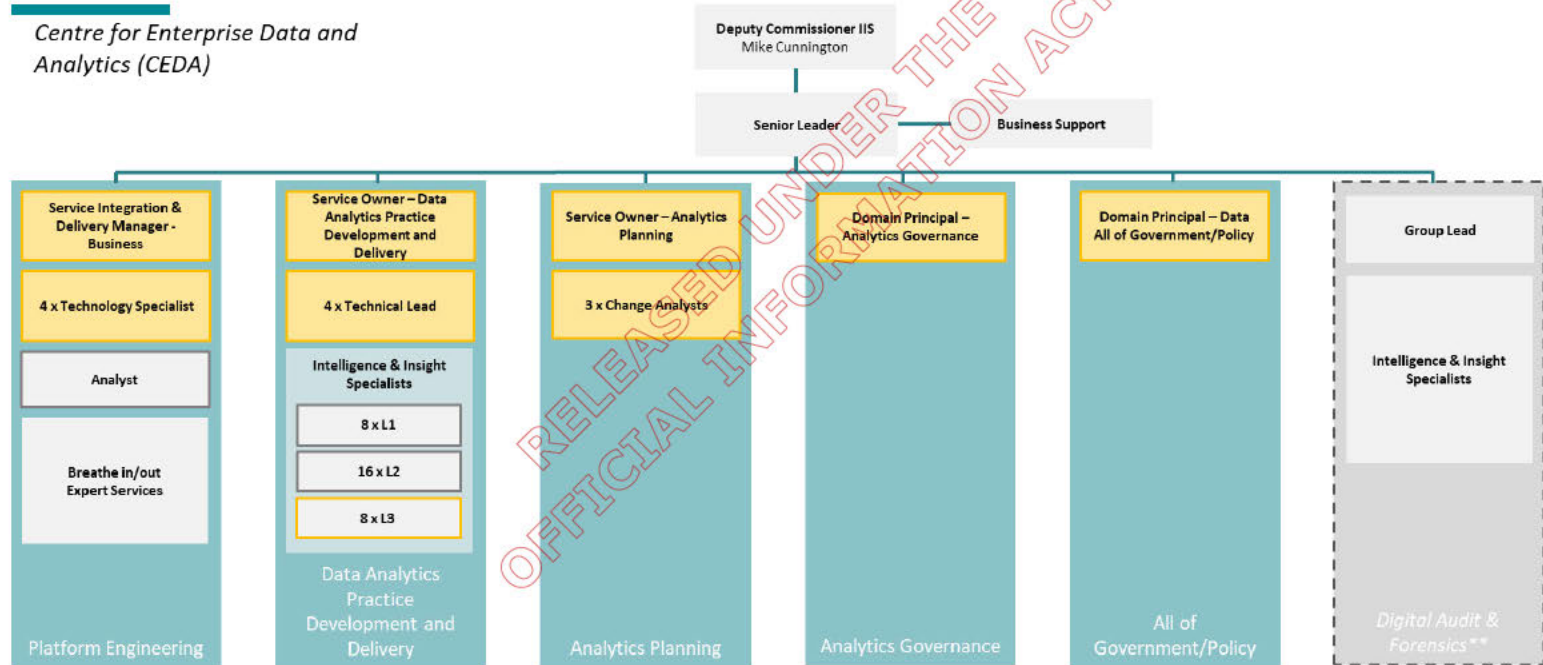
Confirmed removal or reduction of role

Confirmed change in reporting line

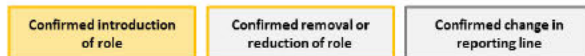
\*\* Digital Audit & Forensics is out of scope for this change

## CEDA confirmed team structure

Centre for Enterprise Data and Analytics (CEDA)



Key:



\*\* Digital Audit & Forensics is out of scope for this change

## Confirmed impact on current roles

Current DSA role	Confirmed impact	Confirmed individual outcome
Group Lead	Role removed from DSA structure	Eligible to participate in EOI for any of the confirmed roles we are introducing to CEDA.
Team Lead L1	Role removed from DSA structure	Eligible to participate in EOI for any of the confirmed roles we are introducing to CEDA.
Team Lead L2	Role removed from DSA structure	Eligible to participate in EOI for any of the confirmed roles we are introducing to CEDA.
Capability & Outcomes Specialist L2	Role removed from DSA structure	Eligible to participate in EOI for any of the confirmed roles we are introducing to CEDA.
Management Support	Role removed from DSA structure	Eligible to participate in EOI for any of the confirmed roles we are introducing to CEDA.
Intelligence & Insight Specialist L3	Reduction from 14 positions to 8	<p>Eligible to participate in EOI for any of the confirmed roles we are introducing to CEDA.</p> <p>If, through the EOI and selection process 1 outcomes, the number of people remaining in the Intelligence &amp; Insight Level 3 role reduces down to eight, then a selection process for this role will not be required as we would have achieved the reduction in the number of people in the Intelligence &amp; Insight Specialists Level 3 role.</p> <p>If, however, the number of Intelligence &amp; Insight Specialists Level 3 is not reduced to eight through the appointment of Intelligence &amp; Insight Specialists to the newly introduced roles, then a selection process will be used to reduce the number of people in the Intelligence &amp; Insight Specialist Level 3 role. The confirmed selection process is outlined <a href="#">below</a>.</p>
Intelligence & Insight Specialist L1	Change in reporting line	Change in reporting line to report to Technical Lead in the Data Analytics Practice Development and Delivery function.
Intelligence & Insight Specialist L2	Change in reporting line	Change in reporting line to report to Technical Lead in the Data Analytics Practice Development and Delivery function.
Analyst	Change in reporting line	Change in reporting line to report to Service Integration and Delivery Manager – Business in the Platform Engineering function.



## Confirmed roles to be introduced to CEDA

Confirmed role	Confirmed number of positions	Confirmed status
<u>Change Analyst L2</u>	3	Vacant - this role will be filled using the confirmed selection process outlined below.
<u>Domain Principal - Analytics Governance</u>	1	Vacant - this role will be filled using the confirmed selection process outlined below.
<u>Domain Principal - Data All of Government/Policy</u>	1	Vacant - this role will be filled using the confirmed selection process outlined below.
<u>Service Integration and Delivery Manager - Business L1</u>	1	Vacant - this role will be filled using the confirmed selection process outlined below.
<u>Service Owner - Data Analytics Practice Development and Delivery L1</u>	1	Vacant - this role will be filled using the confirmed selection process outlined below.
<u>Service Owner - Analytics Planning L1</u>	1	Vacant - this role will be filled using the confirmed selection process outlined below.
<u>Technical Lead</u>	4	Vacant - this role will be filled using the confirmed selection process outlined below.
<u>Technology Specialist L3</u>	4	Vacant - this role will be filled using the confirmed selection process outlined below.

RELEASED UNDER THE OFFICIAL INFORMATION ACT

---

# Confirmed change process

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

## Confirmed change process

We are confirming the change process we had proposed. The change process applies only to those people who are affected by the confirmed changes. These are the people whose roles are confirmed as being removed from the structure, or the number of positions is being reduced (those in Group Lead, Team Lead, Capability & Outcomes Specialist, Management Support and Intelligence & Insight Specialist Level 3 roles).

### Confirmed selection processes

There are two selection processes outlined below. This is intended as a summary, and the full selection process is outlined below.

#### Selection Process 1

The first selection process focuses on the newly introduced roles and involves two selection panel sessions:

- **Selection Panel Session A** – to determine whether decisions can be made about who is appointable into any of the newly introduced roles after self-assessment, determine interviews and identify who has not met the selection criteria.
- **Selection Panel Session B** – to determine selection of people for placement into roles after interviews (should interviews be required).

#### Selection Process 2

The second selection process will only be used if the number of Intelligence & Insight Specialists Level 3 is not reduced to eight through the appointment of people into the newly introduced roles, and will involve one selection panel session:

- **Selection Panel Session C** – to determine the confirmation of Intelligence & Insight Specialists Level 3 into the eight Intelligence & Insight Level 3 positions after interviews.

The confirmed selection process is detailed in the diagram and text on the following pages.

#### Step 1: Expression of Interest (EOI) and submitting a self-assessment form

People who are affected can express interest in the newly introduced roles. These are the people whose roles are confirmed as being removed from the structure, or the number of positions is being reduced:

- Group Lead
- Team Lead
- Capability & Outcomes Specialist
- Management Support
- Intelligence & Insight Specialist Level 3

The roles we have confirmed will be introduced to CEDA are:

- Change Analyst L2 (3 positions)
- Domain Principal – Analytics Governance (1 position)
- Domain Principal – Data All of Government/Policy (1 position)
- Service Integration and Delivery Manager – Business L1 (1 position)
- Service Owner – Analytics Delivery L1 (1 position)
- Service Owner – Analytics Planning L1 (1 position)
- Technical Lead (4 positions)
- Technology Specialist L3 (3 positions)

Level 3 Intelligence & Insight Specialists will also be able to express interest in confirmation into the eight Level 3 Intelligence & Insight Specialist positions. The opportunity to express interest in confirmation into the Level 3 positions is only available to those currently in Intelligence & Insight Specialist Level 3 positions.

There is no limit on the total number of roles people can express interest in.

People will be asked to express their preferences for roles and positions. Preferences will be considered along with IR business needs. This means people may not get their selected preferences(s).

People will start the EOI process in a one-on-one conversation with their Senior Leader to discuss and ask questions about the roles.

For each of the roles you express an interest for, in the same online form, you will have the opportunity to provide information about your capability through a self-assessment.

If you are a Level 3 Intelligence & Insight Specialist and you have expressed interest in the Level 3 Intelligence and Insight positions, you do not need to complete a self-assessment for this role, but you do need to indicate online that your preference is to remain in the role.

The period to complete self-assessment forms is from 30 August 2021 – 10 September 2021. During this period you will have the opportunity to discuss your EOI with Tina MacLean and ask further questions about the roles and the process.

In this EOI/self-assessment form, you will be asked specific questions to demonstrate your capability for each role, and will be asked for relevant information, including:

- Important and relevant personal information, eg. name, location
- Self-assessment against key capabilities and technical requirements identified for each role (not all roles have technical requirements – those that do are clearly outlined in the [confirmed selection criteria](#))
- Explanation of your interest in the role
- Any other information you would like to share in support of your assessment



## Confirmed change process continued

### Selection Process 1

#### Step 2: Selection Panel Session A - First selection round for the newly introduced roles

Once the EOI process closes and self-assessment forms have been received, the selection panel will meet for the first time to determine:

- Who will be considered to have met the selection criteria and be appointable to the role;
- Who will be invited to be interviewed; and
- Who will be considered not to have met the selection criteria.

Where multiple people have expressed interest in the same role, the assessment steps for that group of people will be the same. This means that the group will all be assessed based on either:

1. a self-assessment + IR's existing relevant knowledge
- OR
2. a self-assessment + an interview + IR's existing relevant knowledge.

The selection panel will consider the following in making selection decisions:

- People's self-assessment forms against the selection criteria
- Each capability will be rated individually in relation to each of the roles people express an interest in
- IR's relevant existing knowledge of them will also be taken into account
- IR's business needs e.g., location where applicable

Interviews will only be conducted if necessary, namely, where decisions cannot be made using only self-assessments and IR's relevant existing knowledge.

If the selection panel forms a view that a person will not be interviewed, they will be notified of this decision. If a person believes that an interview should be conducted, they will be provided with an opportunity to discuss this with the selection panel and provide information to support their view. Further consideration would be made as to whether or not an interview should be undertaken based on any additional information they provide.

The confirmed selection criteria and rating scale are outlined below.

#### Step 3: Interviews for vacant newly introduced roles

Interviews will use scenario-based questions to further explore capability for the role(s). In interviews for the vacant newly introduced roles, you will be asked scenario-based questions to demonstrate your capability for the role(s) using examples from your previous work, or examples which demonstrate your ability to apply your capabilities to a specific scenario.

Interviews will be conducted by the selection panel and will be allocated one hour. Interviews will ask questions about the confirmed selection criteria.

If you are invited to interview for more than one role, where possible, interviews will be compressed to cover multiple roles. If the capabilities for multiple roles are not reasonably able to be assessed in one interview, you may need to participate in multiple interviews.

Where capability for multiple roles is being assessed in one interview, additional capabilities would be included in the interview and the interview may be longer than one hour.

In advance of interviews for the newly introduced roles, the selection panel will be provided with an interview pack to enable them to prepare for the interviews, comprising:

- Self-assessment form
- Role Descriptions
- The selection criteria

The confirmed selection criteria and rating scale are outlined below.

#### Step 4: Selection Panel Session B – Second selection round for the newly introduced roles

This second selection panel session (Selection Panel Session B) will occur following completion of the interviews.

The selection panel will meet to determine whether appointments can be made into the newly introduced roles or whether you would be considered not to have met the selection criteria.

## Confirmed change process continued

### Selection Process 2

The second selection process will only occur if required: only if the number of people in Intelligence & Insight Specialist Level 3 positions is not reduced to eight through the appointment of people into the newly introduced roles.

### Step 5: Interviews for selection of Intelligence & Insight Specialists – Level 3

Interviews will be capability-based, and include scenarios that require you to evidence the technical skills and capabilities set out in the selection criteria.

Interviews will be conducted by the selection panel and will be allocated one hour. Interviews will focus on the five capabilities identified as the selection criteria for the role.

In advance of interviews for the Intelligence & Insight Specialist Level 3 roles, the selection panel will be provided with an interview pack to enable them to prepare for the interviews, comprising:

- Role Descriptions
- The selection criteria

Note that self-assessments would not be considered as Level 3 Intelligence & Insight Specialists do not need to complete a self-assessment form for this role.

The confirmed selection criteria and rating scale are outlined below.

### Step 6: Selection Panel Session C – Selection round for confirmation into reduced number of Intelligence & Insight Specialists – Level 3

The third selection panel session (Selection Panel Session C) will only occur if required: only if the number of people in Intelligence & Insight Specialists Level 3 positions is not reduced to eight through the appointment of people into the newly introduced roles.

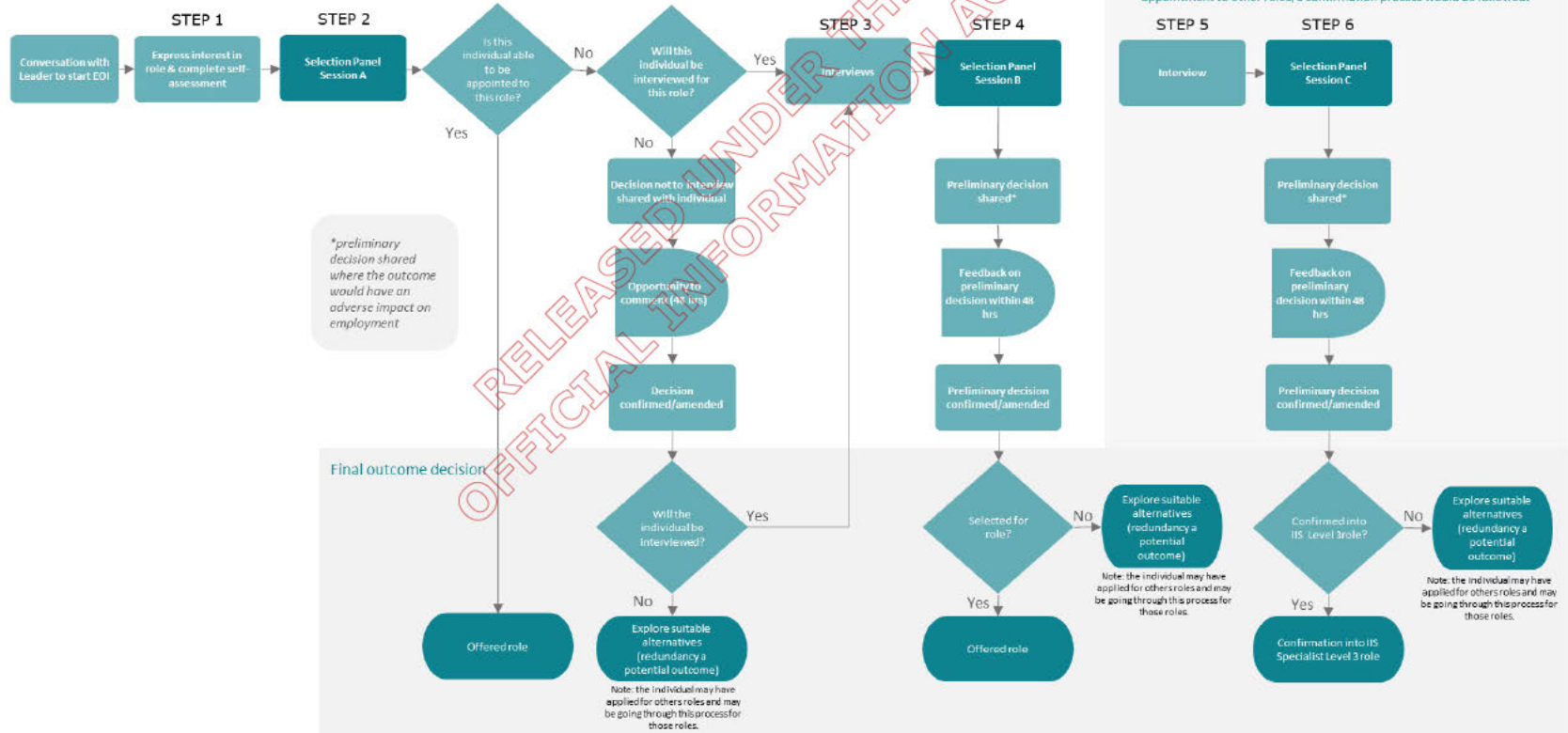
The selection panel would meet to determine which current Intelligence & Insight Specialist Level 3 position holders would be confirmed into the Intelligence & Insight Specialist Level 3 positions.

RELEASED UNDER THE OFFICIAL INFORMATION ACT

## Selection process

### Selection Process 1:

Selection Process for each role that is proposed to be introduced to CEDA



## Change process questions

Below are questions and answers relevant to the change process.

### Is there a limit to the number of roles I can apply for?

If you are eligible to participate in the EOI process because your role is affected, then you can express an interest in as many of the newly introduced roles as you like.

What if I choose not to participate in the EOI process?

If you choose not to participate in the EOI process, you will still be considered as part of the selection process. Your capabilities will be assessed based on IR's existing relevant knowledge of you.

### How do I submit an expression of interest (EOI)?

You submit an EOI by accessing the online self-assessment form. The first part of this form will ask you to signal which roles you are expressing an interest in (submitting an EOI for).

### Where can I find the self-assessment form?

The self-assessment form will be found online. The link to the self-assessment forms will be sent via email to all of those in affected roles.

### What support is available to me during the selection process?

People affected by this change can let Tina MacLean know if they require any support to complete the self-assessment form, or for the interview (e.g., support for disability-specific needs, from a te ao Māori perspective, or if English is your second language). If the impacts of Covid-19 mean that you may require additional support during the selection process, please also let Tina MacLean know. IR will endeavour to accommodate these requests wherever possible.

We will also be running an information session during the expression of interest (EOI) period to provide information about how to complete your EOI, including your self-assessment.

### What are the selection criteria capabilities I will be assessed on?

You will be assessed on the capabilities and technical requirements as outlined in the [selection criteria below](#).

### How will the selection criteria be rated for Selection Process 1 (self-assessment and interviews)?

The selection panel will consider each capability and technical requirement separately and determine a score for each capability and technical requirement according to the rating scale in Selection Process 1.

- Where there is more than one score for each capability or technical requirement, i.e., a person has been assessed both via self-assessment and interview, the two scores will be added together and divided by 2 to reach the final score for that capability or technical requirement.
- Where there is only one score for each capability or technical requirement, i.e., a person has been assessed for that capability or technical requirement via only self-assessment, the one score will be the final score for that capability or technical requirement.

The selection criteria used in the self-assessment process, and at selection interviews, is specific to each position and in line with the capabilities, skills and requirements of the position. The selection panel will assess your responses to the capability and technical requirement questions using this 1 to 5 scale.

1	2	3	4	5
Significant development needed	Some development required	Competent	Strength	Role model
Substantial deficiencies, does not meet core requirements, does not meet expectations	Meets some core requirements however somewhat below expectations, would require some development	Meets expectations with some small gaps, may require development in some core areas	Meets most core requirements and demonstrates strong experience in this area; a strength	Meets and exceeds requirements and expectations, may be considered a role model or expert in the area

## Change process questions

### How will the capabilities be rated for Selection Process 2 (Intelligence & Insight Specialist Level 3 positions)?

The selection criteria used in the selection interviews will be specific to the Intelligence & Insight Specialist Level 3 and in line with the capabilities, skills and requirements of the role. The selection panel will assess your responses to the capability questions using a 1 to 4 scale.

1	2	3	4
No to minimal demonstration of the capability at the level reasonable to expect.	A little demonstration of the capability at the level reasonable to expect.	Some demonstration of the capability at the level reasonable to expect.	Comprehensive demonstration of the capability at the level reasonable to expect, with strengths across all elements.
None-to-few areas of strength across the capability at the required level.  Significant areas for development identified.  May be on a performance improvement plan relating to this capability.	Has more development areas than strengths across many elements of the capability at the required level.	Demonstrated strengths across many elements of the capability, with few development gaps.	No/minor areas for development identified.

### What is IR's existing relevant knowledge of a person?

For the purposes of this change, "IR's existing relevant knowledge of you" means the selection panel's existing knowledge about your skills, knowledge, experience, qualifications and attitudes. It may be used to confirm what you have said in your self-assessment form or during an interview. The question the selection or moderation panel will be asking themselves is 'does the information you have provided align with our knowledge of you?' Selection panel members will not seek information from anyone else or from personnel files.

