

Decision Document

Regulatory Performance & Insights

8 May 2024

Contents

Foreword to the decision.....	3
Section 1. Consultation and Feedback	4
Change proposal overview	4
Overview of the feedback process	4
Key themes from the feedback received	5
Section 2. Structure Decisions.....	10
Overview of the decision.....	10
Confirmed new structure	12
Confirmed Regulatory Performance & Insights leadership team.....	13
Confirmed Team 1: Regulatory Evidence & Insights	14
Confirmed Team 2: Regulatory Intelligence & Risk	15
Confirmed Team 3: Regulatory Monitoring & Evaluation	16
Summary of confirmed impacts on positions	17
Confirmed new and vacant positions	20
Section 3. What Happens Next.....	22
High Level Timeline	22
Expressions of interest, redeployment and internal recruitment processes	22
Redundancy	25
Support.....	26
Appendices	27
Appendix 1: Current Structure	28
Appendix 2: Assessment Criteria for Expressions of Interest from Affected Employees	29

Foreword to the decision

Tēnā koutou katoa,

Thank you for taking the time to share your thoughts and feedback on the proposal for consultation for Regulatory Performance & Insights (RPI) that was released on 4 April 2024. Your continued professionalism has been greatly appreciated and the feedback received during consultation was thoughtful, valuable, and well-reasoned. I have read all your feedback and questions and have given careful consideration to the thoughts put forward. Your input has been invaluable in informing my final decision regarding our organisational structure moving forward.

Overall, the feedback on the future vision and high-level proposal for change was largely supportive. There was a range of more detailed feedback at the specific level of role titles and position descriptions. Most feedback was aligned with the proposal, with a more limited divergence of views in particular areas. I am absolutely committed to making sure any changes to our structure are enabling and enduring, and your voice is integral in achieving that. The proposal for Regulatory Performance and Insights will continue for the team on the timeline previously indicated.

In this decision document you will see that the new structure for Regulatory Performance and Insights is largely unchanged from the proposal for consultation. I am confident this confirmed structure will provide a strong foundation for us to deliver real value for Te Rōpū Waeture, and the wider land transport system for all of Aotearoa. However, structure is only part of the answer - what matters most is how we work together. We will need to continue to strengthen our functions, support our people and build on the connections across the wider Regulatory Group and Agency.

This decision document outlines:

- A summary of the feedback received and my response to that feedback;
- The confirmed organisational structure for Regulatory Performance & Insights; and
- Details on what happens next.

Redeployment, recruitment, and selection processes will commence from today, 8 May 2024. The new structure will come into effect on 1 July 2024.

I appreciate that organisational change can be unsettling. Please contact myself or Megan Bramwell (our Senior HR Advisor) if there is any support you need as we work through this process. If you are a union member, your union will also be able to provide advice; and all employees can access free confidential personal or career counselling through [EAP services](#).

I am excited for the future opportunities that will come with this new structure and to see the difference this will make for meeting the needs of our stakeholders. I look forward to continuing to work closely with you all over the next couple of months while we transition to the new structure.

Ngā mihi maioha,

Jodi Mitchell

National Manager Performance and Insights

Section 1. Consultation and Feedback

Change proposal overview

In the consultation document, we proposed to:

- Establish clear, dedicated positions reporting directly to the National Manager, Regulatory Performance and Insights with a focus on our role as kaitiaki of our regulatory strategy.
- Redesign and realign the teams within Regulatory Performance and Insights. This would see the current team structure disestablished and the following teams established:
 1. Regulatory Evidence & Insights
 2. Regulatory Intelligence & Risk
 3. Regulatory Monitoring & Evaluation
- Design any 'Lead' and 'Principal' level positions so the stated purpose and accountabilities of those positions are focused on specialised areas of expertise, recognising the deep technical knowledge expected of those working at this level.
- Design any 'Senior' and 'Analyst' level roles to support a range of activities and capabilities required across each team, ensuring we retain the ability to be flexible and adapt and pivot our people resources in line with business needs.
- Build stronger career pathways for Analyst, Senior and Principal roles in all teams.

