Inland Revenue
Te Tari Taake

Business Transformation

Organisation Impact Assessment & Change Management Plan

Core Tax & Policy Release 2.0

Context and Introduction

We are seeking approval for the Core Tax and Policy Release 2.0 Organisation Impact Assessment and Change Implementation Plan (D2117). This deliverable provides the detail for the people readiness component of the Business Readiness Framework, specifically:

- Identifies the changes and impacts for our people and our organisation as a result of the implementation of Release 2.0, and in relation to the new organisation design.
- Outlines the change approach and plans for getting our people ready , mostly through communications, training and support
- Our approach to measuring and monitoring change readiness for our leaders and our people via change readiness assessments.

The changes being introduced in Release 2.0 are:

- Legislative changes effective 1 April 2018 (including payday filing of employer information and the Accounting Income Method for provisional tax)
- Budget 2017 changes (including Income tax and Working for Families tax Credit rates and thresholds)
- Collecting employer Information in START, and processing it in FIRST
- Automatic Exchange of Information (AEIO) in START
- Collections and Community Compliance campaign leads in START
- New work being managed as a CASE in START
- Imaging of returns, structured forms, unstructured correspondence
- Keying (batch data entry) in START instead of [Information redacted] for Release 2.0 returns and structured forms
- New payment and disbursement channels and processes
- New eServices for customers

Moving three tax product groupings to START :

- Withholding tax – 8 products
- Gaming Machine Duty – 3 products
- Fringe Benefit Tax – 3 products

The changes being introduced in Release 3.0 are:

- Income Tax
- Working for Families Tax Credits
- Customer master in to START

RECOMMENDATIONS

It is recommended that the Design Integration Forum:

NOTE: The high level impact assessment findings for the organisation and our people across Release 2.0 (April 2018).

NOTE: The Change Management Implementation Plan outlined in this document for Release 2.0 (April 2018)

NOTE: The Organisation Impact Assessment and Change Implementation Plan will continue to evolve in line with the FAST iterative design/test approach and design for Release 2.0.

ENDORSE: The Organisation Impact Assessment and Change Implementation Plan outlined in this document for presentation to the Programme Governance Committee (PGC).

Executive Summary

We have consulted with over 300 leaders, managers and specialists across IR and can now confirm that the overall impact of Release 2.0 across all of IR is Medium with pockets of high impact in some parts of Service Delivery and across PF&F.

Business Group/Unit		Tax and Policy Release 2 .0
Current Organisation	**New Organisation from February 2018**	**Release 2.0** April 2018
Service Delivery – Customer Services - Transactional	CCS-I- Transactional	M-H
Service Delivery – Customer Services - Interactional	CCS-I – Customer Interaction	M-H
Service Delivery – Customer Services- Community Compliance	CCS-I - Community Compliance	M-H
Service Delivery –I&A- Investigations	CCS-I and CCS-B	M-H
Service Delivery – I&A –LE Services	CCS-B	H
Service Delivery – I&A –LTS (including Digital Forensics)	CCS-B Legal Services, OCTC	M-H
Service Delivery - Collections	CCS-I and CCS-B	M-H
Service Delivery – Litigation Management	CCS-B – Legal Services	M
Service Delivery - Other (P&O, BPI)	CCS-I Capability & Outcomes, CCS-B External Relationships	M-H
Information, Intelligence & Communications	I&IS Data Science & Analytics Marketing & Communications – no change	M-H
Information Technology & Change	No change	L-M
PF&F – Crown Revenue	No change	H
PF&F– Business Reporting & Analytics	No change	H
PF&F - other	No change	M
People & Culture	No change	L
Corporate Integrity & Assurance	No change	L-M
Policy & Strategy	No change	M
Office of the Chief Tax Counsel	No change	L

A total of 4,700 people are impacted to varying degrees by Release 2.0. This impact has factored in the new groups, teams and roles in CCS-I, CCS-B and IIS.

- A large portion of employer information work (EMS) will move into START. EMS is a core information source for most of our tax types and is a part of most roles in Service Delivery with amendments and error resolution requiring work to be done across two systems.
- Our people will need to be ready to support our customers through the transition period, with a focus on education through Community Compliance, LE Services and Contact Centres.
- More than 700 of our people will use START for the first time and will be required to work in both FIRST and START; Transactional mostly for EMS, Litigation Management, Community Compliance, International Revenue Strategy and Corporate Legal for case management.
- The look and feel and navigation for employer information in START is very different to FIRST and will take time to learn. Many of our people will need to work across both systems
- Broad awareness of higher volumes of credit transfers between systems and the potential impacts should failure occur is required. The high impact is due to cross account transfer and number of co-existence interface files.
- Changes to imaging, case management and the introduction of other tax types (e.g. FBT, Withholding Taxes)
- Legislative changes across AIM/PAYE/AEOI.
- Increasing numbers of people will be required to do co-existence work across Service Delivery and PF&F (reporting and revenue accounting).
- New workflow and security permissions will be active in START based on new roles and delegations in the new business groups – CCS-I, CCS-B and IIS.

More detailed impacts by business group are provided in Appendix B.

In response to the impact analysis, we recommend a six part change approach across four distinct groups

Business groups impacted by Tax and Policy Release 2.0 have been segmented into four change groups based on degree and type of impact. The change group determines the level and type of change activity required to ensure our people are ready for go-live, with a focus on training, on-the-job support tools, communications and people readiness.

The approach to change management is:

Tiered	Integrated	Staged
According to level of impact and required readiness for change.	Across change management activities and business readiness to ensure consistency of approach and reduce duplication of effort.	According to implementation timeframes, level of advance effort/support required & criticality for go-live. according to implementation.

Using this approach, business units and teams have been 'grouped' according to the relative level of impact, criticality for change take-up and level of training and communications required.

Change Group		Change Activity									
		Pre-Learning	On-line Learning	Classroom Training	On-the –job support tools e.g. IRKB & START Help	Key Users	Targeted Communications	Organisation Wide Comms	People Change Readiness Survey	Desk-side Support	Post-Implementation Support
Group A	▪ Identified in the Org. IA as **highly to very highly** impacted. These teams are critical for change up-take and need to be ready for go-live so they can continue to do their work.	✓	✓	✓	✓	✓	✓	✓	✓ Sample	✓	✓
Group B	▪ Identified in the Org. IA as **moderately to highly** impacted. These teams are important for change up-take and need to be ready for go-live. Their work would be disrupted if they are not informed and trained. They need change management, communications and a medium to high level of training.	✓	✓	TBC	✓	✓	✓	✓	✓ Sample	✓	✓
Group C	▪ Identified in the Org. IA as **low to moderately** impacted. These teams are important for change up-take and their work could be disrupted if they are not informed and trained. They need some change management, communications and a low to medium level of training.	✓	✓		✓			✓	✓ Sample		✓
Group D	▪ Need awareness and communications but **not critical** to enable them to continue their work or for change up-take. No training required.							✓			

The six part change approach

1. **Training** – on-line modular training, classroom training for high impact teams. ***More detail is provided in Appendix A.***
2. **User Support** - the IRKB and START on-line help are a key component of ensuring our people have the procedural information they need in both FIRST and START, and are kept informed of changes during Early Life Support.
3. **Introduction of 'Key Users',** made up of people from across business units and locations, to work on a variety of Release 2.0 programme activities and, at the same time, build their capability so they can assist with embedding and sustaining the solution.
4. **Tailored Communications** for each of the four change groups.
5. **The people change readiness assessments** provide assurance to decision-makers that IR's people in highly impacted areas are ready for each release.
6. **The Early Life Support (ELS)** approach and plans will be developed later this year and will be developed with many people across the Release 2 teams.

Change groups and alignment to the new organisation from February 2018

We are confident that our change groups will map to the segments and teams in the new CCS-I, CCS-B and IIS organisations . This has been done by mapping where the work will actually be done in the future state . Detailed work continues on workflow mapping specific to the new roles.