Any existing relevant knowledge of you that is relied on or considered by the selection panel that has not been discussed with you or discussed during the interview will be made available to you on request.

### Who is on the selection panel?

The assessment of the EOIs/self-assessment will be made, and interviews will be conducted, by a single three-to-four-person selection panel made up of:

- DSA's Senior Leader (Tina MacLean)

- An appropriate leader from within IR, which will be confirmed at the time you are invited to an interview
- An appropriate HR/recruitment specialist
- A technical expert where required – for example if there is no one else on the panel with the capability to properly assess the technical requirements criteria

The selection panel will review all EOIs/self-assessments, complete all interviews and make all of the selection decisions across Selection Process 1 and 2 (if Selection Process 2 is needed).

### Who makes the final appointment decisions?

Following each selection panel session, the panel's decisions on appointments to roles and confirmation into existing positions (for Level 3 Intelligence & Insight Specialist) will be presented as recommendations to Deputy Commissioner, Mike Cunningham, for final approval.

### How will people be advised of the final outcomes of the selection process?

If an initial view is formed that a person will not be selected for any of the newly introduced roles or confirmed into an existing position, they will be advised of this preliminary decision. They will have two days following being advised of the preliminary decision and being provided with all the relevant information regarding the view, to be able to provide feedback. Any feedback provided on the preliminary decision will be considered before a final decision is made and the outcome is confirmed in writing.

Where multiple people have expressed interest in the same role, the selection panel will not advise the successful person of the outcome until all others who have not been appointed to the role have been informed and given the opportunity to consider the preliminary decision. This will also enable the selection panel to consider the feedback from that person on the preliminary decision before coming to any final decision. Where only one person has expressed interest in a role and is assessed as meeting the selection criteria and being appointable to the role, the selection panel will contact them to discuss the outcome at an appropriate time with consideration being given to the timing of the outcomes being shared with other affected people.

Following confirmation of decisions for people who are unsuccessful in being selected, a panel member will contact all successful people to discuss the outcome with them verbally. This will also be confirmed in writing. Where a person is offered a new role, they will be given 3 to 5 days to consider the offer.

### What happens if a person is not offered a role/confirmed into any role?

If a person is not offered/confirmed into any role as a result of the change process, we will work with them to look for alternative pathways. This may include offering them a suitable alternative role in the wider IIS or IR, or where a suitable alternative is not available it may result in their employment ending by way of redundancy. Where redundancy is confirmed, people will be offered support through a career transition support programme.



## Confirmed selection criteria

The confirmed selection criteria are listed in the Appendix [below](#).

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

## Timeline and support

### Timeline

Dates	Key activity
25 <sup>th</sup> August 2021	Final decisions announced
30 <sup>th</sup> August 2021	EOI and self-assessment opens for those in affected roles
Week of 30 <sup>th</sup> August	Capabilities and self-assessment workshop
10 <sup>th</sup> September 2021	EOI and self-assessment closes
16 <sup>th</sup> September 2021	Selection Panel Session A
27 <sup>th</sup> September – 1 <sup>st</sup> October 2021	Interviews for vacant newly introduced roles
5 <sup>th</sup> October 2021	Selection Panel Session B
8 <sup>th</sup> October 2021	Preliminary decisions shared (if required)
18 <sup>th</sup> - 19 <sup>th</sup> October 2021	Interviews for confirmation into Intelligence & Insight Specialist Level 3 positions (if required)
20 <sup>th</sup> October 2021	Selection Panel Session C (if required)
1 <sup>st</sup> November 2021	New structure starts to be stood up

### Support

As you consider what the changes might mean for you, remember there is support available. Change can be unsettling no matter who you are. Talk to people, discuss what is happening, and get support that is right for you, whether that's from your leader, work colleagues, union, family or friends. You can access a range of free support:

#### Employee Assistance Programme (EAP)

IR's EAP programme is provided by Vitae who provides a free, confidential, and independent service for our employees. Support from a Vitae professional can be about but not limited to, building resilience during times of change and uncertainty.

You can view counsellors available in your area - <https://vitae.co.nz/counsellors/>. To make an appointment, contact Vitae directly on 0508 664 981 (24/7) or complete online referral their website at [www.vitae.co.nz/contact/counselling-form/](http://www.vitae.co.nz/contact/counselling-form/).

You can also find further information on Haukainga [here](#).

#### Hauora Hub

This is IR's interactive site for a wealth of information and ideas to help improve your health, well-being and resilience. It's constantly updated and easy to use. You can find the Hauora Hub under Corporate Space "Nga hono tere – Quick Links" on Haukainga.

## Appendix: Confirmed Selection Criteria – for all roles and positions

The confirmed selection criteria focus on the capabilities that are considered key to each role (the skills and knowledge, experience and attitudes each position requires), as described in our People Capabilities framework as well as specific technical requirements where relevant for each role:

### The 12 people capabilities ([sharepoint.com](#))

More details on the confirmed selection criteria for each role are outlined on the following pages:

### Selection Criteria: Change Analyst Level 2

Selection Process	Confirmed Selection Criteria
<ul style="list-style-type: none"> <li>• Self-assessment</li> <li>• Existing relevant knowledge IR has of you</li> <li>• Interview – if required</li> </ul>	<p>The skills and knowledge, experience and attitudes the position requires across four capabilities:</p> <ul style="list-style-type: none"> <li>• Business Acumen and Partnering (Fundamental Level)</li> <li>• Change Management (Expert Level)</li> <li>• Customer Advisory (Applied Level)</li> <li>• Design and Integration (Applied Level)</li> </ul> <p>Technical Requirements:</p> <ul style="list-style-type: none"> <li>• Knowledge of agile practices</li> <li>• Knowledge of relevant technologies and tools including Jira and Visio</li> </ul>





## Selection Criteria: Domain Principal – Analytics Governance

Selection Process	Confirmed Selection Criteria
<ul style="list-style-type: none"><li>• Self-assessment</li><li>• Existing relevant knowledge IR has of you</li><li>• Interview – if required</li></ul>	<p>The skills and knowledge, experience and attitudes the position requires across five capabilities:</p> <ul style="list-style-type: none"><li>• Business Acumen and Partnering (Applied Level)</li><li>• Change Management (Applied Level)</li><li>• Customer Advisory (Expert Level)</li><li>• Leadership (Applied Level)</li><li>• Quality Decision Making (Expert Level)</li></ul> <p>Technical Requirements:</p> <ul style="list-style-type: none"><li>• None</li></ul>

RELEASED UNDER THE OFFICIAL INFORMATION ACT



## Selection Criteria: Domain Principal - Data AoG/Policy

Selection Process	Confirmed Selection Criteria
<ul style="list-style-type: none"><li>• Self-assessment</li><li>• Existing relevant knowledge IR has of you</li><li>• Interview – if required</li></ul>	<p>The skills and knowledge, experience and attitudes the position requires across five capabilities:</p> <ul style="list-style-type: none"><li>• Business Acumen and Partnering (Applied Level)</li><li>• Change Management (Applied Level)</li><li>• Customer Advisory (Expert Level)</li><li>• Leadership (Applied Level)</li><li>• Quality Decision Making (Expert Level)</li></ul> <p>Technical Requirements:</p> <ul style="list-style-type: none"><li>• None</li></ul>

RELEASED UNDER THE OFFICIAL INFORMATION ACT



### Selection Criteria: Intelligence & Insight Specialist Level 3

Selection Process	Confirmed Selection Criteria
<ul style="list-style-type: none"><li>• Self-assessment</li><li>• Existing relevant knowledge IR has of you</li><li>• Interview – if required</li></ul>	<p>The skills and knowledge, experience and attitudes the position requires across five capabilities:</p> <ul style="list-style-type: none"><li>• Business Acumen and Partnering (Fundamental Level)</li><li>• Data Analytics and Insights (Expert Level)</li><li>• Digital Literacy (Fundamental Level)</li><li>• Information and Knowledge Management (Fundamental Level)</li><li>• Quality Decision Making (Expert Level)</li></ul> <p>Technical Requirements:</p> <ul style="list-style-type: none"><li>• None</li></ul>

RELEASED UNDER THE OFFICIAL INFORMATION ACT



## Selection Criteria: Service Integration Delivery Manager Level 1 – Business

Selection Process	Confirmed Selection Criteria
<ul style="list-style-type: none"><li>• Self-assessment</li><li>• Existing relevant knowledge IR has of you</li><li>• Interview – if required</li></ul>	<p>The skills and knowledge, experience and attitudes the position requires across three capabilities:</p> <ul style="list-style-type: none"><li>• Business Acumen and Partnering (Applied Level)</li><li>• Design and Integration (Applied Level)</li><li>• Leadership (Applied Level)</li></ul> <p>Technical Requirements:</p> <ul style="list-style-type: none"><li>• Demonstrated data engineering experience with SAS and/or Hadoop based big data platforms</li><li>• Understanding of Integrating analytics delivery models with enterprise planning</li></ul>

RELEASED UNDER THE OFFICIAL INFORMATION ACT



## Selection Criteria: Service Owner Level 1 – Data Analytics Practice Development and Delivery

Selection Process	Confirmed Selection Criteria
<ul style="list-style-type: none"><li>• Self-assessment</li><li>• Existing relevant knowledge IR has of you</li><li>• Interview – if required</li></ul>	<p>The skills and knowledge, experience and attitudes the position requires across five capabilities:</p> <ul style="list-style-type: none"><li>• Business Acumen and Partnering (Fundamental Level)</li><li>• Change Management (Applied Level)</li><li>• Customer Advisory (Expert Level)</li><li>• Design and Integration (Applied Level)</li><li>• Leadership (Applied Level)</li></ul> <p>Technical Requirements:</p> <ul style="list-style-type: none"><li>• None</li></ul>

RELEASED UNDER THE OFFICIAL INFORMATION ACT



## Selection Criteria: Service Owner Level 1 – Analytics Planning

Selection Process	Confirmed Selection Criteria
<ul style="list-style-type: none"><li>• Self-assessment</li><li>• Existing relevant knowledge IR has of you</li><li>• Interview – if required</li></ul>	<p>The skills and knowledge, experience and attitudes the position requires across five capabilities:</p> <ul style="list-style-type: none"><li>• Business Acumen and Partnering (Fundamental Level)</li><li>• Change Management (Applied Level)</li><li>• Customer Advisory (Expert Level)</li><li>• Design and Integration (Applied Level)</li><li>• Leadership (Applied Level)</li></ul> <p>Technical Requirements:</p> <ul style="list-style-type: none"><li>• Ability to connect broad business concepts and ideas using different Agile planning and delivery methodologies and facilitating effective workshops</li><li>• Demonstrated experience in integrating analytics delivery models with enterprise planning</li></ul>



## Selection Criteria – Technical Lead

Selection Process	Confirmed Selection Criteria
<ul style="list-style-type: none"><li>• Self-assessment</li><li>• Existing relevant knowledge IR has of you</li><li>• Interview – if required</li></ul>	<p>The skills and knowledge, experience and attitudes the position requires across four capabilities:</p> <ul style="list-style-type: none"><li>• Business Acumen and Partnering (Fundamental Level)</li><li>• Design and Integration (Applied Level)</li><li>• Leadership (Fundamental Level)</li><li>• Quality Decision Making (Expert Level)</li></ul> <hr/> <p>Technical Requirements:</p> <ul style="list-style-type: none"><li>• Knowledge of existing IR operations and business processes</li><li>• Demonstrated experience of providing business solutions in incremental delivery model</li></ul>

RELEASED UNDER THE OFFICIAL INFORMATION ACT



### Selection Criteria – Technology Specialist Level 3

Selection Process	Confirmed Selection Criteria
<ul style="list-style-type: none"><li>• Self-assessment</li><li>• Existing relevant knowledge IR has of you</li><li>• Interview – if required</li></ul>	<p>The skills and knowledge, experience and attitudes the position requires across three capabilities:</p> <ul style="list-style-type: none"><li>• Business Acumen and Partnering (Fundamental Level)</li><li>• Design and Integration (Applied Level)</li><li>• Information &amp; Knowledge Mgmt (Fundamental Level)</li></ul> <p>Technical Requirements:</p> <ul style="list-style-type: none"><li>• Knowledge of START data and START coding development practices</li><li>• Demonstrated experience with using relational database systems such as SQL Server, Oracle, DB2, MySQL or PostgreSQL</li></ul>

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT



RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

# Corporate and Enabling Services structure charts

These are the structure charts for the Corporate and Enabling Services change, in list format.

## Contents

Corporate and Enabling Services structure charts.....	1
Enterprise Services: People & Workplace Services structure.....	2
Enterprise Services: Technology Services.....	5
Enterprise Services: Commercial Services & Strategic Property structure.....	6
Enterprise Services: Enterprise Service Delivery structure.....	7
Enterprise Services: Finance Services structure.....	8
Enterprise Design & Integrity.....	10
Enterprise Design & Integrity: Corporate Legal structure.....	11
Enterprise Design & Integrity: The Security Network structure.....	12
Enterprise Design & Integrity: Strategic Portfolio Stewardship structure.....	13
Enterprise Design & Integrity: Integrity & Internal Assurance structure.....	14
Enterprise Design & Integrity: Governance, Ministerial & Executive Services.....	15
Enterprise Design & Integrity: Strategic Architecture.....	16
Information & Intelligence Services: Digital Content Management Planning, Design & Delivery.....	17
Information & Intelligence Services: Information Sharing.....	18
Intelligence & Information Services: Marketing & Communications structure.....	19
Executive Support structure.....	20

# Enterprise Services: People & Workplace Services structure

## Enterprise Leader – People & Workplace Services

### 1 Workplace Services: 1 Domain Lead (L1) – Workplace Services

- 1 Workplace Support South: 1 Team Lead (L2)
  - 12 Workplace Support South:
    - 5 Workplace Support (L2)\*\*
    - 7 Workplace Support (L1)\*
- 1 Workplace Support North: 1 Team Lead (L2)
  - 9 Workplace Support North:
    - 4 Workplace Support (L2)\*\*
    - 5 Workplace Support (L1)\*
- 11 Transition ICT Support Analysts: 11 ICT Support Analyst (Transitional reporting line to Team Lead (L2) Workplace Support South and North)
  - Note: ICT Support Analyst role will be disestablished on 30 September 2021
- 4 Workplace Operations:
  - 3 Domain Specialist (L2) – Workplace Operations
  - 1 Analyst (L1) – Workplace Operations

\*Workplace Support North/South distribution is indicative

\*\*Workplace Support (L2) will be established from 1 October 2021

### 1 People Strategy & Capability: 1 Domain Lead (L2) – People Strategy & Capability

- 1 Talent & People Analytics: 1 Service Owner (L1)
  - 10 Talent & People Analytics:
    - 2 Domain Specialist (L2) – Talent & People Analytics
    - 3 Domain Specialist (L1) – Talent & People Analytics
    - 4 Analyst (L2) – Talent & People Analytics
    - 1 Analyst (L1) – Talent & People Analytics
- 6 Organisational Development:

- 4 Domain Principal – Organisational Development
- 2 Domain Specialist (L2) – Organisational Development
- 1 Learning & Development: 1 Technical Lead
  - 9 Learning & Development:
    - 2 Domain Specialist (L2) – Learning & Development
    - 6 Domain Specialist (L1) – Learning & Development
    - 1 Business Support (L2) – Learning & Development

### **1 Organisational Resilience: 1 Domain Lead (L2) – Organisational Resilience**

- 2 Corporate Security:
  - 1 Domain Principal – Corporate Security
  - 1 Domain Specialist (L2) – Corporate Security
- 5 Health, Safety & Wellbeing:
  - 1 Domain Principal – HS&W
  - 2 Domain Specialist (L2) – HS&W
  - 1 Domain Specialist (L1) – HS&W
  - 1 Business Support (L2) – HS&W
- 2 Business Continuity & Crisis Management:
  - 2 Domain Specialist (L2) – BC&CM

### **1 People Operations & Policy: 1 Domain Lead (L2) – People Operations & Policy**

- (Existing role – Reporting line change) 1 Payroll: Team Manager
  - Payroll team
- 1 People Systems: 1 Service Owner (L1)
  - 6 People Systems:
    - 6 Business Process Specialist – People Systems
- 1 Advisory: 1 Service Owner (L1)
  - 13 Advisory:
    - 9 Domain Specialist (L2) – Advisory
    - 2 Domain Specialist (L1) – Advisory
    - 2 Business Support (L1) – Advisory
- 5 Employment Relations/Remuneration:
  - 2 Domain Principal – ER/REM

- 3 Domain Specialist (L2) – ER/REM

**2 Business Partner/Advisory: 2 Domain Principal – Business Partner CCS**

**1 Management Support: 1 Management Support – People & Workplace Services**

**1 Business Support: 1 Business Support (L2) – People & Workplace Services**

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

# Enterprise Services: Technology Services

## Enterprise Leader – People and Workplace Services

### 1 Service Ownership: (Existing role – reporting line change) 1 Service Owner (L2)

- 2 Architecture:
  - 2 Architect (L2) – IT Service Ownership
- 1 Planning and Analysis:
  - 1 Domain Principal – IT Service Ownership

(Existing team – reporting line change) Voice Channel SIDM Team

(Existing team – reporting line change) Core Tax and Social Policy SIDM Team

(Existing team – reporting line change) Supporting Technology Services SIDM Team

(Existing team – reporting line change) Data, Intel & Web SIDM Team

(Existing team – reporting line change) Cyber Security Team

### 1 Workplace Technology Services: (Existing role – reporting line change) 1 Service Integration & Delivery Manager (L2)

- 7 Workplace Technology (current team)
- 1 Workplace Technology (additional new role):
  - 1 Technology Specialist (L1) – Workplace Technology Services

### 1 Management Support: 1 Management Support

### 1 Business Support: 1 Business Support (L2) – Technology Services/Enterprise Service Delivery

Technology Design & Delivery: Team structure will be designed as programmes sunset (BT, TLO, Ātea)

# Enterprise Services: Commercial Services & Strategic Property structure

## Service Leader – Commercial Services & Strategic Property Services

### 1 Corporate Commercial (incl. Strategic Property & Asset Mgmt.): 1 Service Owner (L2)

- 4 Corporate Commercial:
  - 3 Domain Principal – Corporate Commercial
  - 1 Business Process Specialist – Corporate Commercial

### 1 Technology Commercial: 1 Service Owner (L2)

- 5 Technology Commercial:
  - 4 Domain Principal – Technology Commercial
  - 1 Business Process Specialist – Technology Commercial

### 1 Buying Operations: 1 Service Owner (L1)

- 4 Buying Operations:
  - 4 Business Process Specialist – Buying Operations

### 2 Commercial Advisory:

- 2 Domain Principal – Commercial Advisory

Note: Management Support and Business Support in Commercial Services & Strategic Property will be provided by the two roles situated in Finance Services.

# Enterprise Services: Enterprise Service Delivery structure

## Service Leader – Enterprise Service Delivery

(Existing team – reporting line change) Capability & Service Improvement Team

(Existing team – reporting line change) Service Operations Centre Team

(Existing team – reporting line change) Enterprise Change & Release Team

### 1 Service Desk: (Existing role – reporting line change) 1 Team Lead (L2)

- 6 Service Desk Team:
  - 6 Business Process Specialists – Service Desk

### 1 Change Design & Delivery: 1 Service Owner (L2)

- 5 Change Design & Delivery Team:
  - 2 Domain Specialist (L2) – Change Design & Delivery
  - 2 Change Analyst (L1) – Change Design & Delivery
  - 1 Customer Experience Designer (L2) – Change Design & Delivery
- 2 C-Zone:
  - 1 Domain Specialist (L2) – C-Zone
  - 1 Domain Principal – C-Zone

### 1 Planning, Prioritisation, Performance & Reporting: 1 Service Owner (L2)

- 1 Planning, Prioritisation, Performance & Reporting Team:
  - 1 Capability & Outcome Specialist (L1) – Planning, Prioritisation, Performance & Reporting



# Enterprise Services: Finance Services structure

## Enterprise Leader – Finance Services

### 1 Non-departmental Accounting: 1 Domain Lead (L2)

- 10 Accounting Team
  - 2 Accountant (L3)
  - 4 Accountant (L2)
  - 4 Accountant (L1)

### 1 Departmental Accounting: 1 Domain Lead (L2)

- 13 Accounting Team
  - 2 Accountant (L3)
  - 4 Accountant (L2)
  - 4 Accountant (L1)
  - 3 Business Process Specialist

### Finance Advisory – Team 1: 1 Domain Lead (L2)

- 10 Accounting Team
  - 3 Accountant (L3)
  - 4 Accountant (L2)
  - 3 Accountant (L1)

### Finance Advisory – Team 2: 1 Domain Lead (L2)

- 11 Accounting Team
  - 4 Accountant (L3)
  - 4 Accountant (L2)
  - 3 Accountant (L1)

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

**1 Management Support: 1 Management Support – Finance Services**

1 Business Support: 1 Business Support (L2) – Finance Services/Commercial Services & Strategic Property\*

\*The Business Support role is situated in Finance Services but is shared between Finance Services and Commercial Services & Strategic Property.