Overview of the feedback process

On 4 April 2024, you were invited to provide feedback on the proposed structure for Regulatory Performance and Insights outlined in the document "Proposal for Consultation - Regulatory Performance & Insights".

The consultation period ran for two weeks through until 5pm on Thursday 18 April 2024. During this time, we hosted 4 drop-in sessions (two in-person and two via MS Teams) for people to ask questions and/or seek clarification on the proposal. In addition, we had an MS Teams chat channel open and communicated with many of the team in person and via email - responding to questions as they arose. The questions we received were largely focused on the redeployment and potential redundancy processes.

We had a good level of engagement during the consultation period, with submissions received both from members of the current Regulatory Performance and Insights team and from our key stakeholders. In total we had 19 people/groups submit formal written feedback, either via the form provided or via email.

Overall, the feedback received was generally supportive of the proposed changes. More detailed feedback provided related to specific aspects and/or roles within the proposal. The main area of conflicting feedback was in respect of the proposed Regulatory Intelligence and Risk team. A table summarising the key themes identified in the feedback is provided below, along with our response to each of these key themes.

Key themes from the feedback received

Theme	Summary of Feedback	Response to Feedback
General support for the proposed changes	<p>Supportive feedback for:</p> <ul style="list-style-type: none"> The proposed purpose statement The groupings of technical functions within the proposed teams The sizing of the teams and number of direct reports for Managers Maturing of the function Broadening the scope of 'intelligence' in respect of being an 'intelligence-led regulator' 'Assurance' encompassing both performance and quality evaluation Ensuring risk is evidenced by 'intelligence, evidence and insights' Principal, Senior, & Analyst level roles within teams Creating clear career pathways. Principals being dedicated to an area of expertise Seniors and Analysts working across the breadth of the teams' work. 	<ul style="list-style-type: none"> While some changes have been made in response to feedback at a more detailed level, the high-level changes proposed are largely retained in the final decision. Principal, Senior and Analyst/Advisor level roles are retained in the final decision The concept of specialised Principals and more generalised Seniors and Analysts/Advisors has remained in the final decision
Manager positions and position descriptions	<ul style="list-style-type: none"> Request for increased differentiation in the Manager position descriptions To include the requirement to work collaboratively and ensure a single pathway for workflow both in and out of the function 	<ul style="list-style-type: none"> It is important to have some commonality in the expectations of Managers in respect of their management and leadership accountabilities, and this is reflected in the final position descriptions Position descriptions for the Managers have been updated to better reflect and reinforce the differences in service offerings and the value these bring, as well as increased focus on collaboration
Lead Advisor positions and position descriptions	<ul style="list-style-type: none"> Confusion may be created by having three 'Lead Advisors' Consider changing the 'Lead Advisor, Tū ake, Tū māia Delivery' position title To consider broadening the scope of the proposed the 'Lead Advisor, Tū ake, Tū māia Delivery' position That the accountabilities of the 'Lead Advisor, Regulatory 	<ul style="list-style-type: none"> The position titles have been changed in response to feedback The position description for the proposed 'Lead Advisor, Tū ake, Tū māia Delivery' has been updated accordingly The 'Lead Advisor, Regulatory Performance & Insights' position description has been revised to reflect this feedback

Theme	Summary of Feedback	Response to Feedback
	<p>Performance and Insights' position were unclear</p> <ul style="list-style-type: none"> • That the 'Lead Advisor, Regulatory Performance and Insights' position accountabilities overlapped / conflicted with the Manager position accountabilities • That the 'Lead Advisor, Regulatory Performance and Insights' position accountabilities overlapped / conflicted with the other Lead position accountabilities • Suggestions on what the accountabilities of the 'Lead Advisor, Regulatory Performance and Insights' position should be 	
Principal, Senior and Analyst positions and position descriptions	<ul style="list-style-type: none"> • A preference stated by some that they'd prefer to be called an 'Advisor' rather than an 'Analyst' 	<ul style="list-style-type: none"> • Our Rewards team have confirmed that banding is similar for Analysts and Advisors in line with the Korn Ferry Job Architecture model. • They also confirmed the major difference between Analysts and Advisors is that Analysts undertake some kind of quantitative research and analysis to determine a solution or deliver the required outcome, whereas Advisors are more likely to be developing, implementing, or following a process. • We have considered the feedback, particularly about how individuals feel about role titles and also the common titles within government <p>On this basis, we have decided:</p> <ul style="list-style-type: none"> • In the Regulatory Evidence & Insights team we will have Advisors, with the exception of the Principal Analyst, Regulatory Data and Information • In the Regulatory Intelligence & Risk team, we will have Analysts • In the Regulatory Monitoring & Evaluation team, we will have Advisors <p>This does not impact the position descriptions and all position descriptions incorporate aspects of both analysing and advising.</p>

