

1. (untitled)

1. Submissions from this consultation process may be made public. Please indicate here if you would like your submission to be kept private.

I am happy for my submission to be made public

2. Which of the following best describes the perspective your submission represents?

Employee

2.

3. Is this a group or individual submission?

Individual

3. (untitled)

4. Individual

Name : Andrew Cushen

Title : Deputy Chief Executive

Organisation : InternetNZ

12. (untitled)

5. Would you like to provide any comment on the case for change?

I agree with the central premise of the case for change; that we are doing well, but that we can and indeed we must do better than the current high levels of performance.

Our vision is a better world through a better Internet. That is a challenging, and ever more important role for us to play. However, we are artificially constraining ourselves and our limited resources by dividing our small group into three separate entities, and thus not realising any efficiencies or economies of scale in our operation. This effectively wastes our limited resources through duplication. Further, we are constrained in effective utilisation of the skill sets across the group due to cumbersome internal structures (both management and governance), disparate strategies, plans and objectives, and unclear decision making frameworks for resolving these. This all results in us all spending far too much time and energy coordinating and managing three separate organisations, rather than delivering to our combined potential.

I believe we will be able to resolve these challenges, and better realise our potential, through making these changes and becoming one organisation.

13. (untitled)

6. What do you think are the strengths of the proposal to merge the three organisations into one, governed by one Council?

1. Greater efficiency through less duplication
2. Clarified decision making
3. Shared strategy and objectives
4. Easier cross-functional collaboration
5. Greater potential contribution to our Vision, Mission and Objects.

7. What do you think are the limitations of the proposal to merge the three organisations into one, governed by one Council?

1. Loss of specialist Governors, and also the ability to appoint as we do with the subsidiary company Boards.

2. Complexity of the change and maintaining operations during the transition.

14. (untitled)

8. Do you have any suggestions on how to address these limitations?

I respectfully submit that Council should consider its composition and appointment mechanisms alongside the rest of this transition. The Council should retain the ability to directly appoint some members in order to ensure a full range of the necessary skill sets are available, alongside those Councillors (the majority) elected by the membership.

15. (untitled)

9. Do you have any comments on the proposed approach to protecting the independence of .nz policy and regulation?

I believe that the proposal provides for sufficient independence of .nz policy and regulation. The current structure over-emphasises independence at the expense of efficiency. Why a wholly separate company structure - including a separate Board of Directors, separate accounting and corporate overheads and duplication of so many resources is necessary to ensure that .nz policy making and regulation is independent is, and always has been, beyond me.

16.

10. Do you have any comments on the proposed two-phased approach to bringing the three organisations together?

I believe it is the most efficient way of proceeding. Council should proceed with appointing a new Chief Executive as quickly as possible and allowing that person to complete the second phase. To do anything else oversteps the necessary division between governance and operations.

11. Do you have any comments on the proposed interim organisational structure (figure 2, page 11 of the consultation document)?

I believe that the interim organisational structure is unrealistic and will likely be ineffective. It is proposed that three Chief Executive positions are effectively merged into one. All other things being equal, that new position will therefore have to do the work of three currently very busy people. In addition to that, that person is intended to merge and redesign the organisations; presumably in line with a new strategy to inform that design; and implement the necessary changes and efficiencies. The work of three plus all that change will likely, frankly, be impossible to do. I instead suggest that Council consider the benefits of the current structure are used in this interim period - i.e. that the team of deputy executives already in place are used to run BAU activity. Specifically, that the current Chief Technology Officer of NZRS run technical registry operations; that the new Chief Operations and Policy Officer run DNC regulatory and policy; that me, the current Deputy Chief Executive run InternetNZ operations. In addition to this I suggest that the current NZRS Chief Operating Officer run those shared Corporate Services, to allow early integration. These people are all familiar with doing these functions. Doing so will allow the new Chief Executive to focus on learning about the organisation; to design and strategise, and to implement. It will also allow the current business units to continue to deliver the plans they have committed to in this financial year.

12. Do you have any comments about the impact of the proposal on current positions? Please be clear about which role(s) you are referring to when providing feedback

No

13. Do you have any comments about the proposed new Chief Executive role?

No.

17.

14. Please provide any comments on the consultation process and timeframes

Nothing to comment.

18.

15. Please provide any comments on the change protocols, including the selection, redeployment and recruitment process

I expect that any decisions made at this stage of the process will continue for other roles should further change be necessary - specifically, an emphasis on internal redeployment of current staff first.

19. (untitled)

16. Do you have any other comments you would like to make?

I am also very pleased to be party to the submission made by the InternetNZ Issues team, and to the InternetNZ Team Charter submission.

I am also incredibly proud of the work we do here at InternetNZ, and feel very privileged to be part of what as an amazing team in this Group. We do great work. I am pleased that we are courageous enough to contemplate these necessary changes in order to enable us to do even more. I hope that we all take this as an opportunity to openly and collaboratively discuss how we can lift the performance of this Group further.