Change Group	**Release 2.0 - April 2018**	**Mapped to New Organisation**
	Current State Teams	*Future State Teams*
Group A	• Transactional - – teams processing employer information, Withholding Taxes, FBT, GMD, Payments and Paper/Imaging • Interactional - teams handling customer contacts with employers and businesses and providing contact centre support • Community Compliance • Collections – customer facing teams doing campaigns and case work (Returns, Early Debt Management, Debt, Case) • I&A - Large Enterprise Services and the Digital Forensics Unit • II&C- Computer Tax Audit • II&C - Intelligence Delivery, Intelligence Capability and Intel Hub teams • Corporate Finance (Crown Accounting) • Policy Advice & Strategy: Forecasting & Analysis (Revenue Forecasting)	• CCS-I Individuals • CCS-I Individuals, CCS-I Capability & Outcomes • People & Culture (Learning & Development) • CCS-I Community Compliance • CCS-I and CCS-B (segments TBC) • CCS-B Significant Enterprises, • IIS Data Science & Analytics (Digital Forensics, Computer Tax Audit) • IIS Intelligence & Insight (Revenue Forecasting) • IIS Data Science & Analytics, IIS Intelligence & Insight • Corporate Finance (Crown Accounting)
Group B	• Transactional – Correspondence, Income Tax, GST and Social Policy teams • Interactional –teams handling customer contacts with individuals and for social policy • Collections – student loan, child support and capability teams • I&A – Investigations and Legal Technical Services • Litigation Management • International Revenue Strategy • Performance & Optimisation • PF&F - Business Partnering • IT&C- Service Desk (Level 2 Support) • II&C – Marketing & Communications, including the social media team • CI&A - Corporate Legal • PF&F - FM Operations • PAS, IRS and P&O for AEOI.	• CCS-I Individuals, CCS-I Families • CCS-I Individuals, CCS-I Families • CCS-I and CCS-B (segments TBC), CCS-I Capability & Outcomes • CCS-I and CCS-B (segments TBC), CCS-B Legal Services (Tech Standards >OCTC) • CCS-B Legal Services • CCS-B International Revenue Strategy • CCS-I Capability & Outcomes, CCS-B External Relationships • PF&F - Business Partnering • IT&C- Service Desk (Level 2 Support) • IIS – Marketing & Communications, including the social media team • CI&A - Corporate Legal • PF&F - FM Operations • PAS, IRS and P&O for AEOI.
Group C	• II&C Complaints Management • II&C Government & Executive Services • Research & Evaluation • IT&C - Service Desk (Level 1 Support) • IT&C- Service Design & Implementation Government & Business Solutions	• CCS-B External Relationships (Complaints Management) • CI&A Government & Executive Services • IIS Intelligence & Insight • IT&C - Service Desk (Level 1 Support) • IT&C- Service Design & Implementation Government & Business Solutions
Group D	• Office of the Chief Tax Counsel • People & Culture • All other people in SD and II&C • All other people PF&F, IT&C, PAS, CI&A	• Office of the Chief Tax Counsel (no change) • People & Culture (no change) • CCS-I, CCS-B, IIS • PF&F, IT&C, PAS, CI&A (no change)

the role mapping for each business group in relation to Core Tax and Policy impacts is available on request.

Change approach snapshot - Training

Release 2 training will follow the overarching BT Training Approach endorsed in May 2017 and continue with the BT branding of all training products.

For Release 2 it has been identified that:

- For most people at IR for Release 2, a larger portion of their work will be either in START, or require co-existence with START. Revised planning based on the two release strategy indicates that there will be an anticipated reduction in training duration/effort because the extent of training our people require will reduce, although this cannot be quantified reliably until the detailed Training Needs Analysis is complete and decisions about workflow are made.
- It will impact 4000+ people. To manage the complexity, the business groups impacted have been segmented into four change groups based on degree and type of impact – from high touch to low touch.
- The Training Needs Analysis for Release 2 for Tax and Policy will be initially based on current state then mapped to future state now the new Organisational Design is finalised. Business units and team leaders will play a larger role in determining the training needs of their people based on their skill sets and the work they will do.
- Training will be planned over a 4 - 6 month window – pre learning, on-line learning, classroom training and on the job learning (supported by Key Users) a key component of the overall approach. Classroom training will be delivered close to go live.
- We will build on the training branding, media and methods of Stage 1 and continue to use LearnIR for access to learning pathways and materials.

We will do some things differently based on lessons from Stage 1:

- Introduce 'Key Users', made up of people from across business units and locations, to work on a variety of Release 2.0 programme activities and, at the same time, build their capability so that they can assist with embedding and sustaining the solution
- Focus on the big things IR people need to know well for Day 1/Week 1 versus other information they can learn more slowly (just in time training); including targeted training sessions for leaders
- Train our people to support customers through the Release 2 customer change (aligning to our customer approach) which will be significant both in customer numbers and complexity
- Align to the integrated approach to learning by providing opportunities for our people to have more time for informal and on the job learning (being the 70% experiential learning (10%/20%/70%)) alone and/or with their peers, supported by learning delivered formally, online and in the classroom;
- A START training environment to provide learners with more tailored practice pre go-live; Smaller class size, from 16 to 12 and supported by Key Users in the classroom.
- Engage leaders more actively throughout the training life cycle and potentially train a wider group of managers and team leaders where their teams will be most impacted

Change approach snapshot – User Support

The IRKB and START On-Line Help are a key component of ensuring our people have the procedural information they need to work in both FIRST and START, and are kept informed of changes during Early Life Support.

For Release 2:

- A team of 8 people will start in July to make all required updates for Release 2. The team will work closely with the Training team to ensure alignment and integration.
- Changes to what we build will be required after go-live and this will be managed as part of Early Life Support.
- Online Help will provide high level guidance, rather than step-by-step instructions. This is in line with our new way of working – users will decide the best way to complete tasks.

What we'll be doing:

- Documenting Release 2 operational policy and procedure content for internal use only in START Online Help and START Contextual Help.
- Updating Contextual Help for difficult operational tasks within START where required.
- Updating (merging) or overriding START Core Help with IR-specific content as required.
- Aligning the Release 2 START Online Help content under the relevant Help Table of Contents category.
- Archiving IRKB pages no longer relevant post Release 2 go-live.
- Reviewing and updating IRKB pages and calculators impacted by Release 2
- Removing/updating Stage 1 Co-Existence procedures in START Online Help and the IRKB that are no longer relevant or need changing.
- Updating new Release 2 Co-Existence procedures in START Online Help and the IRKB.

Online Help

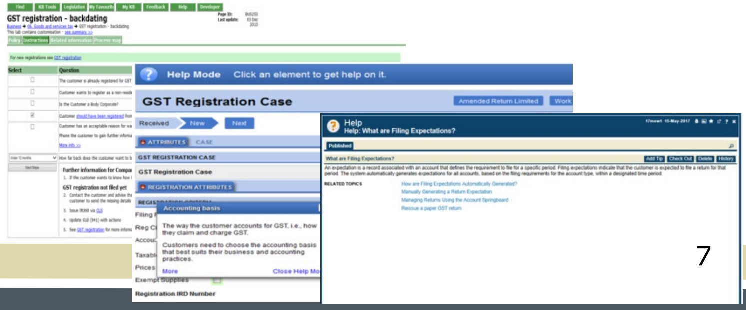
- Online Help will be more high level than the IRKB, in line with our new ways of working.
- Approach will change as START Online Help will be developed earlier to support training pilot requirements.
- Review and testing approach changing to help maintain balance between procedural support for our people and embedding the new ways of working.

Contextual Help

- This form of help will be used more in Release 20.0 with the aim of helping support people with a further reduction of step-by-step instructions in START Online Help.
- Contextual help will be added in START when certain criteria is met.

Core Help

- Will continue to be built and developed by FAST as needed.
- Can be found in same search and index as START Online Help pages.
- Will continue to be hidden or customised if they do not fit in a New Zealand context for Release 2.0.