Theme	Summary of Feedback	Response to Feedback
Regulatory Evidence and Insights team	<ul style="list-style-type: none"> Uncertainty on key outputs and how these differ from the current Intelligence team outputs 	<ul style="list-style-type: none"> The baseline evidence profiles and evidence centre is currently underway with the temporary Evidence Programme team. In addition to this, we have other resources working on the WOF/COF analysis, Dangerous Goods and Drivers Licensing E2E risk assessments We are confident once the work is further developed, this will facilitate greater clarity for everyone in terms of the key outputs for the E&I team
Regulatory Intelligence & Risk team	<ul style="list-style-type: none"> Support for grouping the team, in line with support for the HIFO model Concerns that Intelligence and Risk are different skillsets and don't belong together Potential dilution of both the Intelligence and Risk capabilities/resources (due to the overall reduction) Confirmation that the original capacity dedicated to Intelligence was higher than demand That Principals should be generalised along with the Seniors and Analysts That Seniors and Analysts should be specialised along with the Principals Concerns that we would only have one person working on Risk That 'incident/issue management' did not sit with this team and instead the operational team accountable Concerns that all Intelligence & Risk team roles would require security clearances. 	<ul style="list-style-type: none"> In considering our design we looked externally at what other regulators had found successful. This included examples within both New Zealand and Australia, where risk and intelligence functions had been successfully brought together. We recognise, particularly within Risk, that we are proposing a significant change to the focus of the work. We note that some of the feedback appeared to be on the basis of what we currently do, rather than what we <i>will</i> do. We received feedback both supporting and opposing specialist and generalist Principals, Seniors and Analysts (for this team only). After considering the rationale provided in the feedback, we consider the proposed benefits of the proposed approach outweigh the potential reduction in specific knowledge and experience and will be proceeding with the Principal roles as Specialists, and the Seniors and Advisors/Analysts as proposed. Workload will be managed in and across the generalist roles to ensure adequate resource allocated on a prioritisation and need basis. In line with this, the two Senior Analysts and two Analysts within the Intelligence & Risk team will

Theme	Summary of Feedback	Response to Feedback
		<p>also work across risk (in addition to the Principal Analyst, Risk).</p> <ul style="list-style-type: none"> In developing the proposed structure, we recognised we will not have clear line of sight of demands until we have established and tested the model. If, once people are in roles, it is proven that additional capacity is required (in any team), this will be appropriately considered. The only roles that a security clearance is required for is the Manager, Intelligence & Risk and the Principal Analyst, Intelligence. Following feedback, we have changed this to a requirement for Secret level clearance.
Regulatory Monitoring & Evaluation team	<ul style="list-style-type: none"> Support for separating the strategy/planning accountabilities from the performance reporting accountabilities Concerns we will stop doing the current first and second line assurance activities, including assurance on the identification and management of risk. 	<ul style="list-style-type: none"> The current QA activities will continue, however the intent is that we will place more of a focus (time and effort) into performance and quality evaluation reviews in future.
Questions regarding the 'how'	<ul style="list-style-type: none"> How multi-disciplinary and inter-team work (symbiotic relationships) will be managed in practice How we will ensure there are quality assurance practices in place for our work What frameworks will underpin RPI as a whole Whether or not a clear culture / change management plan will be put into place That there is a requirement for teams of this nature to be 'known' across Waeture and for ways of sharing information and intelligence with them to be clear and broadly undertaken 	<ul style="list-style-type: none"> A culture/change management plan for the initial period of standing up the team is currently under development and will address some of these concerns as we embed our new structure and ways of working. The detailed design of the 'how' – the practices and processes of the team operate will be developed. This development will involve the team confirmed/ recruited into the new structure as appropriate. Updates have been made to the position description for the Lead Advisor, Regulatory Performance and Insights role to clarify their accountabilities in driving and determining the 'how'