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

# Enterprise Design & Integrity

## Deputy Commissioner – Enterprise Design & Integrity

(New) 1 Enterprise Leader – Chief Information Security Officer

(Existing role) 1 Corporate Counsel

(Existing role) 1 Service Leader – Integrity & Internal Assurance

(Existing role) 1 Enterprise Leader – Strategic Architecture

(Existing role) 1 Enterprise Leader – Strategic Portfolio Stewardship

(Existing roles) 2-3 Strategic Advisors

(Existing role) 1 Service Leader – Governance, Ministerial & Executive Services

(New) 1 Privacy Officer

1 Business Support (L3) – Executive Support

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

# Enterprise Design & Integrity: Corporate Legal structure

## Corporate Counsel

6 Corporate Solicitor (L2)

1 Business Support (L2)

## External Partners

(additional legal capability would be sourced from external organisations from time to time to cover spikes in workload or to engage specialist skills that may be uneconomic to recruit and retain permanently.)

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

# Enterprise Design & Integrity: The Security Network structure

To support, enable and provide specialist capability for the Security Network, we will establish an Information Security team which will work alongside the Privacy Officer and Information Architect in Strategic Architecture.

The Information Security team will consist of:

## **Deputy Commissioner – Enterprise Design & Integrity (Chief Security Officer)**

### **1 Enterprise Leader – Chief Information Security Officer (CISO)**

- 2 Domain Principal – Information Security

### **1 Privacy Officer**

### **(Networked in from Strategic Architecture) 1 Enterprise Leader – Strategic Architecture**

- (Networked in from Strategic Architecture) 1 Architect (L3) – Security

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

# Enterprise Design & Integrity: Strategic Portfolio Stewardship structure

## Enterprise Leader – Strategic Portfolio Stewardship

### 1 Domain Lead (L2) – Performance & Reporting

- 2 Domain Principal – Performance & Reporting
- 2 Domain Specialist (L2) – Performance & Reporting
- 6 Analyst (L2) – Performance & Reporting

### 2 Domain Principal – Investment & Benefits

#### 1 Domain Lead (L2) – Portfolio

- 1 Domain Principal – Portfolio Tool(s)
- 1 Domain Specialist (L2) – Portfolio Tool(s)
- 2 Analyst (L2) – Portfolio
- 2 Domain Principal – Portfolio
- 1 Domain Specialist (L2) – Portfolio

RELEASED UNDER THE OFFICIAL INFORMATION ACT

# Enterprise Design & Integrity: Integrity & Internal Assurance structure

## Service Leader – Integrity & Internal Assurance

### 1 Domain Lead (L1) – Internal Assurance

- 1 Domain Principal – Internal Assurance
- 5 Domain Specialist (L2) – Internal Assurance
- 1 Analyst (L2) – Internal Assurance
- 1 Business Support (L2) – Internal Assurance

### 1 Domain Lead (L1) – Integrity

- 3 Domain Specialist (L2) – Integrity
- 1 Business Process Specialist – Integrity

## External Partners

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

# Enterprise Design & Integrity: Governance, Ministerial & Executive Services

## Service Leader – Governance, Ministerial & Executive Services

### 1 Team Lead (L2) – Executive Support

- 1 Business Support (L3) – Commissioner Support\*
- 1 Business Support (L3) – Executive Support\*
- 1-2 Business Support (L2)\*

\*Business Support (L3) positions are to support the Commissioner and Deputy Commissioner ED&I, Business Support (L2) positions are to support across the ED&I group.

### 1 Domain Lead (L1) – Governance & Ministerial Services

- 2 Domain Specialist (L2) – Governance
- 2 Domain Specialist (L2) – Ministerial Services
- 5 Domain Specialist (L1) – Ministerial Services
- 1-2 Business Support (L2) – Governance & Ministerial Services

### 1 Team Lead (L2) – Ministerial & Escalated Complaints

- 6 Domain Specialist (L1) – Ministerial & Escalated Complaints

## Secondes to Minister's Office

OFFICIAL INFORMATION ACT



# Enterprise Design & Integrity: Strategic Architecture

## Enterprise Leader – Strategic Architecture

### 3 Strategy Specialist

#### 1 Domain Lead (L1) – Test

- 1 Domain Specialist (L2) – Test

#### 1 Domain Lead (L2) – Technology Architecture

- 1 Architect (L3) – Security
- 1 Architect (L3) – Integration
- 2-3 Architect (L3) – Solution

#### 5 Architect (L3) – Product

#### 2 Domain Lead (L2) – Business Architecture

- 5 Architect (L2) – Design
- 1 Domain Principal – Change Practice
- 1 Domain Principal – Solution Analysis Practice
- 1 Domain Principal – Delivery Analysis Practice

#### 1 Domain Lead (L1) – Channel

- 2 Domain Specialist (L2) – Channel

OFFICIAL INFORMATION ACT  
RELEASED UNDER THE

# Information & Intelligence Services: Digital Content Management Planning, Design & Delivery

**Intelligence Leader – Enterprise Information & Knowledge Management**  
**...A dotted line to Director Digital Change (Transitionary)**

## **1 Domain Lead (L1) – Platform Design, Delivery & Performance**

- 2 Technology Specialist (L2/3) – Design & Delivery Lead\*
- 4 Domain Specialist (L1/2) – Design & Delivery
- 4 Domain Principal – Solution Analysis
- 1 Information Specialist (L3) – Information Architecture
- 1 Intelligence & Insights Specialist (L2) – Digital

\*Design & Delivery Lead 1: This role will have a leading and coordinating responsibility for work relating to the external facing website [www.ird.govt.nz](http://www.ird.govt.nz) (note: this is not a formal people leader role)

Design & Delivery Lead 2: This role will have a leading and coordinating responsibility for work relating to the internal facing Intranet and associated subsites (note: this is not a formal people leader role)

## Information & Intelligence Services: Information Sharing

### **(Existing role) Intelligence Leader – Enterprise Information & Knowledge Management**

- 2 Information Specialist (L3) – Data & Information Architecture

### **(Existing role) 1 Group Lead – Information Sharing**

- (Existing role) 4 Information Specialist (L2) – Library & Research Services
- (Existing role) 4 Information Specialist (L2) – Information Sharing
- 3 Information Specialist (L2) – Service & Governance Coordination

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

# Intelligence & Information Services: Marketing & Communications structure

## Service Leader – Marketing & Communications

### 5 Corporate Narrative:

- 4 Domain Principal – Corporate Narrative
- 1 Domain Specialist (L2) – Corporate Narrative

### 1 Business Support (L2)

### 3 Domain Lead (L1) – Communications

- 25 Communication Specialist Team
  - 8 Domain Principal – Communications
  - 6 Domain Specialist (L2) – Communications
  - 11 Domain Specialist (L1) – Communications

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

## Executive Support structure

Each Deputy Commissioner will have one Business Support (L3) assigned to them either as a direct report, or provided through a pool in Enterprise Design & Integrity. These roles will act as a network to enable resources to be flexed where required, eg to cover peak workflow, leave, BS development and sharing opportunities for process improvement.

### 8 Business Support (L3)

- 7 Business Support (L3) (Direct reports to Deputy Commissioners)
- 1 Business Support (L3) (Fixed Term Arrangement (ESS Programme))

### Reporting directly to a Team Lead in Governance, Ministerial & Executive Services:

- 1 Business Support (L3) – Executive Support
- 1 Business Support (L3) – Commissioner Support

*These two Business Support (L3) roles are assigned to the CIR and DC – ED&I. They report directly to a Team Lead (L2) in Governance & Ministerial Services.*

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

# Policy – Proposal for consultation

---

FUTURE OPERATING MODEL



**Inland Revenue**  
Te Tari Taake

MAY 2019

## Table of Contents

Introduction and Overview .....	3
Introduction .....	3
How we've structured this proposal .....	4
Understanding Consultation .....	5
Why we are consulting.....	5
What we are consulting on .....	5
The proposed timeline .....	6
Feedback .....	6
How to provide feedback and comments.....	6
Where can I get more information? .....	7
Supporting you through change .....	7
Part A: Background, Context, Key Shifts and Enablers .....	8
All of Inland Revenue is changing .....	8
Policy is one of these streams.....	9
Scope.....	9
The Key Shifts.....	9
How will we know when we've got there? Describing our future when we've achieved the key shifts. ....	10
Enabling the Key Shifts.....	11
Enablers are key to facilitating and achieving the shifts.....	11
Effective engagement.....	12
How will we achieve effective engagement?.....	13
Clear prioritisation, assurance of quality and resource allocation .....	13
Quality.....	15
Things we can improve: .....	16
Capability uplift including leadership.....	17
Supporting Policy Careers .....	17
Our People's Capabilities .....	18
Policy as part of an Inland Revenue Ecosystem.....	19
An enabling culture .....	20
How it all comes together .....	20
PART B: Policy's organising model and structure .....	21
New larger flexible teams .....	21
Project and network teams.....	22
Policy's proposed operating model and structure.....	23
Policy Director / Policy Lead.....	24
Chief Economist and the Economics and Stewardship team.....	24
Strategic Policy Advisors .....	25

Policy Advisors.....	25
Graduates (Assistant Policy Analysts) .....	26
Legislative Counsel .....	26
Business Support .....	27
Key Partners .....	27
Communications .....	27
Forecasting.....	27
Strategy .....	27
Policy design and implementation.....	27
PART C: Impact of the proposed structure and role changes, and transition process .....	28
Proposed changes to structure and roles .....	28
Proposed capability-based roles for Policy.....	28
Potential impact on positions within Policy & Strategy.....	29
Positions out of scope.....	29
Potential impact on positions .....	29
Fixed term arrangements – what these changes mean.....	34
Secondments – what these changes mean.....	34
Proposed Transition Process.....	34
Proposed Selection Criteria.....	35
Why are we proposing an Expression of Interest (EOI) Process for Policy Leads and Strategic Policy Advisors and how will the proposed process help inform selection outcomes? .....	36
How will I complete the Expression of Interest (EOI) process? .....	36
What will happen next? .....	36
What will happen once selection decisions are made?.....	36
Transition for people into Domain and functional teams. ....	37



# Introduction and Overview

## Introduction

Kia ora

The Policy team is made up of very capable people who take pride in their work. It is regarded as a strong and well performing policy group and, like the policy profession more broadly, we need to maintain that reputation in a changing world, now and into the future. We need to develop and hone some important policy capabilities and different ways of working to ensure that Inland Revenue continues to be the Government's trusted advisor and deliver high quality advice.

We have talked about this work as the 'future operating model'. We have already started the journey by beginning to implement some of the changes outlined in this document. We've identified key shifts that will make the difference we need and our progress in these areas is showing us we're on the right track.

The three key shifts we are driving are:

1. **Outcomes focused policy development** Our advice achieves the results intended because we have worked up solutions right from the start with those who need to implement them and who will be affected by them
2. **Being responsive today and shaping tomorrow** We take account of the future and ensure that the tax and social policy systems we advise on continue to be fit for purpose
3. **More broadly influencing the social and economic agenda** We improve the overall outcomes across government by supporting the Government's broader economic and social objectives

There is no single silver bullet to achieve these key shifts. In some cases, this is about how we work, the way we prioritise, engage, ensure consistent quality, grow and develop our skills, and even our broader culture and behaviours. In some cases, it's about how our roles and structures are designed and how we've put together our teams and focus areas.

In the main we will achieve these shifts through some key enablers which are to prioritise and manage our workflows well, engage effectively at the right stages with the right people, develop some core capabilities across all of our people, and to ensure that our behaviours (and therefore culture) support these shifts.

It is proposed to move to capability-based role descriptions and design the group following the principles determined through the first stage of Inland Revenue's organisational design. The alignment to the rest of IR is important so using the capability-based role description model to update the roles in Policy is the right move, as well as giving opportunities to leverage the development offerings on the organisation-wide capabilities we want to grow.

There are some structural changes proposed, designed to ensure the policy shop operates efficiently and make best use of our strengths, talents and teams. These include:

- Bigger and more flexible teams, that can adapt as demands change.
- Some new roles created which recognise we need to be at the top of our game in terms of strategic technical and intellectual leadership.

- Some roles disestablished as we move to a model which is more integrated with the rest of the organisation and fit for purpose now and in the future.

Our aim is to ensure that our policy capability is as strong, if not stronger, in 10 years' time as it is today, which will be achieved by growing the talents of our people. We want to create opportunities for you to build your institutional knowledge, but also to grow your leadership and broader capabilities. It is great to see people being challenged with leadership opportunities when they arise on key projects or supporting teams and growing as a result. We will continue to build on this as we go forward. This shows we can grow our future leaders regardless of the structure we proceed with.

Please give us all your feedback on what is proposed. We need it to make sure that our final decision is right – what will work, what won't work and where could it be better. We will need time to consider your feedback and then to confirm a final approach with ELT and will share the decisions with you as soon as she can.

A fundamental requirement to ensuring success with this process is that it has been led and developed by people in PAS. This is part of the [7 implementation principles](#) developed following feedback on what we could improve on from Phase One. Leader-led, designed with people experience front of mind, implemented at the right pace for each group as determined by them, and multi-staged to achieve the right outcomes at the right times. They all have an influence on how each part of our organisation in the future operating model streams find the right way for their people to head towards the outcome we're all aiming for – an organisation that is intelligence-led, customer-centric and agile.

You'll see differences to what has gone before in almost every aspect, from timing and phases through to some of the specific changes proposed, but we hope you'll also see the key themes of our transformation and the design principles of our new organisation coming through loud and clear.

We have appreciated the input many people have provided to date whether it was at open homes or in working on the contents of the change proposal.

Again, thank you for taking the time to be part of this.

Cath and Mark

*Cath Atkins, Deputy Commissioner Policy & Strategy, and Mark Daldorf, Deputy Commissioner People and Culture and Chair of the Organisation Development Committee (ODC).*

## How we've structured this proposal

We've split the proposal into 3 parts so that it's easier to find the information you're looking for.

We recognise you may want to skip ahead to the impacts, proposed structure and specific roles so we've made these easy to locate. It's important that you read carefully through Part A as well to understand the background, context and key shifts we are aiming to achieve with the changes we are proposing and consulting on.

Please take the time to read, ask questions and consider the information in Part A before giving feedback as it may answer many of your questions or explain why we proposed going down a particular path.

The three parts in this consultation pack are:

**Part A** – Background, context and the key shifts we are working towards. Overview of the enablers of change and work to date in these areas. Further detail on the way we'll work in future and how this differs from today, as well as what carries on.

**Part B** - Overview of the proposal for our future operating model, and detail on what this would mean for our structure, teams and roles.

**Part C** - Impact of the proposed change and change process, including expressions of interest.

Extra information on proposed new roles and the analysis for current jobs and proposed future roles is available on the [Policy Future Operating Model intranet page](#).

## Understanding Consultation

### Why we are consulting

We have shared our design thinking around how we will be organised in the future, and about the different ways we will need to work to support our future operating model. Many of our people have been involved in helping shape the work, particularly through the enabler workstreams. Everyone has contributed in some way to shaping our prioritisation and quality practices, provided feedback on engagement, or given their thoughts on role descriptions or capability development.

While we have a proposed design and proposed transition process and our enabler workstreams are already underway and making great progress, we have not made any final decisions about our future operating model structure, roles and teams.

Consultation provides an opportunity to contribute your ideas, views and perspectives enhancing our decision-making process. We will not make any final decisions until we have collected and considered your feedback.

### What we are consulting on

We are seeking your feedback on:

1. The proposed design and structure of the Policy group.
2. The proposed capability-based roles that will exist in the future Policy team.
3. The proposed transition process that would be used to move from our current state to our proposed future state.

Put simply, we are consulting on the proposals contained in Parts B, C and the associated details including new role descriptions.

Part A provides the background, context and work to date on our enablers and ways of working which we are already underway and making progress with.

You can share your thoughts on any aspect of the proposal including the enabler workstreams, ways of working, key shifts and opportunities for change as these have had influence on our proposed changes to structure and roles. We welcome any feedback you

may have. The description above is to clarify what is meant by the technical definition of consultation and make sure you know that this is your opportunity to more formally respond to the proposed changes to structure and roles.

## The proposed timeline

Step	Approximate Date
<u>Consultation begins</u>	<u>30 May 2019</u>
<u>Drop-in discussions</u>	<u>31 May &amp; 6 June</u>
<u>Consultation ends</u>	<u>14 June 2019 5pm</u>
<u>Consideration of feedback and finalisation of future operating model</u>	<u>17 June - 5 July</u>
<u>Endorsement of future operating model with Organisational Development Committee / ELT</u>	<u>July</u>
<u>Start date for future operating model</u>	<u>Tentatively - September / October</u>

## Feedback

### How to provide feedback and comments

You're encouraged to share your thoughts and views so that these can be considered as part of the final decision.

You are invited to provide feedback on both the proposed change, including the new roles and how they impact existing roles, and the proposed transition process.

The consultation period is open from Thursday 30 May and closes on Friday 14 June at 5pm.

Once you've had the opportunity to read and consider the proposal, we encourage you to ask any questions you might have. We will endeavour to answer these quickly so that you're able to give feedback or ask further questions within the consultation timeframe.

At the two scheduled drop-in discussions members of the FOM design team and Transition Support Services will be available to answer questions and discuss your thoughts.

There's no set format for you to tell us what you think, it's just important that you do.

You can provide feedback or ask questions:

<ul style="list-style-type: none"> <li>• By sending an email to <a href="mailto:policyFOM@ird.govt.nz">policyFOM@ird.govt.nz</a></li> <li>• Via your union:           <ul style="list-style-type: none"> <li>- PSA:               <ul style="list-style-type: none"> <li>PSA Organiser s 9(2)(a)</li> <li>PSA National delegate s 9(2)(a)</li> <li>PSA National delegate s 9(2)(a)</li> <li>PSA Local representative s 9(2)(a)</li> </ul> </li> <li>- Taxpro: s 9(2)(a)</li> </ul> </li> </ul>
--

## Where can I get more information?

Electronic copies of information that is related to the consultation process are also available [here](#) including this consultation document and the PowerPoint presentation from the proposal announcement.

You can also:

- Check the regularly updated questions and answers on the [Policy FOM intranet page](#)
- Attend the drop-in discussions
- Speak to your leader
- Contact your union
- **Ask a question** via the Policy Future Operating Model email address [policyFOM@ird.govt.nz](mailto:policyFOM@ird.govt.nz) We will endeavour to respond to your question within 48 hours so you can participate fully in the consultation process.

## Supporting you through change

As you read through this document and consider what the changes and the proposal might mean for you, remember there is support available.

Change can sometimes be unsettling no matter who you are, and especially if you are directly impacted by change. It's important to take care of yourself through the process.

Talk to people, discuss what is being proposed, and get support that is right for you, whether that's from your leader, work colleagues, family or friends.

You can also access a range of free support such as:

**Employee Assistance Programme** (EAP) provides a free, confidential and independent service. To make an appointment, contact EAP directly on 0800 327 669 or visit their website: [www.eapservices.co.nz](http://www.eapservices.co.nz)

**Hauora Hub** is our one-stop, interactive site for a wealth of information and ideas to help improve your health and wellbeing. It's constantly updated and easy to use. Find it under "quick links" on the IR homepage.

If you're a **union member**, your union is also available to provide support and advice during the change process.

# Part A: Background, Context, Key Shifts and Enablers

All of Inland Revenue is changing



We are creating a workforce with the right capabilities and building new systems and processes to meet the needs of our current and future customers.

To transform Inland Revenue, the Executive Leadership Team (ELT) is leading the design of an organisation that is:

- **Customer-centric:** where together we understand the many influences on each customer and decide how we work with them to get the best outcomes for New Zealand.
- **Intelligence-led:** where we make good decisions based on quality information and analysis. We continually test and learn to know what the best approaches will be.
- **Agile:** where we work at pace, pulling together the right people to make good decisions quickly, focusing on the things that matter most.

How we look and act as an organisation is a critical part of our transformation journey toward being more customer centric, intelligence-led and agile. We also want to keep focusing on how we make sure IR is a great place to work, a place that you feel excited to be part of, where you can fully use and share the full range of your capabilities and expertise and have a job with meaning.

You should all be familiar with the story so far on our journey towards our new organisation and the work to date on our Future Operating Model. If not, I encourage you to visit the [Our New Organisation](#) intranet pages where you can find all of the information on what our organisation is aiming to achieve, what we've done so far and what comes next. There are a lot of resources available to refresh your understanding of this work.

The [Our New Organisation](#) pages also have further detail on the overall approach and principles of the Future Operating Model work and the various streams.

## Policy is one of these streams

The capabilities in the Policy stream enable IR to provide advice to government on the tax revenue and transfer systems and develop policy for how these can be used to support economic and social wellbeing for current and future generations.

We have thought about what the future looks like for Policy and how it will feel different for us and those we work with. Some of this is enhancing what we already do well, some is about consistency, some a different approach or outcome focus, and all of it centres around our people.

## Scope

The Policy stream is different to PAS. The Future Operating Model Policy stream solely focuses on the Policy part of PAS as the Strategy part is covered by another stream. While this means the consultation and information in this proposal is primarily for those within the scope of the stream, we also welcome feedback from those who work closely with our Policy people which includes the Strategy team. As you'll see in the next section about our Key Shifts, the way we work together with others is a major focus of this work.

## The Key Shifts

We engaged with a large range of stakeholders both internal and external to consider how we could improve our focus. While very positive about PAS they identified several ways we could make a bigger contribution.

Many stakeholders talked about the pace of change and the increasingly complex world we are operating in due to advances in technology, the ways of doing business, and the way people live their lives. They talked about us needing to ensure that a wider range of voices were heard in the policy making process. They told us solutions that might have worked theoretically in the past may no longer be fit for purpose in a complex and fast changing world.