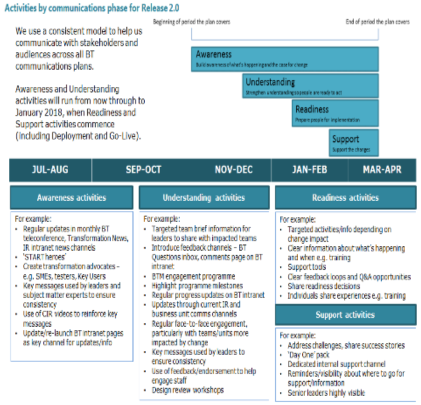


Change approach snapshot – Tailored Communications

Key features of the tailored communications approach are:

- Support impacted teams and their leaders with targeted information, predominantly via face-to-face engagement.
- Continue to build awareness and understanding by regularly updating IR people on progress towards go-live and key milestones through existing channels.
- A targeted approach will be used for staff and leaders aligned with the change management groupings. Emphasis on face-to-face engagement and discussion using existing channels, and some new ones.
- Leaders will be supported with regularly updated key messages and resources which they can use to continue to consistently lead and inform their teams and incorporate into their own communications to their business areas.
- Communications activity will be aligned with other BT communications (Our New Organisation and Intelligent Workplace) and with broader IR internal communication, to ensure consistency and to avoid 'information overload'.
- Business Transformation Managers will be a key conduit for information, and will be supported with a structured communications and engagement programme.

Change Group	Release 2.0 - April 2018	
	Leaders	People
Group A (number)	**High level planned face-to-face engagement:** • Regular scheduled updates from Business Transformation Managers (BTMs) • Regular site visits from group/unit leaders • Set piece events like Open Homes, Design Review Workshops, Regional Leadership Forums etc **Supporting communications/tools:** • Updates from Deputy Commissioners, GMs/Managers through existing channels • Monthly Business Transformation leader teleconference • Regional Leadership Forums • People Leader Space updates • Transformation News • BT Intranet site • Access to key users	**Regular updates from their leaders:** • Updates from/ discussion with their direct leaders (using material provided through BT channels) • Planned updates from BTMs at team meetings **Face-to-face engagement:** • Planned targeted briefings from senior leaders visiting site • Set piece events like Design Review Workshops • Access to key users **Supporting communications:** • Intranet articles (Featured News, Our People) • Transformation News • Videos
Group B (Number)	As above	As above
Group C (Number)	**Low to moderate level of face-to-face engagement:** • Conversations with visiting leaders • Updates from Business Transformation Manager (BTM) at forums/meetings on request **Supporting communications/tools:** • Updates from Deputy Commissioners/GMs/managers through existing channels. • People Leader Space updates	**Updates from leaders using existing channels/meetings:** • Regular updates from their direct leaders • Deputy Commissioner/GM/leader updates • Regular updates/messages in business unit communications **Supporting communications:** • Intranet articles (Featured News, Our People) • Transformation News
Group D	**Use enterprise-wide messages to update teams:** • People Leader Space updates • Transformation News • BT Intranet site	**Updates from leaders using existing channels/meetings:** • Updates from leaders in regular team meetings • Deputy Commissioner/GM/manager updates • Transformation News • BT Intranet site



Communications planning and activity will occur in four phases:

Extract from the Business Transformation Communications and Stakeholder Engagement Strategy March 2017 – June 2018

Change approach snapshot – People Change Readiness Assessment

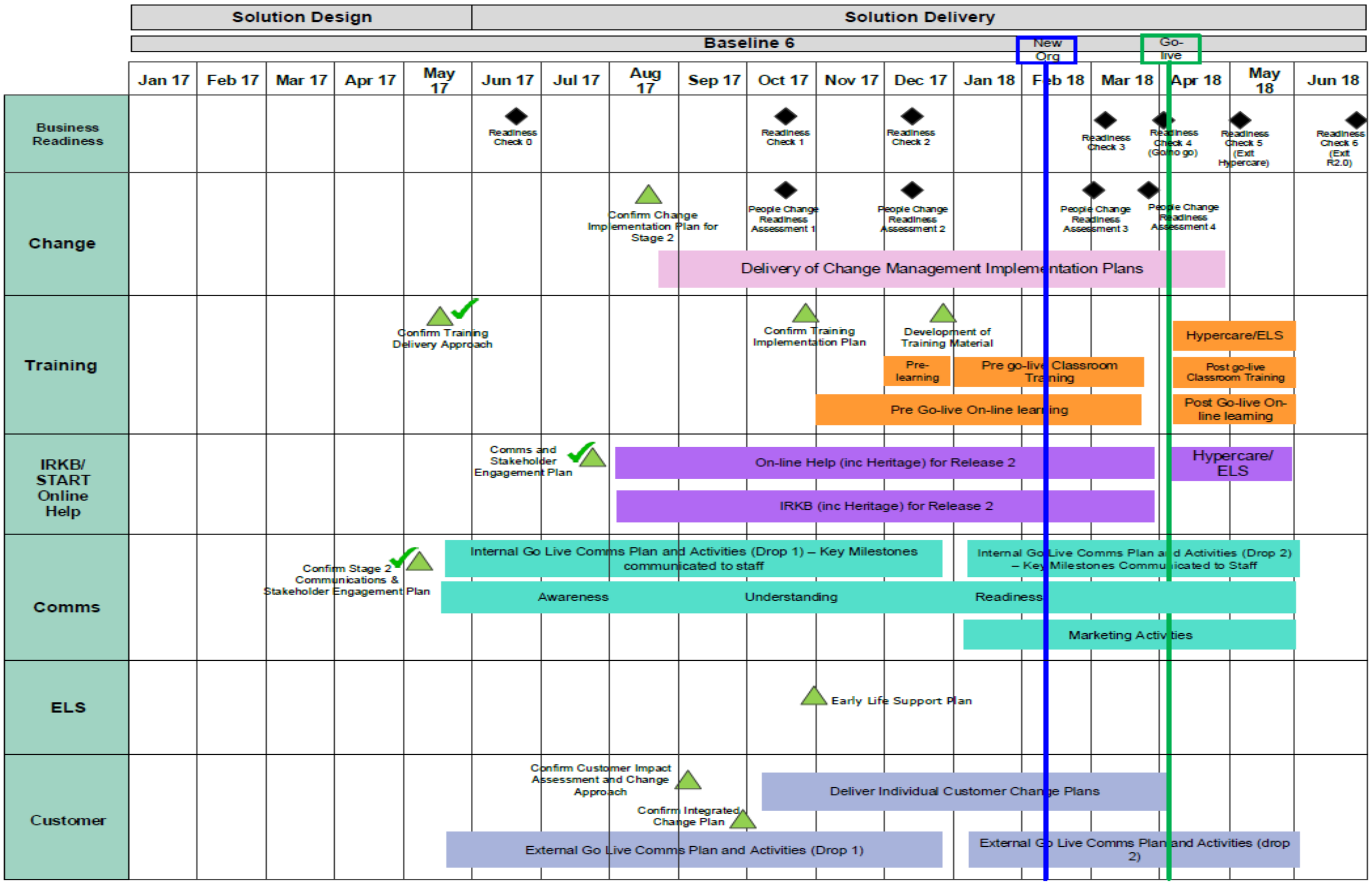
Key features of the people change readiness assessment are:

- To provides assurance to decision-makers that IR's people in the highly impacted areas are ready for Release 2 in April 2018.
- Create a key check in that will confirm that "we are where we expect to be" at key points and as an input to the Business Readiness Checkpoints beginning in October. Method will be via a survey sent to Team Leaders to completed following a discussion with their team members.
- Thresholds will be set to indicate acceptable levels of readiness. The results will also help us to identify any gaps and issues early, so we can re-plan accordingly.
- Training metrics (for example enrolment and completions) will be tracked to ensure those that must be ready for go-live have completed the relevant training on schedule.
- Key people metrics will be monitored throughout implementation for those teams in Groups A & B. This will serve three purposes: to identify any 'red flags' that might affect the success of the implementation, provide data for post-implementation review and a comparison as we move through successive stages of BT.

Group A: Population Sample for survey, in-depth interviews with key teams and monitoring of training and people metrics.
Group B: Population Sample for survey and monitoring of training and people metrics.
Group C: Population Sample for survey and monitoring of training and people metrics.
Group D: N/A

The timeline for the Change Implementation for Release 2 is an integral part of the overall release plan .