Theme	Summary of Feedback	Response to Feedback
Redeployment and recruitment processes	<ul style="list-style-type: none"> There was a single piece of feedback raising concerns about the integrity of the role design process with a question of roles being designed for particular individuals known to the team There were questions raised about the alignment of the proposed selection and redeployment process and if they meet the organisational change protocol given the proposal to consider redeployment as part of a wider internal recruitment process 	<ul style="list-style-type: none"> We want to reassure you that all positions have been designed based on the demand and feedback from stakeholders and have been shaped by input from the workshops held with the team. We have considered the feedback, and while we have confirmed with our People team that our proposed selection and redeployment processes were aligned with our protocols, we have decided to undertake an initial Expression of Interest (EOI) Process for affected employees prior to wider internal recruitment. Affected employees can consider their options regarding redeployment opportunities (within the team through the EOI process) as well as wider redeployment (elsewhere in Waka Kotahi) in parallel - we will work proactively with them.

Section 2. Structure Decisions

Overview of the decision

We proposed to:

- Establish, dedicated positions reporting directly to the National Manager, Regulatory Performance and Insights with a focus on our role as kaitiaki of our regulatory strategy.
- Redesign and realign the teams within Regulatory Performance and Insights. This would see the current team structure disestablished and the following teams established:
 1. Regulatory Evidence & Insights
 2. Regulatory Intelligence & Risk
 3. Regulatory Monitoring & Evaluation
- Design any 'Lead' and 'Principal' level positions so the stated purpose and accountabilities of those positions are focused on specialised areas of expertise, recognising the deep technical knowledge expected of those working at this level.
- Design any 'Senior' and 'Analyst' level roles to support a range of activities and capabilities required across each team, ensuring we retain the ability to be flexible and adapt and pivot our people resources in line with business needs.
- Build stronger career pathways for Analyst, Senior and Principal roles in all teams.

With predominantly positive feedback received on the overall proposed changes and direction of the function, the above largely stands in the final decision, noting that in consideration of the feedback received we have:

- Updated the high-level overview of the Regulatory Intelligence & Risk team
- Updated the Lead Advisor, Regulatory Performance & Insights position description to clearly articulate the focus on practices, processes and quality management across/within Regulatory Performance & Insights.
- Updated a number of the titles and position descriptions across the proposed roles to improve clarity of the purpose and expectations of the roles and to ensure that the titles reflect the major job function.

The impacts of the confirmed changes mean that:

- **15 positions will be disestablished**, from the current total of 25 permanent positions
- **10 positions will have a minor change** to them, such as a change in position title, reporting line or minor change to position description.
- **14 new positions will be created** when the new structure comes into effect on 1 July 2024.
- **24 positions in total** will be in the new structure when it comes into effect on 1 July 2024.

The confirmed changes are intended to position us better to achieve our purposes, through:

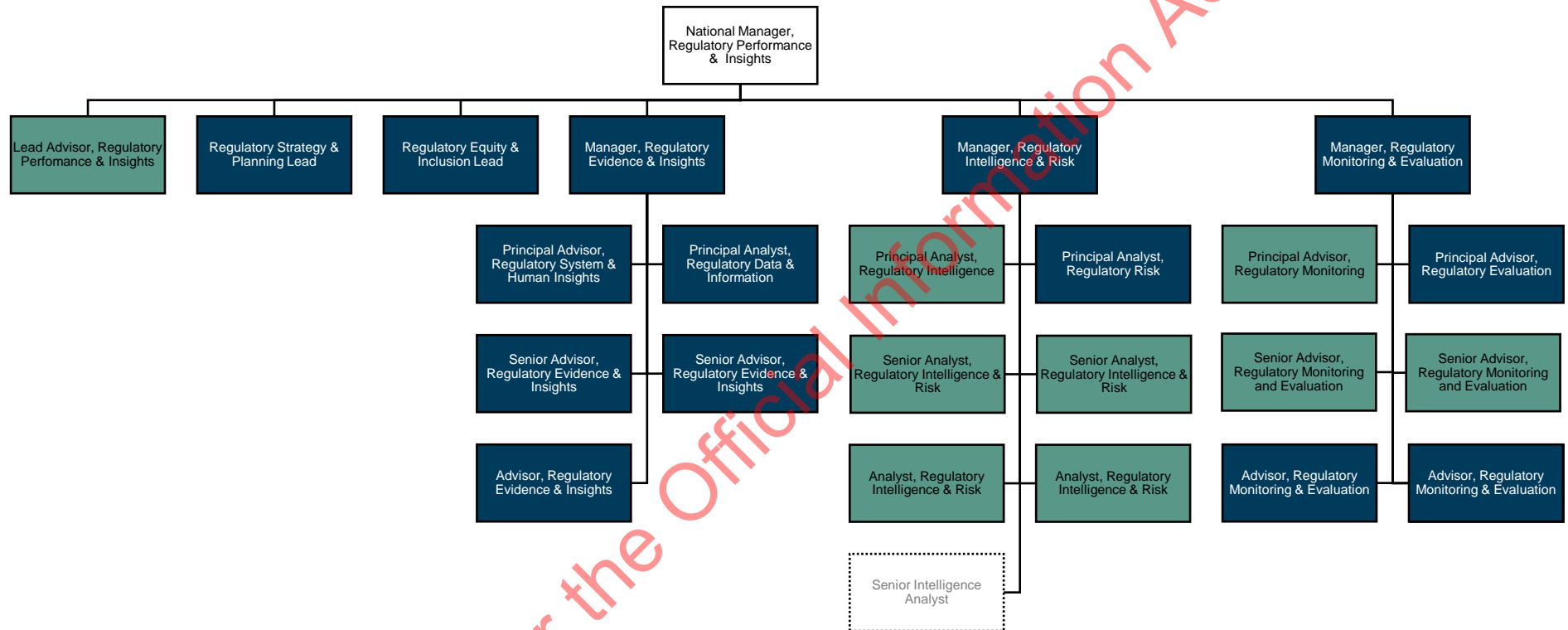
- Establishing teams within RPI that work effectively together in collaborative, interdependent, and highly connected ways;
- Having breadth in terms of our capabilities - including the right balance of roles to reflect the needs of the organisation and the flexibility to adapt as those needs change;

- Embracing the complexities of supporting regulatory functions that sit outside of Te Rōpū Waeture and/or that are external to the regulatory land transport system; and
- Maximising the value we add to the regulatory land transport system - ensuring we are connected to and reflective of the world in which we operate.

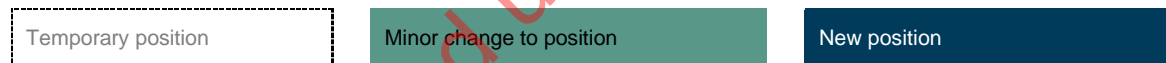
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Confirmed new structure



Key (Role type and position impact):

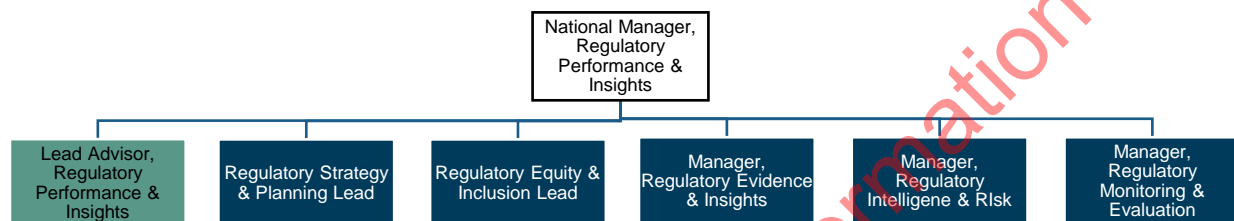


Confirmed Regulatory Performance & Insights leadership team

The Regulatory Performance & Insights leadership team will be responsible for setting the team direction, agreeing the workplan for RPI, and ensuring that the teams within RPI deliver to the plan in a way that meets the needs of the organisation, including embedding a culture that aligns to the organisation's values, drives high engagement within the team and supports high engagement across the organisation.