They felt we need to engage more, and earlier in the policy process, with customers and users to ensure policy would work in the real world. They also felt that we could be clearer about why we pick the things we do to work on.

Some of these concerns were echoed within PAS. It was felt that we can sometimes start developing solutions before being clear about the problem and that this can lead to a more complex solution than was necessary. Another concern is that often once consultation had begun it was very challenging and difficult to significantly revisit options and solutions already identified. Someone likened it to being on a waterfall and trying to swim back up. This can mean that sometimes our policy solutions may not accomplish the optimal balance between achieving what was intended and being practical to implement.

They encouraged us to think beyond just the legislation as the lever to influence behaviour. The consequences of legislating for every possible behavioural response and circumstance has sometimes led to complexity and uncertainty in the legislation.

Many stakeholders also commented on the essential role we need to play in proactively thinking about the longer term and “lifting our sights”. This would ensure that our advice is steeped in thinking about where we need to take the tax and social system in the future.

Ministers and other stakeholders also thought we could play a bigger role in helping to shape the broader social and economic objectives of the Government.

Bearing this feedback in mind, and considering all of our goals and aspirations, we set about identifying how we can start moving in the right direction.

Through our high-level design we identified 3 key shifts that we will consistently embed through our future operating model.

Policy's 3 key shifts
Outcomes focused policy development
Being responsive today <u>and</u> shaping tomorrow
More broadly influencing the social and economic agenda

Our detailed design process then led us to further develop the key shifts and consider what these will look and feel like day to day. While these descriptions are set ‘in the future’, we are already making great progress towards them alongside the more formal change process.

## **How will we know when we've got there? Describing our future when we've achieved the key shifts.**

### ***We produce high quality, outcomes-focused policy***

We pride ourselves on providing high quality, free and frank advice that is responsive to a changing environment. Our advice incorporates innovative thinking and sustainable solutions for implementation.

We use frameworks and proactively seek diverse viewpoints, combining these with evidence and insights, to develop policy outcomes that are trusted and valued by users.

Legislation is a key output and we work hard to make sure it is effective, reflects the policy intent, and is grounded in the practicalities of implementation (including being understandable and providing certainty). We link problems or opportunities, policy, design, and solutions seamlessly, utilising the right legislative tools and approach for the issue.

Doing this well means producing ‘end-to-end’ policy which is co-designed with others. We engage customers, IR people and experts at the right times during the policy process, in ways that allow for meaningful contribution. Design is actively considered from the start, supporting a tailored co-design approach. Review of policy outcomes is a key part of our continuous improvement mindset. We are curious as to how things are working on the ground and network with others in IR to ensure our policies are implemented.



### ***We lift our view up and out to focus on what matters for economic and social wellbeing***

We are focused on the sustainability of advice we provide for today's issues, while maintaining awareness of future opportunities and challenges. This includes influencing across the economic and social agenda, recognising Inland Revenue's role as part of the wider public service.

We are key partners in supporting the government's economic and social policy agenda.

Prioritisation is undertaken with a focus on what matters most for the outcomes that we are trying to achieve, including consideration for future needs. Decisions and priorities are visible to Inland Revenue and our stakeholders and we regularly reassess to ensure the work remains appropriately prioritised.

### ***Being responsive today and shaping tomorrow***

We regularly review the parts of the tax and social policy system most in need to ensure that policy intent is achieved. Furthermore, we apply ourselves and prepare for the large strategic issues that either have not been solved before or that are expected to emerge in the future.

## Enabling the Key Shifts

### **Enablers are key to facilitating and achieving the shifts**

Although an essential part of our future operating model, changes to roles and structure alone will not achieve the key shifts. The structural change only supports what we need to change in the way we work – our enabler streams.

We have discussed, workshopped and tested with a wide range of people (policy, PAS, IR and stakeholders) what the key things are that we need to do differently.

We are calling the areas we've identified that require change for us to achieve the key shifts our Enablers.

The Enablers we have prioritised to support the three key shifts are:

- Effective engagement
- Clear prioritisation, assurance of quality and resource allocation
- Capability uplift including leadership
- An enabling culture

These enablers are interdependent. It will be through these enablers working in alignment that we will drive changes to our processes, capability and behaviour that will become noticeable to policy staff, colleagues and stakeholders.

The enablers have been led by the following teams:

- **Engagement** – Mike Nutsford
- **Prioritisation and Quality** – Carolyn Elliott and Maraina Hak
- **Capability uplift** – Chris Gillion, Anna Pearson and Cory Smith
- **Culture** – Eddie Edmonds and David Carrigan (with support from Nigel Mehta-Wilson and Anna Pearson)

This next section covers the work to date in each of these enabler streams, all of which have influenced, informed or supported the proposed changes to roles and structure and provide important context for the proposal overall.

## Effective engagement

Effective engagement will require:

- Greater integration and networking with other parts of IR, other agencies, stakeholders and customers
- seeking stakeholder perspectives at all stages in the policy development process
- greater diversity and inclusion in the policy process, through involvement of other areas and applying differing 'lenses' to a common problem/issue/opportunity
- improved understanding of decision rights
- new skills and capabilities

It is essential that we consider, initiate and maintain relationships with key stakeholders and regularly engage with them alongside the policy development process. This is where we'll have the most influence on achieving the key shifts of being responsive today and shaping tomorrow as well as more broadly influencing the social and economic agenda.

To achieve outcomes focused policy development, all products developed from our policy advice should lead towards achieving the policy intent, including legislation, communications, IT system rules, operational processes and customer actions.

Ways of working that will embed this shift include:

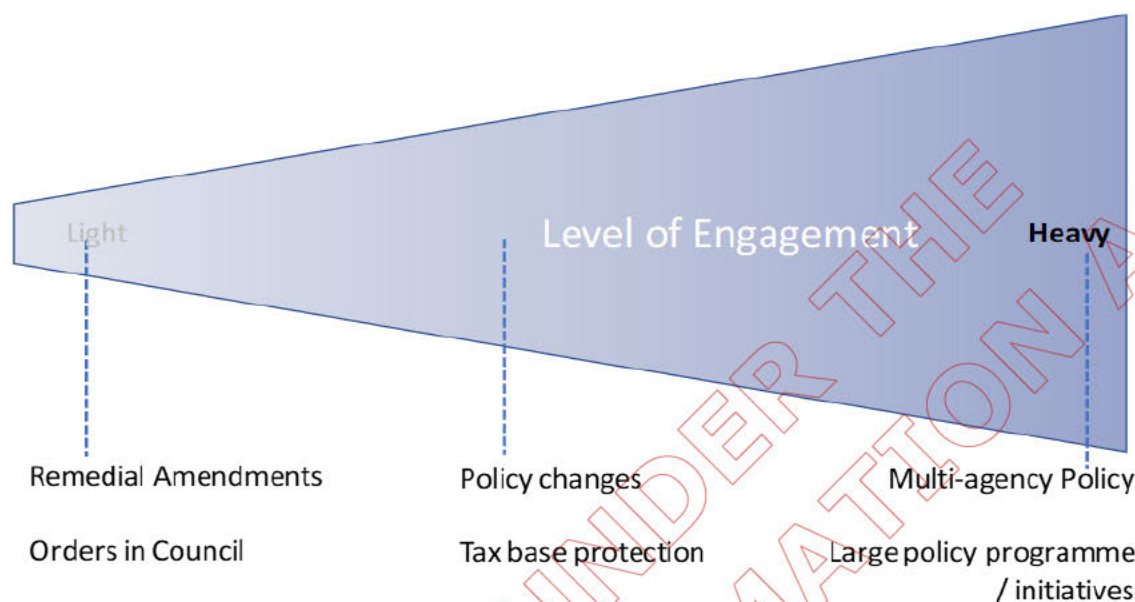
- **A networked approach:** policy is developed with others from the outset, rather than in isolation – ensuring various perspectives inform and are given due consideration in development of the problem definition, advice, design and implementation, and legislative drafting.
- **Participation and co-design:** engaging earlier and more often with different customers and stakeholders in different ways – a tailored approach rather than a standard approach which ensures involvement of diverse perspectives and opinions and testing of our assumptions at the right time.
- **A systemic, integrated, iterative change process:** working with change teams and external providers (e.g. software providers) early and iteratively to access the benefits of technological change to deliver better solutions. This could include more experimental approaches, and trialling change with fast feedback loops to then develop wider solutions.
- **More evidence-based policy:** use of more qualitative evidence from customer insights to help identify areas where more research/analytics are needed, undertake post-implementation review/evaluation, and more constant monitoring of products.

We need to involve the right people at the right time in the right way with the right information – a tangible example of the benefits of being intelligence-led, customer-centric and agile!

The appropriate extent and intensity of engagement will vary from project to project and it is unlikely this can be prescribed. For each project we undertake we need to think

carefully about the context, the problem and the stakeholders to determine what is appropriate engagement at each stage of a project.

What can be expected is that the level of engagement will likely increase as the size and complexity of a project increases.



## How will we achieve effective engagement?

We have already developed and piloted the [engagement cookbook](#). That guide sets out expectations of the type of consultation or engagement we can use at each stage of the policy process. As part of the project commissioning process we will be required to consider and justify the engagement strategy in line with the expectations.

We have recently piloted new approaches through the development of the Research and Delivery policy project and we hope to continue to pilot and learn from these new ways of working.

Through the capability uplift enabler workstream we will be introducing new capabilities across the policy group in terms of how to initiate engagement processes, how to negotiate and manage expectations, how to manage change and how to follow a process embedded in appropriate Tikanga Maori (protocols) and Te Reo.

## Clear prioritisation, assurance of quality and resource allocation

Effective prioritisation and resource allocation will ensure that there is enough time and space for economic and regulatory stewardship work, alongside Ministerial requests and Policy's programme of work including the tax policy work programme. Effective prioritisation will also improve the extent to which critical projects are 'shared' across people with different capabilities and experience in the policy team, balancing getting the job done with providing learning and development opportunities.

Prioritisation and resource allocation should also improve our efficiency and effectiveness, which gives us more time to work on other activities (e.g. strategic policy activities) and

to ensure that we focus on the right things and we enable time to review and assure we deliver quality outputs.

We often have to make hard calls about progressing issues which are important to stakeholders, our colleagues in Inland Revenue, and Ministerial priorities. Effective and transparent prioritisation will give our stakeholders more confidence that we have heard them, we are working on the things that really matter, and help them to understand the trade-offs we have made.

The following policy prioritisation process is already being rolled out. There are two prioritisation 'cycles'.

**One cycle is usually every 18 months and reflects the refresh of the tax policy work programme as a formal process with Ministers.**



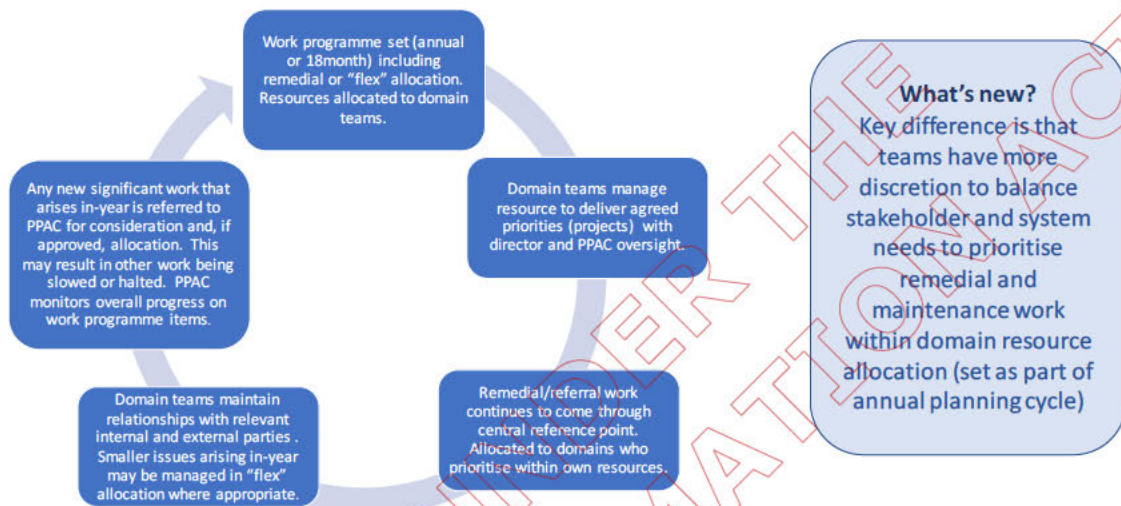
The key reason for the changes to this cycle is to reconcile the strategic “top down” priorities with the emerging issues identified by policy teams. This necessitates confirming the priorities of the government of the day balanced with the issues that are raised by the taxpayer community and by our Inland Revenue colleagues as well as to factor in longer term framework or system stewardship considerations. The cycle will also produce a high-level resourcing plan which will ensure that we allocate the resources according to the demands of each domain or topic area. The cycle could lead to a change in the domain teams proposed later in this document if there is a significant change in emphasis in the work programme. This means priorities will be determined by what is most important to work on across PAS rather than how busy specific teams are.

**The second cycle is to address within-year changes to the tax policy work programme.**

Issues emerge as the year progresses and the in-year cycle acknowledges the need to determine the relative priorities of the existing published tax policy work programme and new emerging issues. A significant change to the in-year cycle is that teams will have discretion to determine the remedial items that they address within the

resourcing/capacity that the leadership group agrees should be allocated to that 'domain' or topic area. We will continue to have a focus on work that is relevant to our stakeholders and overall priorities but allow for greater empowerment of the teams themselves to make these decisions.

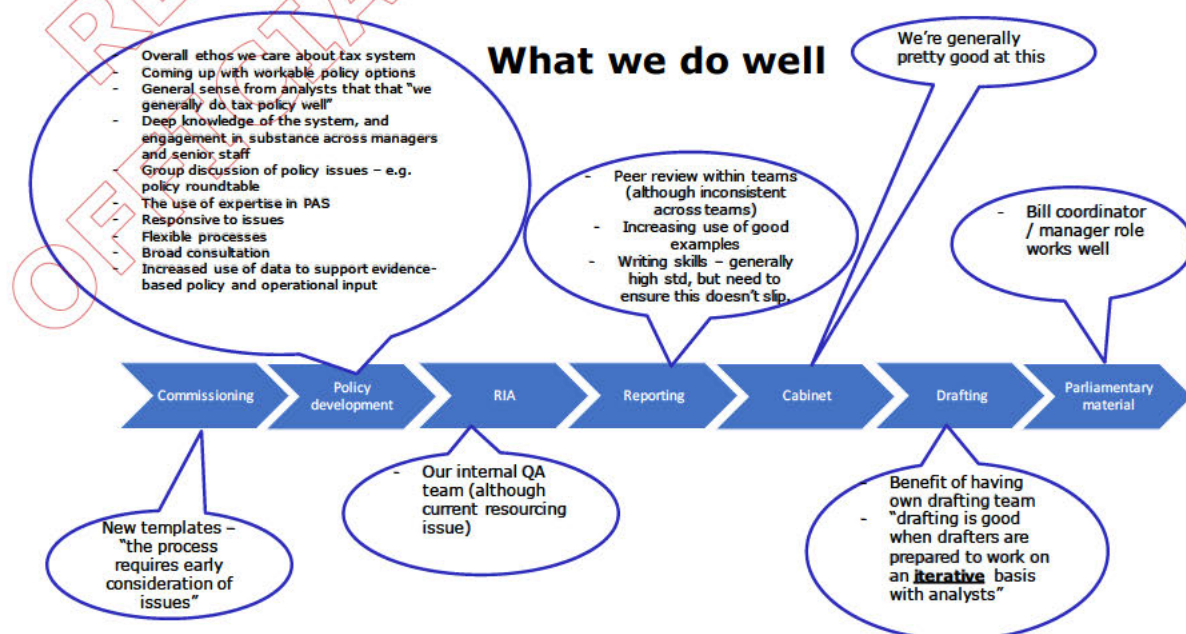
### Prioritisation and planning in-year



### Quality

A subset of the prioritisation work stream has been to identify where and how we put effort into ensuring the quality of the policy output.

Through focus groups we identified what we do well to maintain quality as well as the things we can improve.



## Things we can improve:

### ***Data and information (intelligence-led)***

Policy will continuously improve our intelligence capability in the future operating model.

Business Transformation provides an opportunity to enhance and obtain more useful information for the Commissioner's assessment, assurance and stewardship functions. This is a key component of Inland Revenue's intelligence strategy. Policy will work across Inland Revenue to improve the information collected for our stewardship role.

Policy will also contribute to, and benefit from, wider intelligence initiatives, within Inland Revenue, across agencies and internationally. We will increasingly combine qualitative and quantitative information to:

- Help with the early identification of areas for policy improvement;
- Inform post-implementation evaluation of new legislation;
- Prioritise items not yet on the tax policy work programme and
- Contribute to our wider stewardship role across government.

### ***Legislative drafting***

We have received feedback that our legislative drafting may not always follow 're-write' and/or plain language principles and can therefore sometimes be difficult to follow and suffer from an internal inconsistency of style. Feedback we received said that we are sometimes more prescriptive than necessary.

Where this happens the reasons will vary, but can include:

- insufficient drafting (and policy) time available to produce a quality product and complete all the necessary quality review processes (including, where appropriate, external consultation on draft wording for legislation);
- inconsistent adherence to re-write principles;
- inherent complexities in the policies being drafted;
- lack of early and meaningful engagement in the policy process with those who need to apply the legislation (in order to ensure that the end output will achieve agreed and intended policy outcomes);
- wanting to ensure every possible scenario is covered in the legislation and
- not having drafters involved early enough in the policy development process, where it is appropriate to do so.

In reaction to this we intend to apply the engagement guidelines for policy to the drafting process to ensure that stakeholder views are elicited early and can guide, where appropriate, the drafting of legislation. We are seeking a third-party assessment to confirm (or otherwise) the continued appropriateness of the drafting 're-write' principles. Against an agreed framework, we then assess the appropriateness and effectiveness of our drafting by undertaking a quality review (similar to that which we currently undertake for policy projects). This review will help us to determine where we are achieving our drafting goals, and where we need to focus more in developing our policy and drafting processes and outputs.

We will continue to ensure that there is sufficient time and drafting capacity to both draft legislation and, crucially, undertake effective peer review. For larger policy changes, where appropriate, we will plan for a more structured iterative drafting process and look for more external opportunities to test the drafting output wherever time permits. Those accountable for developing the policy advice to the point of Ministerial endorsement will be responsible for ensuring that the legislative output delivers on the policy intent, although the accountability for the final form of the draft legislation will rest with the drafting team.

### ***Editing and communications***

It is proposed that:

- A simple statement of editing, peer review, accountabilities and expectations be produced which should clarify who is to edit and what can be expected from that. This will not change the primary accountability of the proposed Policy Lead to ensure that the outputs from their team are fit for purpose.
- Leaders need to find ways of providing feedback to editors to ensure continuous improvement of the quality of editing especially in terms of the uptake of technical knowledge that will improve the value from edits over time.
- There is clearer demarcation of accountability for information that is released on the website. This would result in for example the support team, comms team and policy team accountabilities being clear about who is to do what and who can make decisions about when something is ready to upload or whether timelines can be extended.

### ***Guidance on the policy process***

- We need up to date reference material and guidance on the policy process including how to engage with Ministers or select committees. This will be enhanced by reintroducing the FEC Ministerial training course, and a lateral hire induction programme.

### ***Quality assurance***

To increase consistency across teams it is proposed that:

- Clear accountabilities are established for roles at each stage of the policy process including peer review.
- Peer review guidance sets expectations for what should be peer reviewed and what this entails.

## Capability uplift including leadership

### **Supporting Policy Careers**

Our key shifts will establish and maintain our reputation as one of the best policy shops in New Zealand. One of the unique challenges of Policy at IR is that our people not only need to develop the policy craft, but also build up technical knowledge of the complex tax and social welfare systems and how they work. The way we look after and develop our people is critical to achieving the reputation of being one of the best policy shops in NZ and should benefit those who work with us now and in the future.

## Our People's Capabilities

We will need new and improved capabilities across the group to engage effectively, prioritise well and influence broadly with a view to ensuring we develop policy that is fit for purpose in the future as well as now. We are building on IR's people capabilities and have adopted the DPMC policy project's skills framework to tailor our capability approach to the specialisation of the Policy Group.

This melding of frameworks allows Policy to align how we grow and recognise capability within IR and draw on development offerings from across IR while remaining relevant to the wider public sector. This will ensure we build the capabilities we need to work in IR while also building policy skills more broadly.

The emphasis for this enabler stream of work is to uplift capabilities at a team and group-wide basis, whereas the shift to capability-based role descriptions helps us to identify the areas where we may need to develop as individuals to achieve the outcomes we are aiming for. More information about the capability-based roles we are proposing can be found in Parts B, C & the supporting documents on the policy intranet page. The increasing recognition and use of the DPMC policy skills framework across the New Zealand public sector reflects the relevance of the capabilities and skills expressed by that work for policy practitioners and a modern policy group.

Using the IR people capabilities, the DPMC policy skills framework and the DPMC policy capability maturity matrix, as well as drawing on the experience of our practitioners, the following capabilities were identified as priorities to address across the group:

### Leadership and Change Management

Our leaders are role models and need to demonstrate the behaviours we expect of our people. Leaders need a strong focus on coaching and developing others to ensure our people are supported and empowered to do their best work and develop their careers.