Timeline for Change Implementation



Next Steps

- Seek approval from PGC – 21 September
- Complete the training needs analysis and training implementation plan – 30 October
- Commence people readiness assessments – December (date TBC)
- Continue with delivery of the communications plan - Ongoing

Appendix A : Updated Assessment of Training Impact

13 August, 2017 WIP

Release 2 Main Training Scope	Business Units																Why nigh?
	Transactional	Interactional	Community Compliance	Collections	LE Services	Legal Technical Services	Investigations	Digital Forensics Unit	Litigation Management	International Rev. Strategy	Performance & Optimisation	IIC	CI&A	TS&O	PF&F	PAS	1. Need thorough understanding of all associated system and process changes in START and FIRST, including co-existence, and including for new and current users of START 2. Brand New to Start, for example, most of Transactional (636 users) 3. Has a wider benefit. That is, assists with lifting digital uptake/usage and contributing to our strategic direction as outlined in our blue prints and aligned to the anticipated benefits in the business case. For example, eServices for customers or; upselling new legislative changes, for example, AIM. Indicated by shaded box half grey/red 4. Further reinforcement to build on foundational knowledge from Stage 1, explaining improved functionality and enhancements in preparation of R2.0 and beyond. For example, Financials grace periods/credit transfers/manual actions
New to START	636							7	42	10			12				
eServices Supporting customer change		652	387	(600)	69												• Interactional Skill Set 1 (general business, tax agents), Skill Set 2 (employers), Team Leaders • Community Compliance – support tax agents and employers • Collections – support Interactional on in-bound phones, rostered 1 day per week per person (600 people) tent • LE Services – support Crown and large employers • Requires marketing/encouraging eServices and software to customers and supporting them to use eServices as they transition.
Customers and Returns Employer Information in START	135	217			69												• Transactional – EMS teams, Interactional Skill Set 2 (employers), Team Leaders • Community Compliance – support tax agents and employers in the community • LE Services – support Crown and large employers – high risk area • See Kate's diagram for the complexity • Social policy entitlements are calculated from this information – customer will be paid wrong if we get it wrong
Customers and Returns New AIM for Provisional Tax		(493)															• Interactional Skill Set 1 (general business, tax agents) & Team Leaders –legislative change which we will be promoting to encourage uptake.
Customers and Returns Withholding Taxes, FBT and Gaming Machine Duty in START	191																• Teams who process withholding taxes, FBT and Gaming Machine Duty and business correspondence teams (not everyone will need training in all returns) have not been trained in START • Integrity Manager across returns and amendments (including GST) - large change. Audit deal with about 2% of errors, and Transactional and LE Services the other 98% between them. This work flows onto all units.
Customers and Returns Imaging and Keying into START	129																• Halex, imaging and return preparation teams in Upper Hutt who have not used START before
Customers and Returns New Payment Channels and Processes	36														13		• Transactional Payments teams in Upper Hutt – new payment channels • Crown Accounting – new international bank account reconciliation (foreign exchange) • Proposed enhancements to existing manual processes will not remove the heat for this area.
Automatic Exchange of Information (AEOI) and FATCA					50					10							• **LE services - Registration enrolment and reporting. Lots of just in time activities reqd to meet international obligations** • International Revenue Strategy • Large Enterprise Investigations - are currently undertaking due diligence for OECD, so even thought they won't be conducting Audit's for AEOI until much later, they need training (not Red) to support the overall initiative.
Compliance			387	600								30					• Collections – instalment arrangements, multiple tax types in START (co-existence), adjustments, compliance cases, dealing with significant new process, required to run an arrangement across multiple tax types in 2 systems now, stage 1 training experience sub optimal and high level impact in ELS eg multi entity adjustments write off activities will streamlined. Upgrade instalment arrangement provisions between the two systems. • Community Compliance – instalment arrangements, adjustments; new campaign leads • Intel Hub and Intelligence Delivery in IIC – May reduce further during TNA.
Audit Audit																	• Investigations and advice already working in START • New working papers , Discover Manger, minor process changes • Integrity Manager across returns and amendments i
CASE All New Case Types (not just audit ones)	14		387				300	7	42	10		20	10				• Com Com are new to START case management almost entirely – and all of their work will be in there. Replaces e-Case which covers significant portion of their work. Likely to be a small subset of 387 people because the 3 cases in the category for Com Com are Manage Customer Relationships, Customer Risk Review (identify non compliance) Project (eg Property/IPP) and not all of Com Com do any or all of these CASES. • All except Community Compliance and Investigations are new to START as well • Investigations – LE and Significant Enterprises for LE and SE Risk Reviews – this is complex new case/lead type.
Disbursements																	
Revenue Accounting															13		• Crown Accounting – managing co-existence reconciliations as part of their reporting, preparing additional estimation reporting for FBT and IPS, new general ledger (foreign currency) etc.
Financials	376	652	387	600	69		784										• Reinforcing knowledge & practice from Stg 1 to reduce errors and improve quality for customers in preparation for R 3.0. • New changes with the introduction of new tax types into START and system transfers within START • Most front line roles will action credit transfers, amendments. • Variable and sometimes complex rules for penalties & interest, UOMI, grace periods • Proposed enhancements to existing manual processes will not remove the heat for this area.
START Reporting & Information Management															49	12	• Business Partners , reporting teams and Crown Accounting in PFF and Revenue Forecasting in PAS (TBC)
Overview of Changed Workflow, Delegations and BRCs																	• Especially Workflow co-ordinators and team leaders
Total Headcount (not double-counting)	636	652	387	600	69	0	784	7	42	10	0	50	12	0	62	12	3323

Inland Revenue
Te Tari Taake

Business Transformation

Appendix B: Release 2 Detailed Impacts

Service Delivery > Collections

Business Change Description (examples)	Impact Statement
Returns & Forms *Employer information will be collected in START (both monthly and for payday reporting) and sent to FIRST for processing assessments as a monthly file. EMS amendments and some error resolution actions must be completed in START. Information sent to FIRST will not be in real time.*	Our people will need to work across two systems when completing tasks that depend on EMS information which may increase time spent on a task and because of the delay in processing information across the two systems.
Returns & Forms *Conversion will create some "ghost" returns like it did in Stage 1 to manage the conversion of transactions in FIRST that do not have a return associated to them.*	Our people will need clear guidelines for working with converted transactions and data. Tasks that involve working with converted data may take longer initially as our people adapt.
eServices/myIR *Functionality introduced for stage 1 becomes available for products as they are migrated and mastered in START in Release 2 e.g., file and pay (direct debit), instalment arrangements and managing account access. Note: START will not include PAYE payment functionality during co-existence.*	Our people will need to be aware of this and understand the options they have to educate and assist customers in real time, e.g. viewing customer sessions.
Payments *One-off direct debit payment option from Australian Bank Accounts when customers want to file and pay will be available for products in START from April 2018 and other products as they are migrated from FIRST in Release 3 and future releases. In future stages this option may expand to other countries and regular payment options. Future stages of BT will see this option expand to other countries and regular payment options.*	Our people will need to be aware of this option so they can inform and assist customers to access this expanding payment channel.
Compliance *Child Support teams managing amendments to employer deductions will need to update information twice – in START and FIRST. Design still TBC in regard to processes involved when converting EMS to correspondence.*	Amending child support deductions on the EMS will take longer as our people will need to update two systems.
Compliance *Insolvencies will be managed as a case within START. This case type will manage the entire process from IR commencing liquidation or bankruptcy proceedings to the completion of liquation or bankruptcy. This case type will include insolvencies where IR is notified of an insolvency even if the customer has no debt with IR.*	Our people will need to know how to use new cases and additional case functionality. Initially this may reduce productivity as the way these types of work are handled changes. These cases will mean cases and associated information (including documents) will be accessible from START.
Compliance *Adjustment cases for write-offs and remissions will be updated to accommodate more than one entity per case.*	Our people will need to know how to use new cases and additional case functionality. Initially this may reduce productivity as the way these types of work are handled changes. These cases will mean cases and associated information (including documents) will be accessible from START.

Appendix B: Release 2 Detailed Impacts

Service Delivery > Collections

Business Change Description (examples)	Impact Statement
Compliance *Adjustment cases for write-offs and remissions will be updated to accommodate more than one entity per case.*	Our people will need to know how to use new cases and additional case functionality. Initially this may reduce productivity as the way these types of work are handled changes. These cases will mean cases and associated information (including documents) will be accessible from START.
Analytics *Campaign design will continue to be managed outside of START before the data is loaded into START where scoring and prioritisation can be applied using Discovery Manager before leads are created.*	*Our people who manage workflow for those business areas that are actioning leads will need to be aware of the process however this should have minimal impact on their day to day activities.*
Financials *There will be some conversion impacts in relation to grace periods as START and FIRST apply them independently of each other.*	Our people will need to be aware of the implications of this in order to support customer queries and account maintenance activities.
Financials *Credit Transfers between START and FIRST (auto and manual) have added complexity.*	Our people will need to apply care when transferring credits between systems to avoid errors.
Financials *Incremental late payment penalties are removed from the 2017/18 year (legislative change).*	Our people will need to be aware of the implications of this in order to support customer queries and account maintenance activities.
Financials *Increases to assessments (e.g., as a result of an audit) will result in additional bill items being added to a period for products in START from April 2018 and other products as they are migrated from FIRST in Release 3 and future releases. There may be multiple bill items on a period which will give more flexibility to manage penalties & interest particularly when there are different due dates for increases in the assessment.*	Our people will need to be aware of the implications of this in order to support customer queries and account maintenance activities.
Audit & Case *Existing LTS prosecution cases expanding to include work done by Collections and Audit before it reaches LTS.*	Our people in Audit, Collections and LTS that deal with these cases will need to know how to use the added functionality.

Appendix B: Release 2 Detailed Impacts

Service Delivery > Investigations & Advice

Business Change Description (examples)	Impact Statement
Returns & Forms *EMS information will be collected in START and sent to FIRST for processing assessments. Amendments must be completed in START. Information sent to FIRST will not be in real time.*	Our people will need to work across two systems when completing tasks that depend on EMS information which may increase time spent on a task and may need to incorporate additional time for the delay in processing information across the two systems.
eServices/myIR *New online filing options (generally an upload or onscreen entry option) introduced for Financial Institutions to replace existing options, e.g. emailed spread sheet, iron key or CD/DVD.*	Our people will need to be aware of the new options for tax poolers and Financial Institutions in order to be able to assist any customer queries. There may be some initial increase in contact from these entities as they adjust to the new options.
Disbursements *Domestic bank accounts will be updated in IVR or eServices with an exception option available (actioned by a small group of our people).*	All of our people will need to transfer customers to the IVR to update their domestic bank account details.
Disbursements *International disbursements will be managed in START for products in START from April 2018 and other products as they are migrated from FIRST in Release 3 and future releases. Customers will be able to add their overseas bank account number in eServices.*	Our people will need to be aware of how to manage international disbursements so they can inform and assist customers.
Audit and Case *Pre-audit case will become a stage in a standard audit group rather than a separate case. Audit indicators will be applied differently and adjustments will be made to reporting so reporting still separates Pre-Audit and Audit cases*	Our people will need to know that Pre-audit is now a stage in the audit group. The functionality of this stage isn't different from the current Pre-Audit case.
Audit and Case *Working papers for reassessment of returns will look different and become more complex for products in START from April 2018 and other products as they are migrated from FIRST in Release 2, release 3 and future stages.*	Our people will need to know how to use the new working papers to reassess returns. Initially this may reduce productivity as our people learn how to use these new working papers. Until release 3, Income tax, donations and ICA reassessments will need to continue to be done in FIRST with the continued use of the Heritage Paper and FIRST interface. Management of voluntary disclosures is TBC.
Audit and Case *More cases and case types will be added to START including AEOI cases, Film Grants cases, Wine Equalisation Tax cases, Compliance Manager Reviews, Specialist Audits including Transfer Pricing, International cases, and Digital Forensic/Computer Tax Audit cases. Still TBC for cases relating to SE/LE risk review, HWI risk review and tax pooling, likely release 3.* *There will also be changes to Prosecution cases which will be opened by Collections or Audit before referral to LTS.*	Some of our people may be new to START and there will be new START case functionality to learn. This may lead to an increase in task time as our people adapt to new processes and functionality.

Appendix B: Release 2 Detailed Impacts

Service Delivery > Investigations & Advice

Business Change Description (examples)	Impact Statement
Audit and Case *There will be new working papers for return amendments and our people will need to know how to manage PAYE discrepancies as a result of an audit when the Return is in START and the financials are in FIRST.*	Our people will need to check both systems to ensure they access information that reflects any co-existence related timing impacts. This may increase task times especially if EMS changes are also involved.
Audit/Case *Investigators will be working with converted returns and data from day one, noting it will take up to four years from the day each tax type is converted before there will be converted periods within the statutory time bar. While it is possible for investigators to work on periods with only START native data it maybe 2 years or more before some investigators do audits on periods with only START native data*	Investigators will need a thorough understanding of the converted data rules and how to work with converted data including auditing converted periods. Investigators will also need to know how to convert unconverted periods for new START tax types. This may add time to existing tasks as they incorporate working with converted /unconverted data into processes, this will be similar to stage 1.
Analytics *Risk review and screening of returns including all amendments will be automated via START Integrity manager for products in START from April 2018 and other products as they are migrated from FIRST in Release 3 and future releases (note design may evolve in future releases).*	*There will be new tasks and workflow to manage integrity holds and integrity-related work items.*

Appendix B: Release 2 Detailed Impacts

Service Delivery > Customer Services

Business Change Description (examples)	Impact Statement
Customer *New case types will be introduced to capture Voice of the Customer information.*	Our people will need to be trained in the new case types to collect this information. Our people will also need to be aware how to access and report on information collected by these cases.
Returns & Forms *EMS information will be collected in START and sent to FIRST for processing assessments. Amendments and error resolution actions must be completed in START. Information sent to FIRST will not be in real time.*	Our people will need to be working across two systems when completing tasks that depend on EMS information which may increase time spent on a task and may need to incorporate additional time for the delay in processing information across the two systems.
Returns & Forms *A new START work item will be created for EMS amendments that result in a credit to manage the credit in FIRST.*	Our people will need clear instructions and training on any new work items to manage co-existence of EMS information.
Returns & Forms *There will be new manual sorts for returns and correspondence. These will all be imaged as unstructured correspondence for processing in START.*	Sorting, keying and imaging paper returns, forms and correspondence may take longer.
Returns & Forms *Paper returns and forms currently keyed through Halex will be imaged (not OCR) and manually keyed directly into START from the image for products in START from April 2018 and other products as they are migrated from FIRST in Release 3 and future releases.*	Imaging and keying paper returns and forms will take longer.
Returns & Forms *Return conversion will create some "ghost" returns like it did in Stage 1 to manage the conversion of transactions in FIRST that do not have a return associated to them.*	Our people will need clear guidelines for working with converted returns, transactions and data, including co-existence considerations so they assist customers and do account maintenance.
eServices/myIR *Functionality introduced for stage 1 becomes available for products as they are migrated and mastered in START in Release 2 e.g., file and pay (direct debit), instalment arrangements and managing account access. Note: START will not include PAYE payment functionality during co-existence.*	Our people will need to be aware of this and understand the options they have to educate and assist customers in real time, e.g. viewing customer sessions. There may be an initial increase in customer contact as they encounter new functionality for the first time, e.g., the direct debit option.
Payments *One-off direct debit payment option from Australian Bank Accounts when customers want to file and pay will be available for products in START from April 2018 and other products as they are migrated from FIRST in Release 3 and future releases. In future stages of BT this option may expand to other countries and regular payment options.*	Our people will need to be aware of this option so they can inform and assist customers to access this expanding payment channel.

Appendix B: Release 2 Detailed Impacts

Service Delivery > Customer Services

Business Change Description (examples)	Impact Statement
Payments *A new account type will improve processing bulk payments (from customers who make single payments on behalf of multiple customers) within START.*	Payments teams will have a number of new processes which may increase some task time initially as these are embedded. Management of bulk payments should improve and remove workarounds introduced for stage 1.
Disbursements *Domestic bank accounts for products in START from April 2018 and all other products from April 2019 (including Social Policy) must be updated in the IVR; there will be an exception process.*	There may be an increase to AHT for bank account updates if our people are required to stay on the line as the customer completes the update.
Disbursements *International disbursements will be managed in START for products in START from April 2018 and other products as they are migrated from FIRST in Release 3 and future releases. Customers will be able to add their overseas bank account number in eServices.*	Our people will need to be aware of how to manage international disbursements so they can inform and assist customers.
Disbursements *There will be new work items to manually review failed disbursements from START if the disbursement remains failed after 15 days of the automated 'failed disbursement' process.*	Our people will need to know how to how to action this new work item.
Financials *The Payment Priority order has been operating within each system independently of each other during stage 1, with all FIRST tax types prioritised over all START Tax types. However as there will be more tax type in START in release 2 and 3 this will become more evident.*	Our people will need to be aware of the implications of this in order to support customer queries and account maintenance activities.
Financials *There will be some conversion impacts in relation to grace periods as START and FIRST apply them independently of each other.*	Our people will need to be aware of the implications of this in order to support customer queries and account maintenance activities.
Financials *Transfers between START and FIRST (auto and manual, and for both payment transfers/reversals and credit transfers) have added complexity and volumes will increase.*	Our people will need clear instructions and will also need to apply extra care when transferring payments/reversals or transferring credits between systems to avoid errors.
Compliance *Billing will be consolidated to minimise the output to customers whilst still providing the same level of detail to the customer, this is particularly beneficial to customers with multiple related actions to complete.*	Our people will need to understand the consolidation of information so they are able to effectively support customers.