Effective leadership will be needed to:

- Achieve and maintain a culture which encourages innovation, manages risk, and expects quality outputs
- have quality coaching conversations with individuals which support and encourage our people to grow their capabilities and contributions
- support and encourage our people to achieve quality outcomes and to innovate in their work
- role model our desired culture and behaviours

Some of the leadership development we will explore includes:

- Diversity and Inclusion - how to be mindful allowing others to have their say and being open to differing perspectives
- Leadership and development of people as well as leadership of strategic projects and thinking
- Managing Change – how to participate in, shepherd, and embrace change with dignity and respect (Change Management)
- Leading and coaching for success and for capability development



## **Policy Quality & Agility**

We need to learn and embed design thinking – the process of forming policy solutions with a system mindset that anticipates the future.

## **Customer Advisory and Business Acumen**

This may include an uplift in:

- Project Management – how to run a process to time
- Political and Parliamentary Engagement – how to address and respond in FEC and with Ministers (engagement training)
- How to write for the audience
- Engagement and Consultation – how to facilitate and draw out perspectives and interests while negotiating and managing expectations (this should include establishing good working relationships and will naturally support 'business acumen and partnering')
- Te Reo (language) and Tikanga Maori (protocols) – the essential skills to participate in engagement sensitively and appropriately

## **Digital Literacy**

- Technology – making the most out of our infrastructure

We will deliver enhanced capabilities through a prioritised learning and development programme based around these priority areas.

## **Policy as part of an Inland Revenue Ecosystem**

The proposed changes we are consulting on reflect a decision to focus our policy expertise and capability uplift on policy specific areas rather than to duplicate capability that is strong in other parts of Inland Revenue.

Policy capability is inherently dependent on outputs from other parts of our organisation such as strong and sustainable infrastructure and systems including information management, intelligence and website hosting. It is more efficient and effective to draw on the wider organisations' expertise and capacity rather than replicating infrastructure and processes that require specialist but not policy expertise.

This principle is also applied to the proposed policy operating model. For example, rather than having our own web hosting arrangements we will access the service provided by IT&C, or rather than initiating our own information collection we will draw on II&S to collect the information we need. This means our policy resources can be focused on the policy work for which we have the strongest capability.

## An enabling culture

Achieving the shifts will mean that we need to develop a culture which values:

- Being open and responsive to the contributions of others through effective engagement and,
- prioritising what we work on and the quality of our outputs

To achieve our key shifts, we'll need to make changes in behaviour, capability, and processes and the convergence of these is where we'll see tangible improvements in our openness and quality, supporting the success of our other enablers and making the progress we need.

To be open and curious to engage with others effectively we need to establish and reinforce a culture where we:

- Are comfortable and secure in not having all the answers ourselves
- See the value in 'enabling' the development of robust solutions, and believe that this is a valued behaviour
- Appreciate the value of diverse ideas and thinking in producing a better outcome
- Don't equate engaging others in the process with a loss of ownership
- Feel it is a valuable use of time to contribute to work led by others

We also identified that any sustained change would only come by ensuring:

- Leaders set expectations, and model actions
- Acknowledgement and rewards for good engagement practices
- Processes that are clear and documented such as the engagement 'cook book' and process guidelines
- Building facilitation capabilities, and meeting protocols
- Increased capability in Tikanga Maori (Protocols) and Te Reo.

## How it all comes together

The enabler workstreams are well underway and are making progress towards our key shifts. We also need to consider how our structure, teams and roles support the future direction we are heading in, and what this means for our people.

The next section (Part B) takes you through the detail of the proposed structure, teams and roles, then Part C provides more detail on the impacts.

Individual role descriptions are available on the PAS intranet page.

## PART B: Policy's organising model and structure

We developed a proposed organising model to deliver our key shifts and support us to realise the benefits from the Enabler workstreams. We are now proposing a structure that will give effect to that model.

### New larger flexible teams

Our current structure is based around a team structure that was developed for historical reasons and has remained fairly constant over time. While there are advantages in the stability of teams and ensuring we maintain capability and expertise in key areas, fixed teams can make it more difficult to adjust resources to easily adapt to the priorities as they change. This is key to achieving Inland Revenue's aim to become an agile organisation, working at pace, pulling together the right people to make good decisions quickly and focusing on the things that matter most.

Our proposed model for Policy is based on Domain Teams. Domains are designed to align products and customer types where possible, and to achieve a roughly even distribution of people while recognising and responding to different demands. Greater team size will reduce silos and create opportunities for our senior advisors/analysts to grow their leadership skills, as they will be required to support leaders run the business in leading projects and policy work.

Domains could be reallocated across teams (if required) to follow shifting emphasis over time. This would be considered following planning and prioritisation of the work programme.

The table below shows you the five domains we are proposing to organise teams around in the first instance of the Future Operating Model, which could change over time. Alongside these domains are two functional teams – Economics & Stewardship, and Legislative drafting. The five domain teams and Legislative drafting will be led by a Policy Lead. The Economics & Stewardship team will be led by the Chief Economist.

Two teams are in essence focused on ensuring the sustainability of the Income Tax Base – one with an international focus and the other addressing taxation issues concerning businesses and other entities key to the tax base.

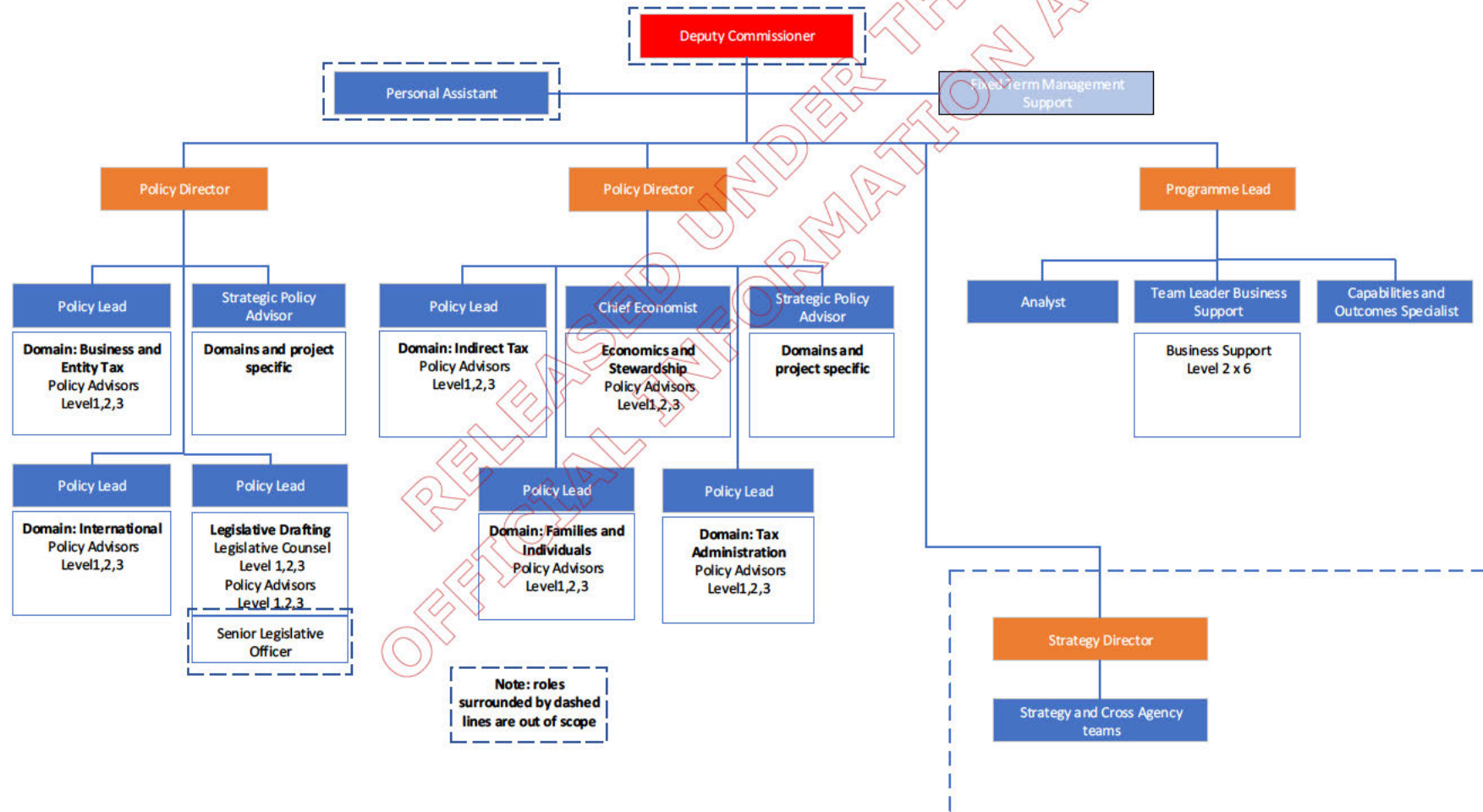
International	Business and entity taxation	Indirect Tax	Families and Individuals	Tax Administration	Legislative drafting	Economics & Stewardship
<ul style="list-style-type: none"> <li>• Treaties and Double Tax Agreements</li> <li>• Taxation of in- and outbound investment (incl NRWT, transfer pricing, cross border employment)</li> <li>• Networked across the group on projects that require an international perspective</li> </ul>	<p>Tax products affecting business and not for profits, including:</p> <ul style="list-style-type: none"> <li>• Company tax</li> <li>• Trust taxation</li> <li>• Provisional tax</li> <li>• PIE tax rules</li> <li>• Not for Profits</li> </ul>	<p>Indirect tax products primarily affecting businesses and not for profits, Including:</p> <ul style="list-style-type: none"> <li>• GST</li> <li>• Environmental issues</li> <li>• Gaming</li> <li>• 'Corrective' taxes</li> </ul>	<p>Tax products impact on families and individuals:</p> <ul style="list-style-type: none"> <li>• Social policy, including Working for Families tax credits; Child Support; Kiwisaver; Student Loans; Paid Parental Leave</li> <li>• Personal income tax rates</li> </ul>	<p>Focus on improving tax administration, including:</p> <ul style="list-style-type: none"> <li>• Withholding taxes (eg PAYE, FBT)</li> <li>• Reducing compliance costs</li> <li>• Cross agency and information sharing and collection</li> </ul>	<ul style="list-style-type: none"> <li>• Drafts legislation</li> <li>• Manages interface with Parliament</li> <li>• Bill bids</li> <li>• Bill management</li> <li>• Other policy projects and remedial matters</li> </ul>	<ul style="list-style-type: none"> <li>• designing and leading the regulatory stewardship programme</li> <li>• cross-agency economic and regulatory policy</li> <li>• BIM</li> <li>• research and building the evidence base to support policy</li> <li>• Building up understanding of economic impacts of tax changes</li> </ul>

## Project and network teams

We will from time to time establish project and networked teams across Domain teams as part of our agile approach to our work. These are not formalised in the proposed structure as they will reflect the specific policy issues and the capability needed to address them. Project teams may be formed from people across the policy structure or the wider organisation. Leading a project team will be one way of providing leadership opportunities and development for our people.

## Policy's proposed operating model and structure

Based on our organising model we are proposing the following structure. Some roles are out of scope for this proposal as they will be included when work is done in other Future Operating Model workstreams. Fixed term roles that are not on standard role descriptions are not included in this diagram.



## **Policy Director / Policy Lead**

Achieving the shifts necessary for Policy will require dedicated and skilled leadership in the form of proposed new Policy Director and Policy Lead roles, which alongside the Deputy Commissioner set the strategic vision while coaching and supporting the people they lead.

The proposed new Policy Director roles have a broad leadership responsibility across the group as well as being responsible for the portfolios allocated to the teams they oversee, and any other strategic portfolios allocated by the Deputy Commissioner. These portfolios will change from time to time as priorities and work pressures change. The domain teams within each Policy Director's portfolio will be determined by a combination of factors such as:

- Aligning teams likely to have a lot of interdependency
- Sharing the focus on high priority and strategic/conceptual and system maintenance
- Balancing workload

The proposed domain teams will be led by a Policy Lead. It is proposed there are 6 Policy Leads. One of those will lead the Legislative Drafting Team.

We are proposing that each Policy team will have on average 10 people. This is an increase from the existing average of about 7 people and will necessitate a shift from the current Policy Manager towards greater emphasis on leading the team over leading policy development.

## **Chief Economist and the Economics and Stewardship team**

The proposed Economics and Stewardship team would be led by a Chief Economist. It is proposed that this Leader will be appointed based on their economics specialisation.

It is proposed that the Chief Economist will have a reporting line change from the Deputy Commissioner to a Policy Director, as this allows for greater alignment between the work of the Chief Economist and that led by the Policy Director.

The Chief Economist role is included in the Policy Lead role description, due to the similarities in requirements of people, team and domain leadership, while still recognising the importance of the economics specialism.

The team will build up the Policy group knowledge and understanding of the likely economic impacts and distributional effects of tax and social policy changes, work on policy issues with major economic impacts and be a resource to support the five domain teams. An additional focus for the team is on leadership of strategic policy/policy stewardship. This will include leading Inland Revenue's regulatory stewardship and forming the strategic guidance for planning the tax policy work programme. A more system-based approach to identifying priorities and future stewardship focus will be developed. This team will also need to work closely with the strategy team.

New networked ways of working in recent years has increased the flow of information on policy problems being identified and passed on to the right teams in Policy. Examples include the introduction of the Right from the Start Committee, Customer Centric Committee, the Technical Governance Committee, the customer segment strategies, and various other groups. Policy intelligence is becoming a critical part of every team's role.

This has reduced the need for Policy to have a dedicated role to liaise with other parts of Inland Revenue to identify policy intelligence concerns.

## Strategic Policy Advisors

The proposed new Strategic Policy Advisor positions provide a unique opportunity for highly capable leaders to influence in a specific domain or strategic area by applying a greater focus than is possible when leading a team.

To achieve the key shifts we need to have the capacity to provide strong technical and intellectual leadership and retain our reputation domestically and internationally with key stakeholders. With bigger teams and more focus from Policy Leads on growing and developing their people, it is proposed that reporting to each Policy Director is a Strategic Policy Advisor. These Strategic Policy Advisors will provide additional intellectual leadership and build strategic policy capability in the group, and within IR. They will play a critical role in supporting our focus on the future of the tax system and our contribution to the Government's economic and social agenda and joining the dots. They will be recognised both nationally and internationally for their technical expertise and strategic influence. These roles are essential for our increased stewardship capability and will provide capacity for new product innovation. This could include, for example, leading large cross-cutting projects, working closely with Directors on system level questions, or influencing external thinking on particular issues. A recent example would have been to lead our thinking across the group on the Tax Working Group. Strategic Policy Advisors will be key members of the broader leadership team.

## Policy Advisors

We propose to have a Policy Advisor job family with three levels. The use of job families means that fewer separate role descriptions are needed. Job families make sense when a number of roles are working toward the same outcomes and the more complex roles subsume the capabilities of the less complex roles. The new levels in the Policy Advisor role description equate to existing roles as follows:

- Level 1 is equivalent to the existing Policy Analyst
- Level 2 is equivalent to the existing Senior Policy Analyst
- Level 3 is equivalent to the existing Senior Policy Advisor.

Inland Revenue is no longer including "seniority labels" in role descriptions. However, while it is proposed the new role descriptions will no longer formally refer to levels of 'seniority' we will continue to use titles that are recognisable for external stakeholders to identify expertise or authority, for example with Ministers/other agencies and for recruitment. The naming convention we propose to use for these roles is:

- Policy Advisor (i.e. level 1)
- Senior Policy Advisor (i.e. level 2)
- Principal Policy Advisor (i.e. level 3)

An advantage of the proposed policy advisor job family is that appointments can be made to the role and the level based on business need (affordability and capability requirement)

and candidate quality. For example, rather than a team having 2 Senior Policy Advisors, 4 Senior Policy Analysts and 2 Policy Analysts (as currently), the team might have 8 Policy Advisor roles, where the distribution of Levels 1, 2 and 3 can flex as required for budget and capability needs over time. We recognise we will need to do further work on identifying how this will happen in a more transparent way.

The Policy Advisor – Level 2, currently ‘Senior Policy Analyst’ should be seen as a role from which one may develop their career in both the technical and people leadership aspects to varying degrees depending on where you would like to head. For example, aiming towards a Policy Lead role, or Policy Advisor – Level 3 role.

The Policy Advisor – Level 3, currently ‘Senior Policy Advisor’ will continue to be a role to aspire to for those wishing to advance their career. Appointments to the Policy Advisor - Level 3 role will be made when exceptional skills and experience are needed to maintain or increase the capability of the Policy Group.

### **Graduates (Assistant Policy Analysts)**

Graduates will be appointed to the Policy Advisor – Level 1 role and will be paid in a ‘graduate development remuneration range’ which would be an extension of the range for the Policy Advisor – Level 1. After eighteen months a graduate Policy Advisor paid in this ‘graduate development remuneration range’ and who has developed as expected will have their salary adjusted to the bottom of the Policy Advisor – Level 1 remuneration range. This is consistent with the process that we currently apply to graduates employed as assistant policy analysts.

### **Legislative Counsel**

We propose to have a Legislative Counsel job family with three levels. The use of job families means that fewer separate role descriptions are needed. Job families make sense when a number of roles are working toward the same outcomes and the more complex roles subsume the capabilities of the less complex roles. The new levels in the Legislative Counsel role description equate to existing roles as follows:

- Level 1 is equivalent to the existing Assistant Legislative Counsel
- Level 2 has no current equivalent job expectation
- Level 3 is equivalent to the existing Legislative Counsel.

Inland Revenue is no longer including “seniority labels” in role descriptions. There is a question as to whether or not it would be beneficial for the Legislative Counsel job family to include seniority in the titles. One possibility could be to use the following titles with external stakeholders to identify expertise or authority, for example with Parliament/Ministers/other agencies and for recruitment:

- Associate Legislative Counsel (i.e. level 1)
- Legislative Counsel (i.e. level 2)
- Senior Legislative Counsel (i.e. level 3)



## **Business Support**

Business support in policy requires different activities to be carried out from business support across the rest of the organisation. However, the capabilities we require for efficient and effective business support reflect the capability needs in other parts of Inland Revenue. On this basis it is proposed that business support roles within Policy use enterprise wide capability-based role descriptions.

Traditionally PAS has set up its own support roles, despite these roles sometimes being duplicated elsewhere in the organisation. The new model ensures that where infrastructure or generic support services are provided across IR we will not duplicate these in our policy business support. Many of these functions are provided by, for example, Facilities Management, and will be superseded as people increasingly self-help through the Enterprise Support Service.

We also expect that there will be a need to participate in any further thinking about the future of business support across IR given the pending introduction of Enterprise Support Services and our intention to align with the wider organisational direction.

## **Key Partners**

### **Communications**

The work of the Communications team will be impacted by the changes in the way that we work in Policy in the future as this team is essential to supporting effective engagement and producing quality policy products. The Communications team is not included in the organisational changes proposed and an assumption is that the communications team capacity will continue to be available.

### **Forecasting**

Forecasting is integral to the policy process. This team and their work has not been considered as part of this proposed future operating model. An assumption is that the forecasting team outputs will continue to be available.

### **Strategy**

This proposal does not address the strategy future operating model. However, it is acknowledged that a strong link exists which is assumed will be maintained to strategic policy and fore-sighting and maintaining cross agency support.

### **Policy design and implementation**

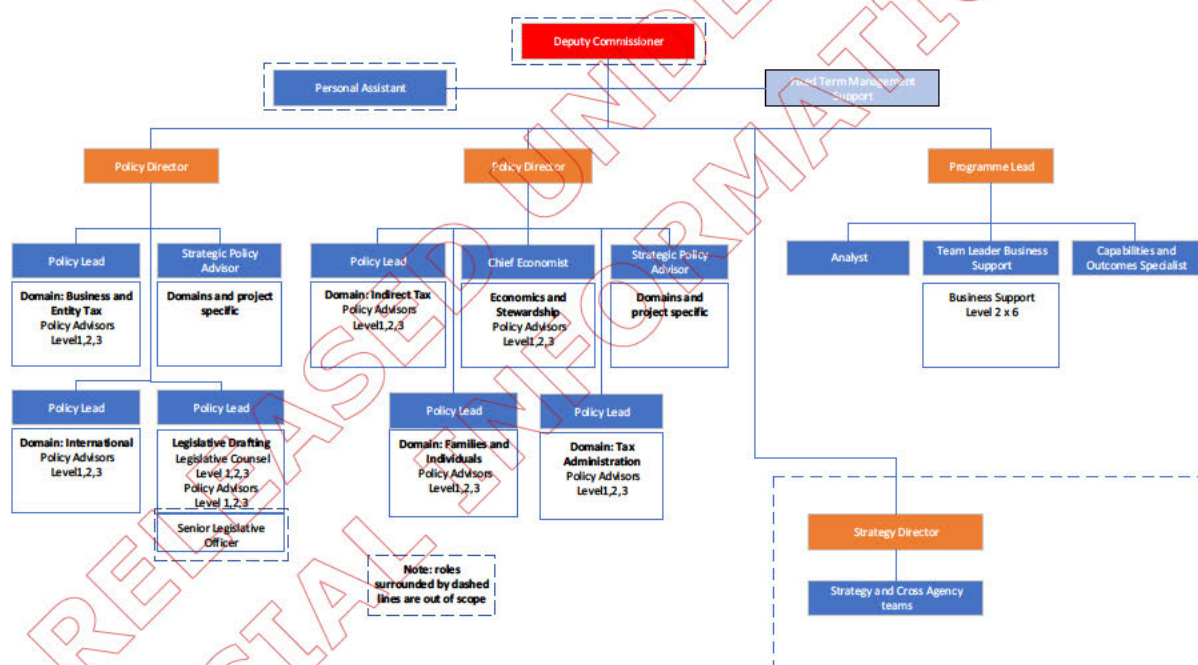
This proposal does not include changes to the policy design and implementation capability that the policy process is dependent on. It is assumed that this capability will continue to be available to the policy group. The Policy future operating model is intended to be flexible and able to accommodate alternate models for the delivery of the design and implementation functionality.