Appendix B: Release 2 Detailed Impacts

Service Delivery > Customer Services

Business Change Description (examples)	Impact Statement
Compliance *Community Compliance will be managing campaign work through leads in START. The entire lead can be assigned to one of our people, who will then complete the actions within the lead (actions could include things such as Face to Face meeting with customer).*	Community Compliance Officers will need to understand how to use the lead functionality within START. This may impact upon productivity as our people adapt to the new functionality.
Compliance *Child Support teams managing amendments to employer deductions on the EMS will need to update information twice – in START and FIRST. Design still TBC in regard to processes involved when converting EMS to correspondence.*	Handling amendments for Child Support deductions on the EMS will take longer as our people will need to update both START and FIRST with the changes. There is some risk that the systems will get out of sync although messaging in both FIRST and START to remember to update the other system may help reduce the risk.
Audit and Case *Community Compliance will use START Case Manager for case work.*	Community Compliance Officers will need to understand how to use START Case Manager and may need a to agree a transition approach for moving their case work into START.
Financials *There will be some conversion impacts in relation to grace periods as START and FIRST apply them independently of each other.*	Our People will need to be aware of the implications of this in order to support customer queries and account maintenance activities.

Appendix B: Release 2 Detailed Impacts

Service Delivery > Telephony

Business Change Description (examples)	Impact Statement
Credit card payments via the IVR channel and eServices will be enabled for Release 2 and 3 products.	This may shift some calls from Collections to Interactional as anyone can pass the customer through to the IVR option. For Collections this option will be significantly faster and will reduce call handling time.
Domestic bank accounts for START products must be updated in the IVR; there will be an exception process.	Our leaders will no longer need to verify bank accounts for START products.
SPK2IR call flows will be modified to retrieve Release 2 and 3 product information from START.	This should ensure customers are able to remain in a self-service channel to receive information about Release 2 and 3 products in SPK2IR.
New SIP-enabled WDE softphone will be rolled out to enable easier and improved call routing along with a new call recording solution.	Our people who use a WDE softphone will use it for all their inbound and outbound calls with all calls recorded. It will replace their [Information redacted] desk-phone. People who listen to calls will use a new portal.

Service Delivery > Litigation Management

Business Change Description (examples)	Impact Statement
Audit and Case *Litigation Management cases will be in START.*	Litigation Management people will be accessing START for the first time, will need training in START Case Manager. Litigation Management may need to agree a transition approach to move their cases into START. There may be an initial increase in time spent on managing cases during any transition period.

Appendix B: Release 2 Detailed Impacts

Service Delivery >Performance & Optimisation

Business Change Description (examples)	Impact Statement
START cannot completely replace all macros currently used for release 2 and 3 products.	There will be some capacity loss across the business as some tasks previously managed by macros may require manual actions instead until Release 4. This will need to be understood and may require evaluation of impacts post go-live.
There will be new workflow design, delegations and process changes reflected in online help and content hub material that will need to be supported and maintained as part of deployment and transitioning to the business.	There may be an increase in time spent in managing both deployment activities and transitioning work to business areas beyond go-live.
There will be changes in the volumes of work items and task times across the business, due to but not limited to: • *Release 2 and 3 design resulting in changes to volumes of output (e.g. timing and/or consolidation of billing items)* • *Reduction in stage 1 co-existence tasks as Release 2 and 3 products come into START* • *Introduction of new co-existence tasks for Release 2 and 3 products*	There may be an increase in profiling and forecasting activities as the business prepares and adapts to these changes leading up to and post Release 2 and 3 go-live.
There will be some customer experience change for products that are affected by co-existence processes.	There may be a need to analyse the impact of the experience change at a product level to inform business decisions and/or influence opportunities for continuous improvement actions.
With the introduction of more case types there will be more time recording in START e.g. Community Compliance, Digital Forensics Unit.	There may be an increase in need for support to our people as they adapt to time recording in START and how this interacts with other workforce management tools.
There is greater degrees of impact to our service providers which will require relationship management effort. This includes changes for intermediaries (both design changes and the effects of co-existence) along with managing options for software developers as 'gateway services' deploys AIM etc.	There may be a need for additional support to our service providers that complements activities delivered by BT. This could increase the level and amount of relationship management efforts. In particular there is a need to determine who will be responsible for on-boarding software developers in the new organisation . This is to be confirmed.

Appendix B: Release 2 Detailed Impacts

Performance, Facilities & Finance

Business Change Description (examples)	Impact Statement
Customer *There will be new account types to manage items such as bulk payments and payroll subsidy.*	There may be some initial analysis to determine the requirements for any new or different reporting needs due to the introduction of these account types.
eServices/myIR *New filing options have been designed to collect information from Financial Institutions (for RWT) and those who make bulk payments on behalf of customers.*	Analysts may need to be aware of the design and there may be different report requirements to reflect the introduction of new filing options.
Payments *New payment options become available for release 2 and 3 products in addition to the introduction of [Information redacted] for international direct debit payments from Australian bank accounts.*	There may be some new reporting requirements in relation to these new options. Crown Accounting may have an increase in effort initially as new payment processes are embedded by the business and any flow on outcomes are monitored.
Disbursements *Urgent & most international disbursements can be managed in START for products in START from April 2018 and other products as they are migrated from FIRST in Release 3 and future stages. Any international disbursements for products in START that can't be processed in START will be referred to FM Operations via a START work-item to be processed via the [Information redacted] portal.*	There will be a reduction in manual effort by the FM team in managing urgent and international disbursements.
Disbursements *Disbursement files between IR and [Information redacted] will auto-reconcile.*	This automation removes the need for two signature sign off for the disbursements file. Work items will be generated if it does not reconcile.
Accounting *The expected volume and complexity of financial transfers across START and FIRST will result in additional reconciliation effort and complexity.*	There will be an increase in the volume, complexity and effort in relation to reconciliation activities. Our front-line people will need clear instructions and training in financial transfers as errors have a significant knock-on effect to Revenue Accounting.
Accounting *Combining data from two systems for financial and performance reporting, including Revenue Estimation Reports for [Information redacted], will be complex.*	There will be an increase in time and complexity for validating, analysing and the manual collation of information across two systems to ensure the integrity of the information being reported upon. Our people will need an in-depth understanding of the way START collects data and the differences in reporting methodologies between START and FIRST.

Appendix B: Release 2 Detailed Impacts

Information, Intelligence & Communications

Business Change Description (examples)	Impact Statement
Compliance *Campaign design and select will continue to be managed outside of START with additional effort required during co-existence, including working with the new TDW. Campaign select data will then be loaded into START where some scoring and prioritisation can be applied using Discovery Manager before leads are created. This includes additional campaigns for Hidden Economy and Community Compliance specific work.*	Tailored training will be needed to manage all campaign types and to incorporate working with data from FIRST and START in the new TDW. There may be additional time spent on creating selects for campaigns during co-existence with the added complexity of joining up data from FIRST and START. This will include working with the START Discovery Manager once campaigns are loaded in START.
Analytics *Anonymous Information and InfoRep items will be lodged in START by our people. START will perform some automated checks to attempt customer identification, where relevant, as part of populating a work item for the iHub team to manage. Existing business processes and actions taken remain the same, however where there is a START work item, this will be where summary information is captured. Based on security, this summary information will be visible to the appropriate roles.*	*All of our people will need to be aware of how to lodge anonymous information and InfoRep items.* *Our people managing these work items will need to know how to add or complete these tasks in START and although their approach to the work will not change, this may lead to an increase in task time initially as they adapt to the new system.* *Security settings will allow appropriate people to view the summary detail in the work item on the customer which will remove the need for our iHub team to extract a PDF version of their summary information upon request.*
Analytics *START's Integrity manager will run across more than just returns, e.g. bank accounts changes will be included when the change is to an international account number.* *Additional items are still under consideration.*	As more data builds there may be a need for analysts to spend additional time considering the impacts of new integrity plans in START.
Across areas *A number of release 2 design options will require significant updates to content for customer outputs (including online materials) and new functionality will need to be well communicated and marketed. This may involve additional effort during early life support (ELS).*	This may lead to an increase in workload and some reactive work efforts.
Information Sharing Changes to information sharing interfaces.	Information sharing hub need awareness of changes to interfaces. Note impact assessments in relation to information sharing are being carried out by the TAD team.

Appendix B: Release 2 Detailed Impacts

Corporate Integrity & Assurance

Business Change Description (examples)	Impact Statement
Audit and Case *Corporate Legal may begin to use START's case management functionality for their case work including employment file, commercial file and general file types.*	In addition to training, Corporate Legal may need to agree a transition approach to move their cases into START. This may increase time spent on case management if there is a need to co-exist for a period of time. Our people may need dedicated time available to adapt to START functionality and navigation.
Security *Changes to the START security matrix as a result of more work in START and the proposed organisation design based on broad new roles and delegations. Potential differences in how START security and Business Risk Control checks and Business Management Controls operate from current, to be determined by work currently underway on security matrix/delegations/workflow.* *New/different reporting requirements in relation to security from START.*	Oversight of security and delegations in the new system to enable risk and integrity monitoring , internal audit and understanding of reporting. Will require continued involvement in design and some training.

Office of the Chief Tax Counsel

Business Change Description (examples)	Impact Statement
Audit and Case *Potential for impacts as a result of changes to workflow for legal cases (TBC)*	Requirement for information and awareness of the changes.
Returns and Forms *Potential for impacts pending decisions on whether all unstructured correspondence is imaged in START.*	Requirement for information and awareness of the changes.

Appendix B: Release 2 Detailed Impacts

Policy & Strategy

Business Change Description (examples)	Impact Statement
Accounting & Reporting *Combining data from two systems for revenue forecasting and economic analysis, including Revenue Estimation Reports for [Information redacted] will be complex.*	There will be an increase in time and complexity for validating, analysing and the manual collation of information across two systems to ensure the integrity of the information being reported upon. Our people will need an in-depth understanding of the way START collects data and the differences in reporting methodologies between START and FIRST.

Information Technology & Change

Business Change Description (examples)	Impact Statement
TBC- Early Life Support (ELS) and Production Support tasks	There should be some overview training for the Help Desk/ELS teams.
NB/ Direct technology related impacts are being assessed by the TAD team.	
24" Monitors and Thick Client *Additional monitors and thick clients may be required for new users to START (700+) in SD Transactional, Corporate Legal, Lit. Management. CCom).*	Requirements for monitors to be determined.

Appendix C: Release 2 Change Management Activity - *Group A*

Current Business Group/Unit	Current Roles	Proposed Future Business Group/Unit	Proposed Future Roles	Location	Change Activity								
					Pre-learning ✓	On-line Learning ✓	Classroom Training ✓	Key Users* ✓	Targeted Communications ✓	Organisation Wide Comms ✓	Change Readiness Survey ✓	Desk-side Support ✓	Post-Implementation Support ✓
Customer Services – Transactional – (teams processing employer information, FBT, GMD & Withholding Taxes, Payments and Paper/Imaging)	Revenue Assessment Officer (L1), Revenue Assessment Officer (L2), Customer Services Specialist (Applied, Advanced), Team Leader Agency Staff.	CCS-I Individuals	Customer Services Administrator, Customer Services Officer, Team Lead	Te Rapa, Christchurch, Dunedin, Upper Hutt	✓	✓	✓	✓	✓	✓	✓	✓	✓
Customer Services – Interactional (people handling customer contacts with employers and businesses – those with Skill Set 1 and/or 2)	Customer Services Specialist (Fundamental, Applied, Advanced), Team Leader Salmat Staff.	CCS-I Individuals	Customer Services Officer, Team Lead	Christchurch, Penrose, Te Rapa, Palmerston North, Wellington	✓	✓	✓	✓	✓	✓	✓	✓	✓
Customer Services – Interactional Contact Centre Support Teams	Advisors and Analysts Learning & Development Advisors	CCS-I Capability & Outcomes > People & Culture	Capability & Outcomes Specialists, Technical Specialists (TBC)	TBC	✓	✓	✓	✓	✓	✓	✓	✓	✓
Community Compliance	Community Compliance Officer, Customer Service Specialist (Applied), Team Leader	CCS-I Community Compliance	Community Compliance Officer, Team Lead	Christchurch, Dunedin, Gisborne, Greymouth, Hamilton, Invercargill, Manakua, Napier, Nelson, New Plymouth, Palmerston North, Rotorya, Takapuna, Tauranga, Timaru, Upper Hutt, Wellington, Whangarei									

Appendix C : Release 2 Change Management Activity - *Group A*

Current Business Group/Unit	Current Roles	Proposed Future Business Group/Unit	Proposed Future Roles	Location	Change Activity								
					Pre-learning ✓	On-line Learning ✓	Classroom Training ✓	Key Users* ✓	Targeted Communications ✓	Organisation Wide Communications ✓	Change Readiness Survey ✓	Desk-side Support ✓	Post-Implementation Support ✓
Collections - customer facing teams doing campaigns and case work (Returns, Early Debt Management, Debt, Case)	Collections Officer (L1, L2), Recovery & Enforcement Specialist, Team Leader, Compliance Support Officer	CCS-I and CCS-B (segments TBC)	Customer Services Officer, Customer Compliance Specialist, Team Lead, Business Support	Christchurch, Dunedin, Penrose, Hamilton, Manukau, Napier, Palmerston North, Takapuna, Tauranga, Wellington, Whangarei.	✓	✓	✓	✓	✓	✓	✓	✓	✓
Investigations & Advice – Large Enterprise Services	Investigations & Legal Officer, Service Officer, Team Leader	CCS-B Significant Enterprises	Business Lifecycle Manager, Team Lead	Manakau, Takapuna, Wellington	✓	✓	✓	✓	✓	✓	✓	✓	✓
Investigations & Advice - Digital Forensics Unit	Investigator CTA, Senior Investigator CTA	IIS Data Science & Analytics (Digital Forensics)	Intelligence & Insight Specialist	Wellington, Manukau	✓	✓	✓	✓	✓	✓	✓	✓	✓
IIC – Intelligence Delivery & Audit (Computer Tax Audit)	Investigator CTA, Senior Investigator CTA	IIS Data Science & Analytics (Digital Forensics)	Intelligence & Insight Specialist	Wellington, Manukau, Takapuna, Hamilton, Christchurch	✓	✓	✓	✓	✓	✓	✓	✓	✓
P,F&F - Crown Accounting (Cash & Crown Team)	Accounting Advisor, Senior Accounting Advisor,, Technical Accountant, Senior Accountant, Team Leader	N/A	N/A	Wellington	✓	✓	✓	✓	✓	✓	✓	✓	✓
PAS – Revenue Forecasting Team	Principal Financial Analyst, Senior Financial Analyst, Financial Analyst, Manager Forecasting	IIS Intelligence & Insight (Revenue Forecasting)	N/A	Wellington									