## PART C: Impact of the proposed structure and role changes, and transition process

### Proposed changes to structure and roles

In this section you will find information on the proposed changes to the current structure and roles.

The picture below shows you the proposed structure. Our current structure can be found on the [intranet](#).



### Proposed capability-based roles for Policy

The following roles are proposed for Policy's future operating model. Role descriptions for these roles are available on the PAS intranet page including remuneration information about the roles.

<b>New Policy-specific role descriptions developed for this proposal</b>
<i>We are consulting on the Role Description, as well as the proposal to implement it in Policy</i>
Policy Director
Policy Lead including the Policy Lead – Chief Economist
Strategic Policy Advisor
Policy Advisor – Levels 1, 2 and 3
Legislative Counsel – Levels 1, 2 and 3

<b>New enterprise role descriptions developed for this proposal</b>
<i>We are consulting on the Role Description, as well as the proposal to implement it in Policy</i>
Programme Lead

<b>Existing enterprise role descriptions proposed in this proposal</b>
<i>We are consulting on the proposal to implement the Role Description in Policy</i>
Team Lead – Level 1
Capability & Outcomes Specialist – Level 1
Analyst – Level 2
Business Support – Level 2

Should this proposal proceed it is expected that new Policy Advisors would be recruited into permanent roles. While it is expected that this could be two to three new Policy Advisors, the actual number and level sought for permanent roles may be influenced by appointments made through the transition process.

## Potential impact on positions within Policy & Strategy

The tables below provide detailed information for each current position in the Policy & Strategy team, outlining potential impacts if the proposed changes go ahead.

### Positions out of scope

The following positions are not included in this proposal.

<b>Role Title</b>	<b>Number of positions</b>	<b>Reason</b>
Deputy Commissioner	1	This role will be considered when similar roles in other parts of the organisation are designed
Personal Assistant to Deputy Commissioner	1	This role will be considered when similar roles in other parts of the organisation are designed
Senior Officer Legislative Drafting	1	The wording of this role description needs to be considered alongside other roles that support business delivery across the organisation
Strategy Director and teams	All	The Strategy group function is not included in this proposal. These roles will be considered when other parts of the organisation are designed.

### Potential impact on positions

As mentioned in Part A, we are proposing to move to capability-based role descriptions and align Policy with Inland Revenue's organisational design. From a technical employment perspective this means that all 'in scope' roles are proposed to be disestablished.

Where the proposed role is determined as being the 'same or similar' as the current role and there is no change to the number of new roles, the proposed transition is for the person to be confirmed into the new role. Where this is not the case an alternative transition approach is proposed. The table below provides you with further information on the nature of proposed changes for the 'in scope' roles.

<b>Current Role</b>	<b>Current Number of positions</b>	<b>What is proposed to change?</b>	<b>What would be different if the proposed changes are implemented?</b>	<b>What is the proposed transition/selection process to implement the change?</b>
Policy Director	2 positions	<p>A new Policy Director capability-based role has been developed.</p> <p>Under the new organisational structure, it is proposed that these roles will also have a change in the teams that report to them.</p>	The new Policy Director capability-based role description will be implemented, along with a change in direct reports.	<p>The new Policy Director capability-based role is considered to be the same or similar as the current Policy Director role.</p> <p>The substantive Policy Directors will be confirmed into the new roles.</p>
Chief Economist	1 position	<p>A new Policy Lead - Chief Economist capability-based role has been developed.</p> <p>Under the new organisational structure, it is proposed that this role reports into a Policy Director.</p>	The new Policy Lead - Chief Economist capability-based role description will be implemented, along with a change in reporting line.	<p>There is no substantive position holder.</p> <p>Substantive Policy Managers will be eligible to express an interest in this role via an Expression of Interest process.</p> <p>If no suitable candidate is identified, we will advertise this role externally.</p>
Policy Manager	8 positions	<p>A new Policy Lead capability-based role has been developed.</p> <p>Introduction of 5 Domain teams, and 2 functional teams.</p> <p>This results in a reduction in the number of lead roles. 6 Policy Leads and 1 Policy Lead - Chief Economist.</p>	<p>The new Policy Lead capability-based role description will be implemented.</p> <p>There will be a Policy Lead for each of the domain and functional teams.</p>	<p>Substantive Policy Managers will be eligible to express an interest in the Policy Lead roles via an Expression of Interest process.</p> <p>Substantive Policy Managers will also have the opportunity to express interest in the new Strategic Policy Advisor roles.</p>

PAS Programme Manager	1 position	A new Programme Lead capability-based role has been developed.	The new Programme Lead capability-based role description will be implemented.	The new Programme Lead capability-based role is considered to be the same or similar as the current PAS Programme Manager. The substantive PAS Programme Manager will be confirmed into the new role.
Team Leader – Business Support	1 position	The existing enterprise Team Lead Level 1 capability-based role is considered appropriate for Policy. This role description includes an increased workforce management capability requirement, which is reflected in a change in remuneration.	The enterprise Team Lead Level 1 capability-based role description will be implemented.	This role currently has no substantive position holder. This new role will be filled via a recruitment process.
Legislative Counsel	3 positions	A new Legislative Counsel (Levels 1, 2, and 3) capability-based role has been developed.	The new Legislative Counsel (Levels 1, 2, and 3) capability-based role description will be implemented.	The new Legislative Counsel – Level 3 capability-based role is considered to be the same or similar as the current Legislative Counsel role. Substantive Legislative Counsel role holders will be confirmed into the new roles.
Senior Policy Intelligence Advisor	1 position	With policy intelligence required across all policy roles, there is no longer a requirement for a dedicated role, in Policy's future operating model.	There will no longer be a dedicated Senior Policy Intelligence Advisor role.	The current Senior Policy Intelligence Advisor role holder will be supported to explore alternative pathways.
Senior Policy Advisor	15 positions	A new Policy Advisor (Levels 1, 2, and 3) capability-based role has been developed.	The new Policy Advisor (Levels 1, 2, and 3) capability-based role description will be	The new Policy Advisor – Level 3 capability-based role is considered to be the same or similar

		Introduction of Domain/functional teams. Potential change in reporting lines. It is expected that people in these roles will rotate through the domains.	implemented.  Domain/functional teams will be implemented. Potential change in reporting lines.	as the current Senior Policy Advisor role. Substantive Senior Policy Advisors will be confirmed into the new roles. The Policy Leads will collaborate and share further details on how the allocation to domain/functional teams will take place.
Senior Policy Analyst	23 positions	A new Policy Advisor (Levels 1, 2, and 3) capability-based role has been developed. Introduction of Domain/functional teams. Potential change in reporting lines. It is expected that people in these roles will rotate through the domains.	The new Policy Advisor capability-based role description will be implemented. Domain/functional teams will be implemented. Potential change in reporting lines.	The new Policy Advisor – Level 2 capability-based role is considered to be the same or similar as the current Senior Policy Analyst role. Substantive Senior Policy Analysts will be confirmed into the new roles. The Policy Leads will collaborate and share further details on how the allocation to domain/functional teams will take place.
Policy Analyst	17 positions	A new Policy Advisor (Levels 1, 2, and 3) capability-based role has been developed. Introduction of Domain/functional teams. Potential change in reporting lines. It is expected that people in these roles will rotate through the domains. Change in role title.	The new Policy Advisor capability-based role description will be implemented. Domain/functional teams will be implemented. Potential change in reporting lines.	The new Policy Advisor – Level 1 capability-based role is considered to be the same or similar as the current Policy Analyst role. Substantive Policy Analysts will be confirmed into the new roles. The Policy Leads will collaborate and share further details on how the allocation to domain/functional teams will take place.
Assistant Policy Analyst	2 positions	A new Policy Advisor (Levels 1, 2, and 3) capability-based role has been developed. Introduction of domain/functional teams.	The new Policy Advisor (Levels 1, 2, and 3) capability-based role description will be implemented. Domain/functional teams will be implemented.	The new Policy Advisor – Level 1 capability-based role is considered to be the same or similar as current Assistant Policy Analyst. Substantive Assistant Policy Analysts will be confirmed into

		Potential change in reporting lines. It is expected that people in these roles will rotate through the domains.	Potential change in reporting lines. The current intention of role is to grow into the Policy Analyst position. This intention remains in the proposed model however will utilise a development range of the Policy Advisor Level 1 role.	development range of Level 1 of new role.
Advisor to DC	1 position	This role has primarily been supporting the work around the future operating model and is not required beyond transition.	There will no longer be an Advisor to DC role. This role will have a short-term title change to reflect the enterprise wide role description.	The fixed term arrangement for this role will continue to support the transition to the future operating model for Policy.
Work Programme Coordinator	1 position	The existing enterprise Capability & Outcomes Specialist Level 1 role is considered to align to the outcomes required for Policy.	The Capability & Outcomes Specialist capability-based role description will be implemented.	The Capability & Outcomes Specialist Level 1 role is not considered to be the same or similar as the Work Programme Coordinator. The substantive Work Programme Coordinator will be offered the role of Capability & Outcomes Specialist as a suitable alternative role.
Business Support Advisor	1 position	The existing enterprise Analyst – Level 2 role will be implemented into Policy & Strategy.	The Analyst – Level 2 capability-based role description will be implemented.	The Analyst – Level 2 role is considered to be the same, or similar as the current Business Support Advisor role. The substantive Business Support Advisor role holder will be confirmed into the role.
PA/Team Secretary	6 positions	The existing enterprise Business Support – Level 2 role will be implemented into Policy & Strategy.	The Business Support – Level 2 capability-based role description will be implemented.	The Business Support – Level 2 role is considered to be the same, or similar as the current PA/Team Secretary role.

				The substantive PA/Team Secretary role holders will be confirmed in the role.
Support Officer Administration	1 position	The Support Officer Administration role is no longer required in the future operating model for Policy. Some of the work this role currently completes is provided for by Facilities Management.	There will no longer be a Support Officer Administration role.	The current Support Officer Administration role holder will be supported to explore alternative pathways.

## Fixed term arrangements – what these changes mean

Unless advised otherwise you will remain in your fixed term role. You may apply for any other roles that come available through the usual recruitment processes.

## Secondments – what these changes mean

The proposed changes have implications for some people who are on secondment. Every secondment is different in terms of its length and history, and some people may have moved through multiple secondments.

If you are currently on secondment into Policy from a different business group, and your secondment position is to be disestablished, you will return to your substantive position at that time, or when your secondment ends, whichever is sooner.

If you are applying for one of the new positions, your skills and abilities will be considered during the selection process, whether these have been gained in your substantive position or on secondment.

## Proposed Transition Process

If the proposed change goes ahead then there will be a transition process to implement the change.

This section details how we are proposing to implement the changes. This process has been developed with the aim of providing clarity for people for whom there may be significant change.

This process meets the requirements of our employment agreements. We encourage you to familiarise yourself with the Management of Change provisions of your Employment Agreement.



If your permanent substantive position has been disestablished and you have not been confirmed into a position, a transition approach will apply for you. This will include consideration of a role that may be a suitable alternative position and looking for alternative pathways where appropriate. We will work closely with you through this process to ensure that you have the right support.

## **Proposed Selection Criteria for Policy Lead and Strategic Policy Advisor positions**

If the proposal goes ahead, and the proposed number of Policy Lead roles and Strategic Policy Advisor positions are established, we are proposing to use an Expression of Interest (EOI) process form Policy Managers for the appointment to these positions. Documented below is the proposed process.

Substantive Policy Managers will be invited to indicate their interest in the Policy Lead, Policy Lead – Chief Economist, and Strategic Policy Advisor roles by order of preference. If they have no preference, they could indicate this.

If you express an interest in one of the Policy Lead roles, we will ask you to indicate which Domain(s) or team you wish to express an interest in, including your order of preference, and provide us with a view of the skills and experience that would enable your success in the role, and an explanation of your reasons for your expression of interest.

For the Policy Lead – Chief Economist, we will ask you to provide us with a view of the knowledge and capability that would enable your success in relation to the economics specialisation and discipline.

For the Strategic Policy Advisor roles, we will ask you to provide us your view of the skills and experience that would enable your success in relation to the Policy Quality & Agility capability, at the Expert level.

For all roles, we will ask you for your view of the skills and experience that enable your success in relation to the leadership capability, at the appropriate level.

Wherever possible, we will consider placing people in their preferred role. However, indicating your preference doesn't solely determine which role you are or aren't offered. It's one of a range of considerations Inland Revenue uses to ensure we have the right number of people with the right capabilities and knowledge in the right roles.

As previously noted, in the future Policy operating model leadership matters, and we will require leaders to have a strong focus on coaching and developing others. There will be a greater emphasis on leaders to role model and demonstrate the behaviours expected of all Inland Revenue leaders. The leadership expected of Strategic Policy Advisors will emphasise the ability to resolve highly complex strategic policy issues and collaborate successfully to achieve policy outcomes on a cross agency, national or international level. During the Expression of Interest (EOI) process we will be asking you to demonstrate your knowledge, skills and capability in leadership, as well as other areas appropriate to the roles.

As we have previously noted during this consultation and during briefings, this is a proposal. We want to hear and consider your views and ideas, before any decisions are made. We will confirm the selection criteria for these roles when we communicate final decisions.

## **Why are we proposing an Expression of Interest (EOI) Process for Policy Leads and Strategic Policy Advisors and how will the proposed process help inform selection outcomes?**

The total number of Policy Lead positions is proposed to be less than the number of Policy Manager positions we currently have and therefore all current Policy Managers will be impacted, and eligible to be considered for the new Policy Lead and the new Strategic Policy Advisor roles.

The EOI process is designed to facilitate the placement of affected people by achieving an agreed match between impacted individual employee preferences for identified options, and Inland Revenue's business needs.

The process is designed to facilitate fairness and transparency for our people.

## **How will I complete the Expression of Interest (EOI) process?**

If the proposal goes ahead, you will receive a link to the EOI form. The EOI form will ask you to indicate your role preferences and share with us any other information you wish to be taken into consideration, including personal circumstances.

## **What will happen next?**

All EOIs will be considered by the Deputy Commissioner PAS, in conjunction with the Policy Director's and the PAS Programme Manager.

They will consider all the information provided, the requirements of the roles to deliver the future Policy model, and Inland Revenue's business needs, to facilitate the placement of people into roles.

There may not need to be any formal interview process as part of the decision-making, however a member of the panel considering the EOIs may have a conversation with you to explore or clarify the information you have provided further.

## **What will happen once selection decisions are made?**

Once selection decisions have been made a member of the panel will contact you to discuss the proposed placement with you. You will have an opportunity to provide feedback on the proposed placement and this will be considered before the outcome is confirmed in writing.

The provisions of your Employment Agreement in relation to a suitable alternative position will apply through this process.

If there are any vacancies at the end of this process, they may be advertised internally and externally using Inland Revenue's normal recruitment process.

## **Transition for people into Domain and functional teams.**

If the proposal goes ahead we will first appoint Policy Leads and Strategic Policy Advisors. People currently in the Drafting and Economics teams would stay in the new incarnation of those teams.

Following the setting of the tax policy work programme we will confirm the domains each Policy Lead is responsible for. During this we will retain existing teams and reporting lines.

We will then work through the reassignment of projects and people to Domain teams with a view to maintaining continuity in terms of what people are currently working on. When the proposed reassignments have been worked through this will be available to Policy Advisors for comment. Exactly how we facilitate these comments will be determined closer to the time and will depend in part on the Policy Lead appointments.

For additional information on specific roles and other supporting documents please see the [Policy Future Operating Model intranet page](#).

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

# Policy – Final Decisions

---

FUTURE OPERATING MODEL



**Inland Revenue**  
Te Tari Taake

11 JULY 2019

## Table of Contents

Final Decisions Overview .....	3
Introduction and thank you .....	3
Supporting you through change.....	4
Overview of feedback.....	5
Key theme – Chief Economist and economics team .....	5
Key theme – clarity on how operating model will work.....	5
Key theme – capability uplift and developing leadership .....	6
Key theme – role titles and role descriptions.....	7
Policy’s confirmed organising model and structure .....	8
New larger flexible teams .....	8
Project and network teams.....	8
Policy’s operating model and structure .....	9
Policy Director / Policy Lead.....	9
Chief Economist and the Economics and Stewardship team.....	10
Strategic Policy Advisors .....	11
Policy Advisors.....	12
Legislative Counsel.....	13
Business Support .....	13
Impact of the changes to structure and roles, and the transition process .....	14
What the final decisions mean for current positions.....	14
What the final changes mean for people on secondment .....	16
What the final changes mean for people on fixed term arrangements.....	16
Confirmed Transition Process.....	17
Selection Criteria for Policy Lead, Policy Lead – Chief Economist, Strategic Policy Advisor .....	18
What will happen once selection decisions are made .....	19
Transition for people into Domain and functional teams .....	19
Keeping our enablers top of mind.....	20
Structure and roles are only part of this change .....	20
Governance of the next stage of the Policy Future Operating Model .....	21
Next Steps.....	21
Indictive Implementation Timeline.....	21
APPENDIX A: Domain Teams.....	22
APPENDIX B: Policy Organisational Structure .....	23
APPENDIX C: Sample Expression of Interest (EOI) form .....	24

# Final Decisions Overview

## Introduction and thank you

Kia ora

Thank you to everyone who took time to engage with the proposal document, ask questions and give feedback. We received some really thoughtful and constructive input. Over the last few weeks the team have been considering this feedback, making some changes as a result, and focusing on where to from here.

In this document you will find a summary of the key themes from your feedback, the changes we have made as a result, and some further information about some areas of the model people had questions about. With the incorporation of ideas received in consultation we are in an even stronger position to continue our journey to fully implement our three key shifts.

We said in our proposal document, and many of you reflected in your feedback, that achieving our key shifts is driven by and dependant on the enablers we have identified: prioritisation, engagement, capability uplift, and culture and behaviour. These are at the core of our transition to the Future Operating Model.

Following your feedback, we have made three key changes. They are:

- the Chief Economist will report to the Deputy Commissioner rather than reporting to a Policy Director as originally proposed (the role is otherwise unchanged from the proposal)
- the policy domain for the Legislative Drafting Team is planned to include the second Business tax domain – the nature of the policy work this team would work on was not stated in the original proposal
- the graduate policy advisors will be referred to as Policy Advisors – there is no need to call out their former educationally-based status.

Aside from these amendments, we will proceed with the changes as they were outlined in the proposal and confirmed in this document.

A common theme from feedback was the need to lift our people leadership to achieve the changes. And this was a key enabler we had identified. However, some concerns were raised about the increased average size of policy teams and that the higher staff to Policy Lead reporting ratio may actually work against the key shifts. We have listened to and respect these concerns but in order to achieve the optimal balance between Policy Leads having an increased focus on people leadership, providing senior people with leadership opportunities and establishing the greater stewardship capability through the new Strategic Policy Advisor roles we have chosen to proceed with the proposed number of Policy Leads and resulting reporting ratios. We have also highlighted some things we will put in place to ensure we do not lose the focus on people leadership.

Many of you sought clarity about how some aspects of the Future Operating Model would work. Where possible we have included some further information in this document to assist – for example regarding the role of Strategic Policy Advisor. In some cases, however, the areas identified will be part of an iterative process that we will develop as we transition to our new ways of working. An implementation plan will kick in immediately and those areas not already developed will be done at this time, in many cases in conjunction with the new Policy Leads and our people.

We have some immediate priorities in the next few weeks, including working closely with those affected by the decisions and conducting the Expression of Interest (EOI) process for the Policy Lead and Strategic Policy Advisor roles. We know that you want certainty as soon as possible so we can settle the new teams and people have clarity about who they are reporting to and working with. We plan to have the EOI process completed and roles confirmed by the end of July. Following confirmation of people into these roles, and alongside the ongoing development of our refreshed work programme, we will start to map people into teams. This may not happen immediately for everyone, but we are working to ensure people have certainty as soon as possible.

We recognise that this can be an unsettling time for people and encourage you to continue to talk to your colleagues and seek support if you need it. We know you will also continue to support each other at this time. Thank you once again for your constructive and thoughtful feedback.

Cath

*Cath Atkins, Deputy Commissioner Policy & Strategy.*

## Supporting you through change

You may feel like you've read this information before, but we know it's important that we keep making sure you are aware of the support available to you at all stages of this change.

Change can sometimes be unsettling no matter who you are, and especially if you are directly impacted by change. It's important to take care of yourself through the process.

Talk to people, and get support that is right for you, whether that's from your leader, work colleagues, family or friends.

You can also access a range of free support such as:

**Employee Assistance Programme (EAP)** provides a free, confidential and independent service. To make an appointment, contact EAP directly on 0800 327 669 or visit their website: [www.eapservices.co.nz](http://www.eapservices.co.nz)

**Hauora Hub** is our one-stop, interactive site for a wealth of information and ideas to help improve your health and wellbeing. It's constantly updated and easy to use. Find it under "quick links" on the IR homepage.

If you're a **union member**, your union is also available to provide support and advice during the change process.

## Overview of feedback

### **Key theme – Chief Economist and economics team**

Feedback was received on both the positioning of the Chief Economist and the role of the Economics and Regulatory team. There was concern that the Chief Economist role should be kept at Tier 3 (i.e. reporting to the Deputy Commissioner rather than a Policy Director as proposed). The key reasons for this concern were ensuring the role retained the appropriate level of influence and that it was able to attract the right calibre of candidates.