Appendix C : Release 2 Change Management Activity - *Group B*

Current Business Group/Unit	Current Roles	Proposed Future Business Group/Unit	Proposed Future Roles	Location	Change Activity								
					Pre-learning	On-line Learning	Classroom Training	Key Users*	Targeted Communications	Organisation Wide Communications	Change Readiness	Desk-side Support	Post-Implementation Support
Customer Services – Transactional (Correspondence, Income Tax, GST and Social Policy teams)	Revenue Assessment Officer (L1), Revenue Assessment Officer (L2), Customer Services Specialist (Applied, Advanced), Team Leader Agency Staff	CCS-I Individuals, CCS-I Families	Customer Services Administrator, Customer Services Officer, Team Lead	Christchurch, Dunedin, Manukau, Palmerston North, Takapuna, Te Rapa, Upper Hutt, Whangarei	✓	✓	TBC	✓	✓	✓	✓	✓	✓
Customer Services – Interactional (people handling contacts with individuals and for social policy – those with Skill Set 4 and/or Child Support)	Customer Services Specialist (Fundamental, Applied, Advanced), Team Leader Salmat Staff	CCS-I Individuals, CCS-I Families	Customer Services Officer, Team Lead	Christchurch, Manukau, Takapuna, Penrose, Tauranga, Te Rapa, Whangarei, Wellington	✓	✓	TBC	✓	✓	✓	✓	✓	✓
Collections – teams doing student loan, child support and capability	Collections Officer (L1, L2), Recovery & Enforcement Specialist, Team Leader, Compliance Support Officer, Advisors, Analysts	CCS-I Individuals, CCS-I Families, CCS-I Capability & Outcomes	Customer Services Officer, Customer Compliance Specialist, Team Lead, Business Support, Capability & Outcomes Specialist, Technical Specialist	Christchurch, Dunedin, Hamilton, Napier, Takapuna, Whangarei, Wellington	✓	✓	TBC	✓	✓	✓	✓	✓	✓

Appendix C : Release 2 Change Management Activity - *Group B*

Current Business Group/Unit	Current Roles	Proposed Future Business Group/Unit	Proposed Future Roles	Location	Change Activity								
					Pre-learning	On-line Learning	Classroom Training	Key Users*	Targeted Communications	Organisation Wide Communications	Change Readiness	Desk-side Support	Post-Implementation Support
Investigations & Advice – Investigations (including Special Audit)	Investigations Officer (L1), Investigator (L2, L3, L4), Senior Investigator, Compliance Support Officer, Team Leader	CCS-I and CCS-B (segments TBC)	Customer Services Officer, Customer Compliance Specialist, Business Support, Team Lead	Christchurch, Dunedin, Gisborne, Hamilton, Invercargill, Manukau, Napier, Nelson, New Plymouth, Palmerston North, Rotorua, Takapuna, Tauranga, Wellington, Whangarei.	✓	✓	TBC	✓	✓	✓	✓	✓	✓
Investigations & Advice – Legal Technical Services	Solicitor (L1, L2, L3, Junior, Intermediate, Senior), Senior Solicitor, Senior Tax Counsel, National Advisor, Principal Advisor, Team Leader	CCS-B Legal Services Technical Standards > Office of the Chief Tax Counsel	Solicitor, Technical Specialist N/A	Wellington, Takapuna, Manukau, Hamilton, Christchurch	✓	✓	TBC	✓	✓	✓	✓	✓	✓
Litigation Management	Solicitor (Junior, Senior), Project Co-ordinator, Document Management Co-ordinator, Support Officer, Litigation Support Officer, Legal Clerk	CCS-B Legal Services	Solicitor, Technical Specialist, Business Support – Legal, Team Lead	Wellington	✓	✓	TBC	✓	✓	✓	✓	✓	✓
International Revenue Strategy		CCS-B International Revenue Strategy IIS Data Science & Analytics	N/A Intelligence & Insight Specialist	Wellington	✓	✓	TBC	✓	✓	✓	✓	✓	✓

Appendix C: Release 2 Change Management Activity - *Group B*

Current Business Group/Unit	Current Roles	Proposed Future Business Group/Unit	Proposed Future Roles	Location	Change Activity								
					Pre-learning	On-line Learning	Classroom Training	Key Users*	Targeted Communications	Organisation Wide Communications	Change Readiness	Desk-side Support	Post-Implementation Support
Performance & Optimisation	All - Advisors, Analysts, Business Owners, Relationship Managers	CCS-I Capability & Outcomes CCS-B External Relationships	Capability & Outcomes Specialist, Technical Specialist (TBC)	Christchurch, Dunedin, Hamilton, Napier, Takapuna, Wellington	✓	✓	TBC	✓	✓	✓	✓	✓	✓
II&C – Intelligence Delivery, Intelligence Capability, Intel Hub	Intelligence Analyst, Senior Intelligence Analyst, Compliance Support Officer, Investigator SCR, Senior Investigator SCR, Principal Analyst, Team Leader	IIS Data Science & Analytics, IIS Intelligence & Insight	Intelligence & Insight Specialist, Team Lead	Christchurch, Dunedin, Hamilton, Manakau, Takapuna, Tauranga, Wellington	✓	✓	TBC	✓	✓	✓	✓	✓	✓
PF&F – Users of Reporting and Analytics		N/A	N/A	Wellington	✓	✓	TBC	✓	✓	✓	✓	✓	✓
TS&O Service Desk (Level 2 Support)	Support Analyst, Senior Support Analyst, Service Desk Analyst	N/A	N/A	Wellington	✓	✓	TBC	✓	✓	✓	✓	✓	✓

Appendix C : Release 2 Change Management Activity - *Group B*

Current Business Group/Unit	Current Roles	Proposed Future Business Group/Unit	Proposed Future Roles	Location	Change Activity								
					Pre-learning	On-line Learning	Classroom Training	Key Users*	Targeted Communications	Organisation Wide Communications	Change Readiness	Desk-side Support	Post-Implementation Support
					✓	✓	TBC	✓	✓	✓	✓	✓	✓
IIC Marketing & Communications (including Social Media Team	Communications Advisor, Media Advisor, Marketing Advisor, Digital Marketing Advisor, Social Media Advisor	N/A	N/A	Wellington, Takapuna	✓	✓	TBC	✓	✓	✓	✓	✓	✓
Corporate Integrity & Assurance – Corporate Legal	Corporate Counsel, Senior Solicitor, Solicitor, Office Administrator	N/A	N/A	Wellington	✓	✓	TBC	✓	✓	✓	✓	✓	✓
FM Operations	Facilities Management Officer	N/A	N/A	Te Rapa									

Appendix C : Release 2 Change Management Activity - *Group C*

Current Business Group/Unit	Current Roles	Proposed Future Business Group/Unit	Proposed Future Roles	Location	Change Activity								
					Pre-learning	On-line Learning	Classroom Training	Key Users*	Targeted Communications	Organisation Wide Communications	Change Readiness	Desk-side Support	Post-Implementation Support
Complaints Management	Customer Complaints Officer, Team Leader	CCS-B, External Relationships (Complaints Management)	Customer Services Officer, Team Lead	Wellington	✓ TBC	✓ TBC		TBC TBC		✓	✓		✓
Government & Executive Services	Senior Ministerial Advisor, Ministerial Advisor, Workflow Administrator	Corporate Integrity & Assurance	N/A	Wellington, Hamilton						✓	✓		✓
IIC – Research & Evaluation	National Advisors	IIS, Data Science and Analytics (Analytics)	Intelligence & Insight Specialist	Wellington	✓ TBC	✓ TBC		TBC TBC		✓	✓		✓
TS&O Service Desk (Level 1 Support)	Support Analyst, Senior Support Analyst, Service Desk Analyst	N/A	N/A	Wellington						✓	✓		✓

Appendix C : Release 2 Change Management Activity - *Group D*

Current Business Group/Unit	Current Roles	Proposed Future Business Group/Unit	Proposed Future Roles	Location	Change Activity								
					Pre-learning	On-line Learning	Classroom Training	Key Users*	Targeted Communications	Organisation Wide Communications	Change Readiness	Desk-side Support	Post-Implementation Support
OCTC	All	N/A	N/A	Wellington, Manukau, Takapuna, Tauranga, Hamilton						✓			
TS&O (Other than Support Desks)	All	N/A	N/A							✓			
People & Culture (Other than Business Partners)	All	N/A	N/A							✓			
Policy & Strategy (other than Revenue Forecasting)	All	N/A	N/A	Wellington						✓			
Corporate Integrity & Assurance (Other than Corporate Legal)	All	N/A	N/A	Wellington						✓			
Information Intelligence & Communications (remainder)	All	N/A	N/A	Takapuna, Wellington, Christchurch						✓			

Appendix D: WHO WE HAVE CONSULTED

[Information redacted]