We have considered this feedback and were persuaded that on balance there is a good rationale to **have the reporting line direct to the Deputy Commissioner rather than through a Policy Director**. This is reflected in the final model. The role is otherwise as proposed.

We also received feedback on the role of the Economics and Stewardship team. As a result, we have included some further information in the section about the role of this team.

### **Key theme – clarity on how operating model will work**

Feedback on this theme covered a range of issues relating in particular to team size and how the larger flexible teams were intended to work. This included how sign off and reporting lines would work, and what would be the respective responsibilities of Policy Leads, Strategic Advisors and Principal or Senior advisors leading projects.

Some people were very supportive of the larger policy teams. However, some people expressed concern that the proposed team size was too large and if not managed properly could lead to less time being devoted to people management, increased silos, bottle-necks for sign-off and less technical oversight. Others noted these risks and either sought clarification or made suggestions about steps that could mitigate these risks. A key area of focus was the interaction and division of responsibility between Policy Leads and Principal or Senior Advisors who would be leading projects.

We have considered the feedback on team size but have confirmed the proposed approach of moving to larger teams. We note that similar sized teams, if not larger, are very common in other policy shops around town. The intent of larger teams is to reduce silos and to have Policy Leads focus more of their time on the leadership and development of their people. This does not mean that our Leads will not be required to provide technical support, as rather than using organisation-wide leader roles, we have created a specialised Policy Lead role. We recognise to develop and grow our capability, Leads will continue to play a key role in supporting technical capability building. However, we expect the key focus of our Policy Leads is to lead and develop their people well.

Some of the submissions discussed the placement of some Policy Advisors in the drafting team. There was concern this would not be an attractive option for advisors if the work didn't provide the opportunity to undertake full policy projects or if it was not clear what domain or area that team would focus on. However, some submissions noted that it could potentially provide a development opportunity for those advisors interested in trying their hand at drafting.

We now confirm that a number of Policy Advisors may be placed in a team with the Legislative Counsel as proposed. In the first instance we expect that these Policy Advisors



will be working in the Business and Entity Taxation domain. The final distribution of domains will need to be confirmed as we finalise the Tax Policy Work Programme but based on its development so far and feedback received it seems likely that the Business and Entity Taxation domain will need to cover more than one team. The addition of Policy Advisors in a second team will provide a better balance of people across teams, will help ensure the integration of that team with the wider group, and will create development opportunities for the Policy Lead in this area.

Many submissions focused on key success factors for the larger teams and the operating model in general. These included accountability and expectations, workload management, capability, development opportunities and the way in which senior members of the team work with and support the Policy Leads. These factors all form a key part of the implementation approach. We have included some more detail on these topics in this document, however some aspects will continue to be worked through as we move into the new model and transition to our new teams and roles.

It will be important for both our Policy Leads and our people to be involved in designing any new processes and expectations as part of the implementation plan to ensure they are fit for purpose. This may involve some refinement as we find the balance that works best. An initial step has been taken by introducing a RACI accountability matrix to ensure people are clear about their role in a project (RACI = Responsible / Accountable / Consult / Inform) to the projects being commissioned as part of the Tax Policy Work Programme refresh.

Another key aspect of the transition will be updating "My Plans" for all people to ensure these are a clear and up-to-date record of workload and development needs and opportunities. Policy Leads will update these as a priority with their people. This will be an ongoing key focus as part of the Whanake approach. These plans will be particularly important in the transition to ensure workloads are managed and people settle into their new teams with a clear development and work plan.

The role of the Strategic Policy Advisor was another area where many people sought greater detail. We have added some further information about this role later in this document.

## **Key theme – capability uplift and developing leadership**

Submissions highlighted that capability uplift is a core success factor for embedding the Future Operating Model. Leadership was a particularly strong theme, as was ensuring that enough coaching, training, and support was given to both Policy Leads and to Principal and Senior Advisors leading projects.

Capability uplift was highlighted in Part A of the proposal document as a key enabler of the change. As many people have identified, one of the key areas of focus needs to be on leadership – both for those in formal leadership roles and for those Senior and Principal Advisors potentially taking on greater leadership of projects. We were pleased to see managers raising this as an area where they would be looking for support. We are committed to an ongoing focus on leadership and this will form a key part of development and support for Policy Leads in particular. This will commence immediately upon confirming Policy Leads into their new roles.

Development pathways for people was an area mentioned in submissions, in particular how leadership development would occur in the new model. We recognise that this was an area of concern for some. Informal (non-structural) leadership opportunities, project

leadership and acting roles will continue to be important ways for people to contribute and develop. The new model with larger more flexible teams provides more opportunity for senior and principal advisors to lead projects and work with Policy Leads to lead policy development and assist with the development of others in the team. It was also suggested that mentoring of people (outside of specific projects) could be another tool to both provide support and development opportunities.

Another area identified in submissions was Māori capability. Again, this is an area already identified as needing investment in training to support engagement with Māori. We see this as a priority. We were also challenged to think further about how to grow our Māori capability over time, including by potentially identifying suitably qualified people across IR to move into Policy. This is something we intend to investigate further as part of our ongoing capability uplift work.

### **Key theme – role titles and role descriptions**

In general, feedback on the new roles was positive, particularly regarding the Policy Advisor roles and the externally facing titles proposed for these roles.

It was suggested that it might be preferable not to use “graduate” in the title of those advisors on the graduate programme, as this might hinder their ability to interact with other agencies or stakeholders. Rather than having a stand-alone role description, this role sits within the development range for Advisor Level 1, which equates to the Advisor title externally. We agree that it is appropriate for graduates to also use the Advisor title when communicating externally.

Concern was raised that the Policy Lead role should retain the current Policy Manager designation because “Policy Lead” may not be clear for external stakeholders, was not consistent with wider public sector naming, and potentially signalled something less than the current “Policy Manager” title.

Replacing Manager titles with Lead wherever possible is an organisation-wide decision as part of Inland Revenue’s principles of the new organisation. “Lead” titles are used to signify the importance of people leadership to the role. While “Policy Manager” is used in a number of other agencies, we do not consider the Policy Lead title will cause significant confusion for external stakeholders and it should be relatively simple for Policy Leads to explain their role by referencing the old title of “Policy Manager” if needed.

Some specific questions and comments were received about the role descriptions, mostly relating to the identified capabilities for each. Setting the capabilities at the right level always requires some judgement. These have been reviewed and we have confirmed that the current role descriptions and capabilities are fit for purpose at this stage for the organisational design.

# Policy's confirmed organising model and structure

## New larger flexible teams

Our model is based on Domain Teams, designed to align products and customer types where possible, and to achieve a roughly even distribution of people while recognising and responding to shifting demands over time. Greater team size will reduce silos and create opportunities for our people to grow their leadership skills, when they support leaders by leading projects and policy work.

Domains could be reallocated across teams (if required) to follow shifting emphasis over time. This would be considered following planning and prioritisation of the work programme.

The table in the next page shows you the five domains we will organise teams around in the first instance of the Future Operating Model, which could change over time. Note that the final form of these domains will be confirmed as we finalise allocation of resource for the refreshed Tax Policy Work Programme.

Given the indicative size of business taxation issues on the tax policy work programme this 'domain' will be spread over two teams and a number of business tax projects would form the policy project domain of the Legislative Drafting team.

Alongside these domain teams are the Economics & Stewardship team, and the Legislative Drafting team (which will include Business Tax). The five domain teams and Legislative drafting will be led by a Policy Lead. The Economics & Stewardship team will be led by the Chief Economist.

International	Business and entity taxation	Indirect Tax	Families and Individuals	Tax Administration	Legislative drafting	Economics & Stewardship
<ul style="list-style-type: none"> <li>Treaties and Double Tax Agreements</li> <li>Taxation of In- and outboard investment (incl. NRWT, transfer pricing, cross border employment)</li> <li>Networked across the group on projects that require an international perspective</li> </ul>	<ul style="list-style-type: none"> <li>Tax products affecting business and not for profits, including:               <ul style="list-style-type: none"> <li>Company tax</li> <li>Trust taxation</li> <li>Provisional tax</li> <li>PIE tax rules</li> <li>Not for Profits</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Indirect tax products primarily affecting businesses and not for profits, including:               <ul style="list-style-type: none"> <li>GST</li> <li>Environmental issues</li> <li>Gaming</li> <li>'Corrective' taxes</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Tax products impact on families and individuals:               <ul style="list-style-type: none"> <li>Social policy, including Working for Families tax credits; Child Support; Kiwisaver; Student Loans; Paid Parental Leave</li> <li>Personal income tax rates</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Focus on improving tax administration, including:               <ul style="list-style-type: none"> <li>Withholding taxes (eg PAYE, FBT)</li> <li>Reducing compliance costs</li> <li>Cross agency and information sharing and collection</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Drafts legislation</li> <li>Manages interface with Parliament</li> <li>Bill bids</li> <li>Bill management</li> <li>Other policy projects and remedial matters [Business taxation]</li> </ul>	<ul style="list-style-type: none"> <li>designing and leading the regulatory stewardship programme</li> <li>cross-agency economic and regulatory policy</li> <li>BIM</li> <li>research and building the evidence base to support policy</li> <li>Building up understanding of economic impacts of tax changes</li> </ul>

A full-page version of this diagram can be found in Appendix A

## Project and network teams

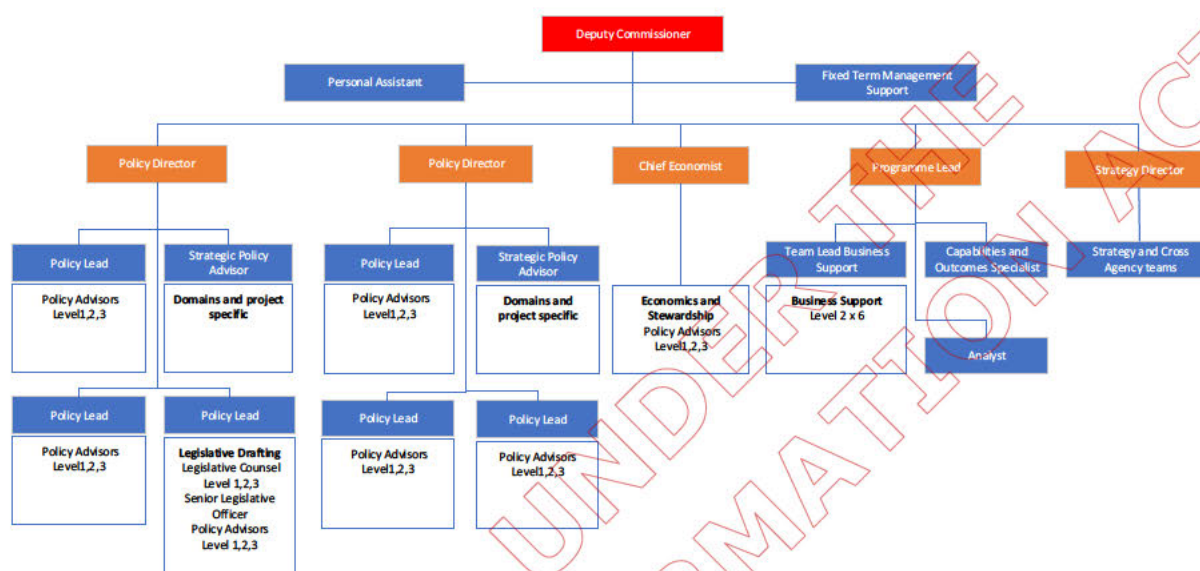
From time to time we will establish project and networked teams across Domain teams as part of our agile approach to our work. These are not formalised in the structure as they will reflect the specific policy issues and the capability needed to address them.

Project teams may be formed from people across the policy structure or the wider organisation.

Leading a project team will be one way of providing leadership opportunities and development for our people.

## Policy's operating model and structure

We will be moving to the following structure. Fixed term roles that are not on standard role descriptions are not included in this diagram. (Note the domain team allocation between Directors is to be confirmed)



*A full-page version of this diagram can be found in Appendix B*

### Policy Director / Policy Lead

The Policy Director roles have a broad leadership responsibility across the group as well as being responsible for the portfolios allocated to the teams they oversee, and any other strategic portfolios allocated by the Deputy Commissioner. These portfolios will change from time to time as priorities and work pressures change. The domain teams within each Policy Director's portfolio will be determined by a combination of factors such as:

- Aligning teams likely to have a lot of interdependency
  - Sharing the focus on high priority and strategic/conceptual and system maintenance
  - Balancing workload

The domain teams will be led by a Policy Lead. There are six Policy Leads. One of those will lead the Legislative Drafting Team. There will be some Policy Advisor roles located in the Legislative Drafting Team.

Each Policy team will have on average ten people. This is an increase from the existing average of about seven people and will necessitate greater emphasis from the new Policy Lead roles on leading the team over leading policy development.

Shifting the emphasis of Policy Leads to focus more on leadership of the team provides opportunities for senior members of the team to take a greater role in technical leadership and policy development. A key focus of the implementation of this change will be developing clear accountabilities and expectations about how the relationship between the Policy Lead and their senior people will work. A first step is using a RACI (accountability

matrix) framework for projects in the planning phase – this process is being introduced as part of the Tax Policy Work Programme refresh.

The expectation of the new Policy Lead role is that the focus is on leadership of the team and development of people. Leadership capability and support will be a key focus of the transition. We will be seeking feedback from people as the new model settles in, to ensure that these expectations are being met.

As part of the transition process Policy Leads will be ensuring they have “My Plans” in place for all people reporting to them so there is a clear understanding of workload alongside development needs and opportunities. This is something Policy Leads will be expected to maintain a focus on over time and will require input from, and coordination with, those in the team leading projects and with other Policy Leads and Strategic Advisors where people are working across teams or projects.

## **Chief Economist and the Economics and Stewardship team**

The Economics and Stewardship team will be led by a Chief Economist who will be appointed based on their economics specialisation.

The Chief Economist will report to the Deputy Commissioner. This will preserve the influence of this role. The role size and role description is unchanged from that which was proposed.

The Chief Economist role is included in the Policy Lead role description, due to the similarities in requirements of people, team and domain leadership, while still recognising the importance of the economics specialism.

The team will build up the Policy group’s knowledge and understanding of the likely economic impacts and distributional effects of tax and social policy changes, work on policy issues with major economic impacts and be a resource to support the five domain teams. An additional focus for the team is on leadership of strategic policy/policy stewardship. This will include supporting Inland Revenue’s regulatory stewardship and forming the strategic guidance for planning the tax policy work programme. A more system-based approach to identifying priorities and future stewardship focus will be developed. This team will also need to work closely with the strategy team.

The role of the economics team will primarily fall into the following key areas:

- Guardian/steward – understanding how the whole system fits together, its strengths and weaknesses, how different systems might operate and why or how we might want to change over time. A core aspect of this role will be leading Policy input into processes such as the BIM that explain the frameworks underpinning our tax system.
- Advisor – providing economic input into policy projects. This is a key role of the team and will occupy a significant amount of the day-to-day work.
- Educative – involvement in policy roundtables, tax economics reading group and policy courses to help inform and kindle an interest in economics across Policy.
- Engagement – including with external stakeholders, the Treasury tax strategy team, and other agencies. Internal engagement will also be a feature, with areas such as research, forecasting and strategy.
- Regulatory stewardship – including the regular reporting obligations agencies have in place to report to central agencies on regulatory performance. This will include involvement in making more information available to the public to enable greater

visibility over aspects of the tax and social policy systems of which Inland Revenue is a part.

New networked ways of working in recent years has increased the flow of information on policy problems being identified and passed on to the right teams in Policy. Examples include the introduction of the Right from the Start Committee, Customer Centric Committee, the Technical Governance Committee, the customer segment strategies, and various other groups. Policy intelligence is becoming a critical part of every team's role. This has reduced the need for Policy to have a dedicated role to liaise with other parts of Inland Revenue to identify policy intelligence concerns. However, it is important to ensure that other areas within Inland Revenue can easily refer material or questions to the right teams. A process will be established for this.

## **Strategic Policy Advisors**

A Strategic Policy Advisor will advise on a specific domain or strategic area. Being part of the Policy broader leadership team will mean that the Strategic Policy Advisor will achieve strong engagement with and influence the Policy Leads and Directors to ensure that the domain or strategic area gets the necessary leadership attention.

A Domain or strategic area befitting allocation to a Strategic Policy Advisor could be one in which:

- there is a need to develop and continue to maintain and enhance a relationship with an especially demanding stakeholder group
- the reputation of the responsible advisor or key policy contact is critical to success
- the complexity is such that continuity is necessary to build a deep understanding of a specialised body of knowledge
- the stakes are high on the success of the project (reputation of the whole group may depend on it)

Strategic Policy Advisors are expected to be our strongest policy practitioners with a deep and broad understanding of the tax and or social policy systems. They will be recognised both nationally and internationally for their technical expertise and strategic influence. They will be trusted to lead the most complex or the most sensitive of policy projects and have earned the reputation for delivery to exceedingly high standards in exceptionally demanding situations. They will be capable of leading IR's engagement with senior Ministers and key stakeholders.

To achieve the key shifts we need to have the capacity to provide strong technical and intellectual leadership and retain our reputation domestically and internationally with key stakeholders. Strategic Policy Advisors will provide this intellectual leadership and build strategic policy capability in the group, and within IR. These roles are essential for our increased stewardship capability and will provide capacity for new product innovation.

Strategic Policy Advisors will be key members of the broader leadership team.

Examples of the type of responsibilities a Strategic Policy Advisor may have are:

- leading the development of a new tax regime (eg a corrective environmental tax regime)
- leading a review of our tax system
- representing New Zealand and leading the resolution of issues with international implications

- designing a capital gains tax
- leading large cross-cutting projects, working closely with Directors on system level questions, or influencing external thinking on particular issues.

## Policy Advisors

We will have a Policy Advisor job family with three levels. The use of job families means that fewer separate role descriptions are needed. Job families make sense when a number of roles are working toward the same outcomes and the more complex roles subsume the capabilities of the less complex roles. The new levels in the Policy Advisor role description equate to existing roles as follows:

- Level 1 is equivalent to the existing Policy Analyst
- Level 2 is equivalent to the existing Senior Policy Analyst
- Level 3 is equivalent to the existing Senior Policy Advisor.

Inland Revenue is no longer including "seniority labels" in role descriptions. However, while the new role descriptions will no longer formally refer to levels of 'seniority' we will continue to use titles that are recognisable for external stakeholders to identify expertise or authority, for example with Ministers/other agencies and for recruitment. The naming convention we will use for these roles is:

- Policy Advisor (i.e. level 1)
- Senior Policy Advisor (i.e. level 2)
- Principal Policy Advisor (i.e. level 3)

An advantage of the Policy Advisor job family is that appointments can be made to the role and the level based on business need (affordability and capability requirement) and candidate quality. For example, rather than a team having 2 Senior Policy Advisors, 4 Senior Policy Analysts and 2 Policy Analysts (as currently), the team might have 8 Policy Advisor roles, where the distribution of Levels 1, 2 and 3 can flex as required for budget and capability needs over time. We recognise we will need to do further work on identifying how this will happen in a more transparent way.

The Policy Advisor – Level 1, equates to the current Policy Analyst position. Graduates will be appointed to the Policy Advisor – Level 1 role and will be paid in a 'graduate development remuneration range' which would be an extension of the range for the Policy Advisor – Level 1. From your feedback the reference to "Graduate" in the role title will not be used.

The Policy Advisor – Level 2, currently 'Senior Policy Analyst' should be seen as a role from which one may develop their career in both the technical and people leadership aspects to varying degrees depending on where you would like to head. For example, aiming towards a Policy Lead role, or Policy Advisor – Level 3 role.

The Policy Advisor – Level 3, currently 'Senior Policy Advisor' will continue to be a role to aspire to for those wishing to advance their career. Appointments to the Policy Advisor - Level 3 role will be made when exceptional skills and experience are needed to maintain or increase the capability of the Policy Group. Thus, the decision to recruit Policy Advisors at Level 3 will be made based on 'business need' assessed by the recruiting Policy Lead with the endorsement of a Policy Director.

## Legislative Counsel

We will have a Legislative Counsel job family with three levels. The new levels in the Legislative Counsel role description equate to existing roles as follows:

- Level 1 is equivalent to the existing Assistant Legislative Counsel
- Level 2 has no current equivalent job expectation
- Level 3 is equivalent to the existing Legislative Counsel.

The following titles will be used with external stakeholders to identify expertise or authority, for example with Parliament/Ministers/other agencies and for recruitment:

- Associate Legislative Counsel (i.e. level 1)
- Legislative Counsel (i.e. level 2)
- Senior Legislative Counsel (i.e. level 3)

## Business Support

Business support roles within Policy will use enterprise wide capability-based role descriptions.

Business support will need to align with the Policy Future Operating Model and this will necessitate rethinking how teams are supported and how our business support capability is used most effectively and efficiently across the group. We expect that there will also be a need to participate in any further thinking about the future of business support across IR given the pending introduction of Enterprise Support Services and our intention to align with the wider organisational direction.



# Impact of the changes to structure and roles, and the transition process

## What the final decisions mean for current positions

In this section you will find information on the following:

- Disestablished positions
- Role Changes
- What the change means for people on secondment and fixed term arrangements

The following table confirms the positions that will be disestablished and next steps for people in these positions.

Current Role	Current No. of positions	Description of change
Senior Policy Intelligence Advisor	1	The <b>Senior Policy Intelligence Advisor</b> role is no longer required in the Future Operating Model for Policy. This is because intelligence gathering is expected of all policy teams. The current role holder will be supported to explore alternative pathways.
Support Officer Administration	1	The <b>Support Officer Administration</b> role is no longer required in the future operating model for Policy. Some of the work this role currently completes is provided for by Facilities Management. The current role holder will be supported to explore alternative pathways.
Advisor to DC	1	This role has primarily been supporting the work around the future operating model and is not required beyond transition. The current fixed term arrangement for this role will continue to support the transition to the future operating model for Policy.

The following table confirms the enterprise capability-based roles being implemented into Policy's Future Operating Model, and what this means for current roles and people in these positions.

Enterprise capability-based role	No. of positions	Description of change
Team Lead - Level 1	1	This new role will be filled via a recruitment process.
Capability & Outcomes Specialist - Level 1	1	The substantive <b>Work Programme Coordinator</b> role holder will be offered the Capability & Outcomes Specialist - Level 1 role as a suitable alternative role.
Analyst - Level 2	1	The substantive <b>Business Support Advisor</b> role holder will be confirmed in to the Analyst - Level 2 role.

Business Support – Level 2	6	The substantive <b>PA/Team Secretary</b> role holders will be confirmed in to the Business Support – Level 2 role.
----------------------------	---	--

The following table confirms new capability-based roles being established in Policy’s Future Operating Model

New Role	No. of positions	Purpose of the new role
Strategic Policy Advisor	2	The new Strategic Policy Advisor positions will be key members of the broader leadership team and provide a unique opportunity for highly capable leaders to influence in a specific domain or strategic area by applying a greater focus than is possible when leading a team. They will be recognised both nationally and internationally for their technical expertise and strategic influence. These roles are essential for our increased stewardship capability and will provide capacity for new product innovation. Substantive <b>Policy Managers</b> will have preference to be considered for these roles. If no suitable candidate is identified, this role will be filled via a recruitment process.

The following table confirms the new capability-based role descriptions that will be implemented into Policy’s Future Operating Model, and what this means for current roles and people in these positions

New capability-based role	No. of positions	Description of change
Policy Director	2	The new Policy Director capability-based role description will be implemented, along with a change in direct reports. The <b>current Policy Directors</b> will be confirmed into this new role.
Policy Lead – Chief Economist	1	The new Policy Lead – Chief Economist capability-based role description will be implemented. This role will report to the Deputy Commissioner.  Substantive <b>Policy Managers</b> will have preference to be considered for this role. If no suitable candidate is identified, this role will be filled via a recruitment process.
Policy Leads	6	The new Policy Lead capability-based role description will be implemented. It is confirmed that there will be a reduction in the number of lead roles compared to current Policy Manager positions. There will be a Policy Lead for each of the domain and functional teams.  Substantive <b>Policy Managers</b> will have preference to be considered for these roles.
Programme Lead	1	The new Programme Lead capability-based role description will be implemented. The current <b>PAS Programme Manager</b> will be confirmed into this new role.
Legislative Counsel (Level 1,2,3)	3	The new Legislative Counsel (Level 1,2,3) capability-based role description will be implemented. The current

		<b>Legislative Counsel</b> will be confirmed into the Legislative Counsel – Level 3 role.
--	--	---

The Policy Advisor job family with three levels will be implemented in Policy's Future Operating Model.

<b>Role family</b>	<b>Policy Advisor (Levels 1,2,3)</b>	
Policy Advisor – Level 3	15	Senior Policy Advisors will be confirmed in to Policy Advisor – Level 3.
Policy Advisor – Level 2	23	Senior Policy Analysts will be confirmed in to Policy Advisor – Level 2.
Policy Advisor – Level 1	19	Policy Analysts will be confirmed in to Policy Advisor – Level 1. What we currently call "Assistant Policy Analysts" will be confirmed at the developmental range of Level 1.

### **What the final changes mean for people on secondment**

The changes have implications for some people who are on secondment. Every secondment is different in terms of its length and history, and some people may have moved through multiple secondments.

If you are currently on secondment into Policy from a different business group, you will transition across to the new capability-based role description for the duration of secondment.

If you are currently seconded within Policy, your secondment will continue unless advised otherwise.

If you are currently seconded out of Policy, your secondment will continue unless advised otherwise. If your substantive position is affected, you will be eligible to participate in the selection process confirmed for that group of roles.

### **What the final changes mean for people on fixed term arrangements**

Unless otherwise advised you will remain in your fixed term role, and transition across to the new capability-based role description.

You may apply for any of the new roles that remain unfilled through the usual recruitment process.

It is expected that new Policy Advisors will be recruited into permanent roles. The actual number and level sought for permanent roles may be influenced by appointments made through the transition process. We expect to commence this recruitment shortly after the Policy Lead and Strategic Policy Advisor placements are confirmed.

As we currently have a number of people on fixed term agreements, in the first instance recruitment across the Policy Advisor levels will be advertised internally only. If roles are not filled we may also run an external recruitment round. The internal recruitment process will include an opportunity for staff confirmed into an Advisor Level 1 or 2 role to apply for Level 2 or 3 roles respectively. This process will apply the rigour expected of any recruitment process to ensure that any appointments made are of quality candidates and

that the level at which appointments are made reflects business need (the number of roles at each level to meet this business need is to be determined).

## Confirmed Transition Process

The following section outlines the change process that will be used to support the selection of people for Policy's Future Operating Model.

New capability-based roles	Who can apply	What is the process
<p>Policy Lead Policy Lead - Chief Economist Strategic Policy Advisor</p>	<p>Substantive Policy Managers</p>	<p>Substantive Policy Managers have preference to be considered for one of the new Policy Lead roles, the Policy Lead - Chief Economist and the two newly created Strategic Policy Advisor roles. These roles are considered to be suitable alternative roles. They will be invited to rank the new roles by order of preference (see Appendix C: Sample EOI Form) and provide a written statement to support their preferences.</p> <p>The selection process will include an interview of up to 45 minutes. The focus of the interview will be based on the people capabilities tabled below, and a scenario-based question.</p> <p>There will be a four-person panel. The panel will include - Deputy Commissioner, Policy Directors, and a panel member external to PAS.</p> <p>Wherever possible, Inland Revenue will consider placing people in their first preference for a new role. However, indicating your preference doesn't solely determine which role you are or aren't offered. It's one of the broad range of considerations, including Inland Revenue has people with the right capabilities in the right roles.</p> <p>The process is designed to facilitate the earliest possible decision-making, while maintaining fairness and transparency for our people.</p> <p>Any unfilled positions will then be filled via a recruitment process.</p>
<p>Team Lead - Level 1</p>	<p>To be determined through standard recruitment process</p>	<p>This role will be filled via a recruitment process.</p>

## Selection Criteria for Policy Lead, Policy Lead – Chief Economist, Strategic Policy Advisor

<b>Role</b>	<b>People Capabilities</b>	<b>Assessment area</b>
Policy Lead	Leadership (Applied)	Demonstrated experience of: <ul style="list-style-type: none"> <li>- Leading, coaching, developing the capability of your people to provide high quality strategic policy advice</li> <li>- Encouraging innovation, empowering and trusting team members to generate new ideas and learn from experience</li> <li>- Role modelling IR's values through your behaviours and decisions</li> </ul>
	Change Management (Applied)	Demonstrated experience of: <ul style="list-style-type: none"> <li>- Leading cultural change, role modelling a customer-centric, agile and intelligence-led approach, ensuring your people are connected to this vision to deliver IR and wider public sector outcomes</li> </ul>
	Workforce Management (Applied)	Demonstrated experience of: <ul style="list-style-type: none"> <li>- Collaborating with other leaders to prioritise and manage workflows to achieve the right customer and business outcomes</li> </ul>
Policy Lead – Chief Economist	Technical requirements	<ul style="list-style-type: none"> <li>- Relevant tertiary qualification(s) or equivalent experience that demonstrates significant capability in economics, modelling and the use of analytical frameworks</li> <li>- A recognised leader in the economic profession</li> </ul>
	Leadership (Applied)	Demonstrated experience of: <ul style="list-style-type: none"> <li>- Leading, coaching, developing the capability of your people to provide high quality strategic policy advice</li> <li>- Encouraging innovation, empowering and trusting team members to generate new ideas and learn from experience</li> <li>- Role modelling IR's values through your behaviours and decisions</li> </ul>
	Change Management (Applied)	Demonstrated experience of: <ul style="list-style-type: none"> <li>- Leading cultural change, role modelling a customer-centric, agile and intelligence-led approach, ensuring your people are connected to this vision to deliver IR and wider public sector outcomes</li> </ul>
	Workforce Management (Applied)	Demonstrated experience of: <ul style="list-style-type: none"> <li>- Collaborating with other leaders to prioritise and manage workflows to achieve the right customer and business outcomes</li> </ul>
<b>Role</b>	<b>People Capabilities</b>	<b>Assessment area</b>
Strategic Policy Advisor	Policy Quality and Agility (Expert)	Demonstrated experience of: <ul style="list-style-type: none"> <li>- Providing strategic advice and support across IR, the wider public sector and in relevant international forums to influence, debate and inform better national and international tax and social policy systems</li> <li>- Applying a stewardship view of the tax and social policy system to identify connections, create opportunities and inform the appropriate direction for policy development</li> </ul>

	Leadership (Applied)	Demonstrated experience of: <ul style="list-style-type: none"> <li>- Role modelling IR's values through your behaviours and decisions</li> <li>- Providing thought leadership within the policy function, identifying emerging trends and considering potential implications to support appropriate policy responses</li> </ul>
	Customer Advisory (Expert)	Demonstrated experience of: <ul style="list-style-type: none"> <li>- Being a recognised subject matter expert to enhance the national and international tax policy social system</li> </ul>

### **What will happen once selection decisions are made**

Once selection decisions have been made a member of the panel will contact you to discuss the proposed outcome with you. You will have an opportunity to provide feedback on the proposed outcome and this will be considered before the outcome is confirmed in writing.

The provisions of your Employment Agreement in relation to a suitable alternative position will apply through this process.

If there are any vacancies at the end of this process, they may be advertised internally and externally using Inland Revenue's normal recruitment process.

### **Transition for people into Domain and functional teams**

We will first appoint Policy Leads and Strategic Policy Advisors.

People currently in the Drafting and Economics teams will stay in the new form of those teams (Legislative Drafting and Economics and Stewardship respectively).

Following the setting of the tax policy work programme we will confirm the domains each Policy Lead is responsible for. Until then we will retain existing teams and reporting lines.

We will then work through the reassignment of projects and people to Domain teams with a view to maintaining continuity in terms of what people are currently working on. When the reassignments have been worked through this will be available to Policy Advisors for comment. Exactly how we facilitate these comments will be determined closer to the time and will depend in part on the Policy Lead appointments.

## Keeping our enablers top of mind

Structure and roles are only part of this change

Policy's 3 key shifts
Outcomes focused policy development
Being responsive today <u>and</u> shaping tomorrow
More broadly influencing the social and economic agenda

Although an essential part of our Future Operating Model, changes to roles and structure alone will not achieve the key shifts. The structural change only supports what we need to change in the way we work – our enabler streams.

The Enablers we have prioritised to support the three key shifts are:

- Effective engagement
- Clear prioritisation, assurance of quality and resource allocation
- Capability uplift including leadership
- An enabling culture

These enablers are interdependent. It will be through these enablers working in alignment that we will drive changes to our processes, capability and behaviour that will become noticeable to policy staff, colleagues and stakeholders.

Work in the enabler streams will continue as we transition to our Future Operating Model and help us ensure the key shifts are achieved through the way we work along with how we are structured.

Many of the areas identified in submissions highlighted work that will need to occur as part of the enabler workstreams. These enablers form a key part of our implementation plan. Particular areas of focus include:

- Prioritisation – utilising the prioritisation and project commissioning process to drive the desired behaviours from the outset of projects. This includes using a RACI approach to ensure accountability and responsibility is clear.
- Quality assurance – an early focus in our transition to service will be needed on how we ensure quality of product. Many suggestions were made in the submission process, including using senior or principal advisors to provide independent technical assurance on key pieces of work. Work on tools and processes to ensure quality will be ongoing.
- Quality – a review of our drafting is currently underway and we anticipate adopting recommendations stemming from this advice
- Engagement – we have contacted agencies with whom we can partner to better engage with Maori on future policy proposals – this will lead to regular stakeholder meetings and likely crystalize the development needs that we can respond to
- Engagement – guidelines are being developed that will help us to ask the right questions at each stage of the policy process.

- Capability uplift has been identified as particularly important, especially in relation to leadership skills. A focus on leadership training and support will commence immediately.
- Capability uplift for people other than our people leaders is also key. The proposal document included areas that we have identified as priorities to address across the group. As we have indicated, an assessment of development needs and work for each person will be undertaken by their Policy Lead. This will highlight areas where individual development needs or opportunities exist. The Inland Revenue capabilities and the DPMC Skills Framework also provide tools to assist with identifying development needs and ways to develop desired skills and capabilities.

We expect that leadership opportunities and options to help people develop these skills would be identified as part of the development plans for senior and principal advisors. We will also continue to work through the options for development opportunities as we progress the capability uplift enabler stream.

We recognise that there is still considerable work to do to successfully embed the Future Operating Model. While many aspects are well underway, this work needs to continue, and additional work needs to start. We also want to provide opportunities for people to be involved and take ownership in this transition, in particular as we continue the work on the enablers.

### **Governance of the next stage of the Policy Future Operating Model**

ODC is the governance group overseeing the implementation of the Policy Future Operating model. At a (yet to be agreed) future date an external review will take place to test whether the implementation of the Future Operating Model is achieving what is intended.

A sub-group of the PAS Governance Group (Deputy Commissioner PAS, Director Strategy, Policy Directors, Programme Lead) will co-opt Cath Atkins as the Deputy Commissioner CCS-B to review progress and achievements on the Policy Future Operating Model implementation plan on a monthly basis. The intention being that Cath will ensure from an 'outside of PAS' perspective that the changes continue as planned.

## **Next Steps**

### **Indictive Implementation Timeline**

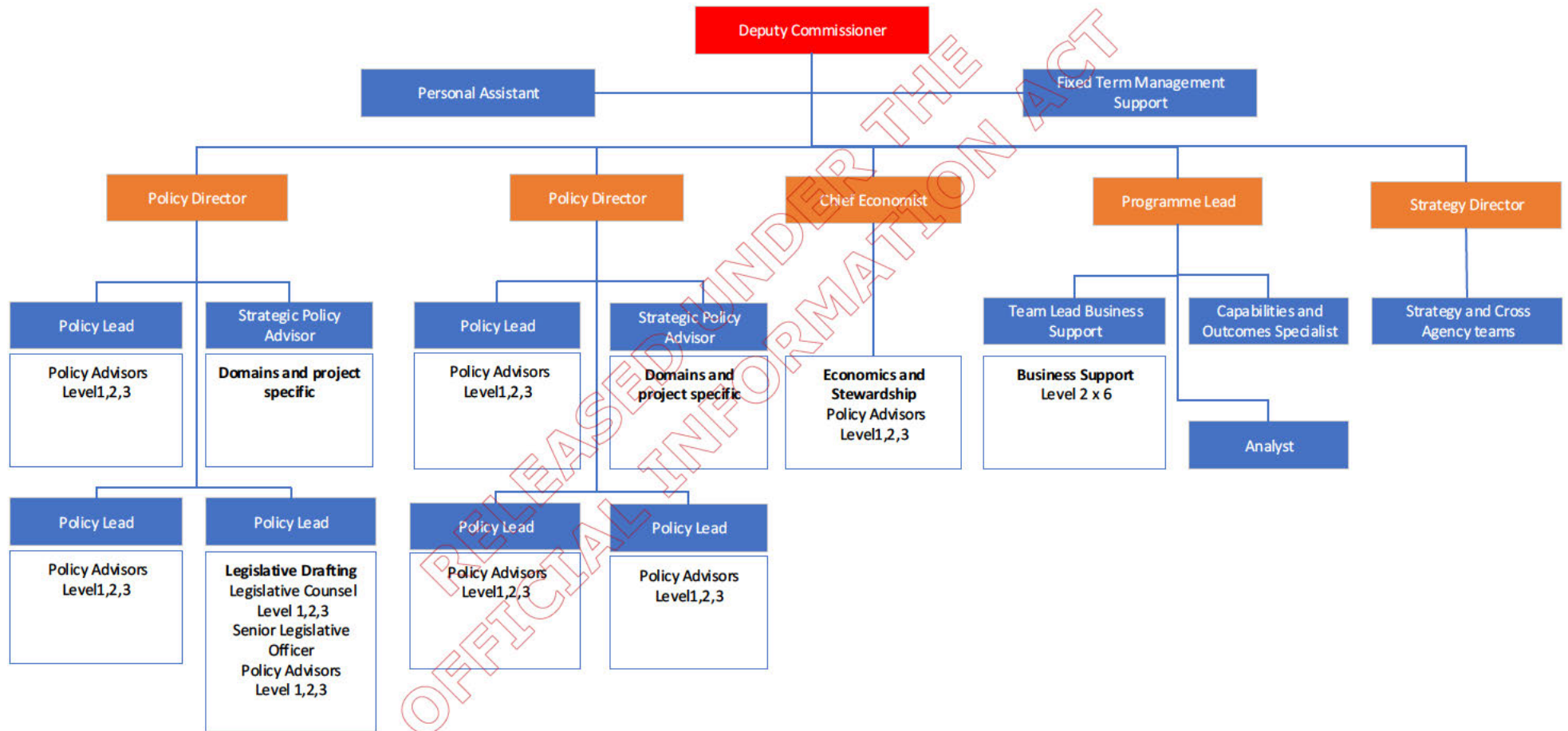
<b>Date</b>	<b>Process</b>
<b>11 July 2019</b>	<b>Final Decisions Announced</b>
<b>15 July 2019</b>	<b>EOI process closes</b>
<b>17 July 2019</b>	<b>Interview day for Policy Lead and Strategic Policy Advisor</b>
<b>No later than 3 September</b>	<b>New FOM operating model goes live</b>



## APPENDIX A: Domain Teams

International	Business and entity taxation	Indirect Tax	Families and Individuals	Tax Administration	Legislative drafting	Economics & Stewardship
<ul style="list-style-type: none"> <li>• Treaties and Double Tax Agreements</li> <li>• Taxation of in- and outbound investment (incl NRWT, transfer pricing, cross border employment)</li> <li>• Networked across the group on projects that require an international perspective</li> </ul>	<p>Tax products affecting business and not for profits, including:</p> <ul style="list-style-type: none"> <li>• Company tax</li> <li>• Trust taxation</li> <li>• Provisional tax</li> <li>• PIE tax rules</li> <li>• Not for Profits</li> </ul>	<p>Indirect tax products primarily affecting businesses and not for profits, including:</p> <ul style="list-style-type: none"> <li>• GST</li> <li>• Environmental issues</li> <li>• Gaming</li> <li>• 'Corrective' taxes</li> </ul>	<p>Tax products impact on families and individuals:</p> <ul style="list-style-type: none"> <li>• Social policy, including Working for Families tax credits; Child Support; Kiwisaver; Student Loans; Paid Parental Leave</li> <li>• Personal income tax rates</li> </ul>	<p>Focus on improving tax administration, including:</p> <ul style="list-style-type: none"> <li>• Withholding taxes (eg PAYE, FBT)</li> <li>• Reducing compliance costs</li> <li>• Cross agency and information sharing and collection</li> </ul>	<ul style="list-style-type: none"> <li>• Drafts legislation</li> <li>• Manages interface with Parliament</li> <li>• Bill bids</li> <li>• Bill management</li> <li>• Other policy projects and remedial matters [Business taxation]</li> </ul>	<ul style="list-style-type: none"> <li>• designing and leading the regulatory stewardship programme</li> <li>• cross-agency economic and regulatory policy</li> <li>• BIM</li> <li>• research and building the evidence base to support policy</li> <li>• Building up understanding of economic impacts of tax changes</li> </ul>

## APPENDIX B: Policy Organisational Structure



## APPENDIX C: Sample Expression of Interest (EOI) form

Name	
Date	

Please rank the roles in order of your preference. If you choose not to indicate a preference for any of these roles, it will be assumed that you don't have a preference.

Role	Preference 1-3 (not all need to be selected)
Policy Lead	Preference <input type="checkbox"/>
Policy Lead – Chief Economist	Preference <input type="checkbox"/>
Strategic Policy Advisor	Preference <input type="checkbox"/>

For the Policy Lead role, please rank the Policy Domains in order of your preference.

Policy Domains & Legislative Drafting team	Preference 1-6 (not all need to be selected)
International Domain	Preference <input type="checkbox"/>
Business & Entity Taxation Domain	Preference <input type="checkbox"/>
Indirect Tax Domain	Preference <input type="checkbox"/>
Families & Individuals Domain	Preference <input type="checkbox"/>
Tax Administration Domain	Preference <input type="checkbox"/>
Legislative Drafting team	Preference <input type="checkbox"/>

**Role Preferences:**

Please share with us your reasoning for order of role preference and domains. There isn't a word limit for responses, but it is strongly recommended answers are succinct and directly relevant to the question.

[Empty response box for role preferences]

**For all roles**

Please provide any other additional information you wish to be taken into consideration, including personal circumstances, amendments to current working arrangements. There isn't a word limit for responses, but it is strongly recommended answers are succinct and directly relevant to the question.

[Empty response box for additional information]

**Thank you for taking the time to complete the EOI form. If we require any clarity or wish to explore any information further, we will let you know.**