It is expected that the Regulatory Performance & Insights leadership team will take a strategic and future focused systems view of the land transport system to focus on risks, harm and outcomes and incorporates good regulatory decision making, supporting both the requirements of the organisation, the role of the Director of Land Transport and the needs of the Crown, including supporting our Te Tiriti o Waitangi commitments.

Confirmed structure



Key:



Confirmed roles

Confirmed Role	Link to Position Description
Lead Advisor, Regulatory Performance & Insights	Lead Advisor, Regulatory Performance & Insights PD
Regulatory Strategy & Planning Lead	Regulatory Strategy & Planning Lead PD
Regulatory Equity & Inclusion Lead	Regulatory Equity & Inclusion Lead PD
Manager, Regulatory Evidence & Insights	Manager, Regulatory Evidence & Insights PD
Manager, Regulatory Intelligence & Risk	Manager, Regulatory Intelligence & Risk PD
Manager, Regulatory Monitoring & Evaluation	Manager, Regulatory Monitoring & Evaluation PD

Confirmed Team 1: Regulatory Evidence & Insights

The Regulatory Evidence & Insights team will be responsible for:

- Maintaining an evidence centre and evidence profiles, including the larger picture of the Regulatory Land Transport System, ensuring that all hindsight, insights and foresights produced (by RPI and others) are used to inform regulatory risk assessments and support regulatory decision-making.
- Producing insights that are evidence driven (with a focus on system/service mapping, human insights and data analysis) to support regulatory decision-making, interpreting and analysing information from trusted sources to assess what is happening in our regulatory system. Further, we need to be able to produce clear reports that provide us with a strong understanding of strengths, weaknesses, opportunities and threats and where and how best to target interventions that will result in the changes in human behaviour required.

Confirmed structure



Key:



Confirmed roles

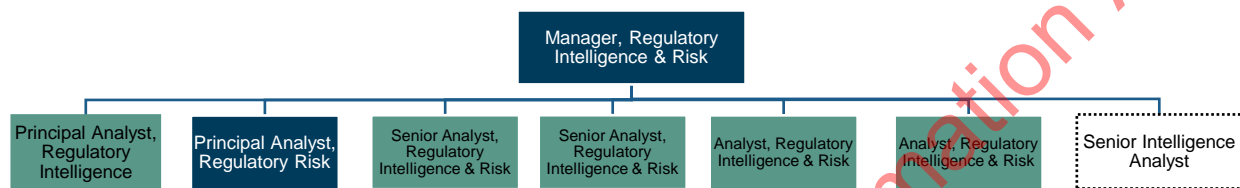
Confirmed Role	Link to Position Description
Principal Advisor, Regulatory System & Human Insights	Principal Advisor, Regulatory System & Human Insights PD
Principal Analyst, Regulatory Data & Information	Principal Analyst, Regulatory Data & Information PD
Senior Advisor, Regulatory Evidence & Insights (x2)	Senior Advisor, Regulatory Evidence & Insights PD
Advisor, Regulatory Evidence & Insights	Advisor, Regulatory Evidence & Insights PD

Confirmed Team 2: Regulatory Intelligence & Risk

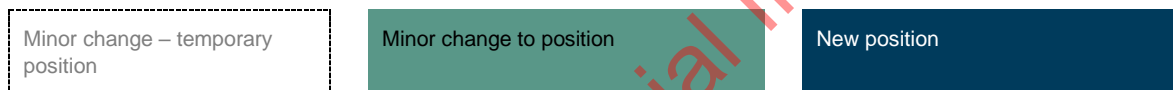
The Regulatory Intelligence & Risk team will be responsible for:

- Maintaining oversight of our risk of regulatory failure, assessing where we are at risk of exceeding risk tolerance levels for regulatory non-compliance, guiding non-compliance interventions taken to be reflective of risk, and undertaking complex, evidence-based risk assessments
- Scanning the external operating environment for both qualitative and quantitative information to assess and identifying issues, risks, threats and opportunities within our regulatory system and producing intelligence products to inform decision making

Confirmed structure



Key:



Confirmed Roles

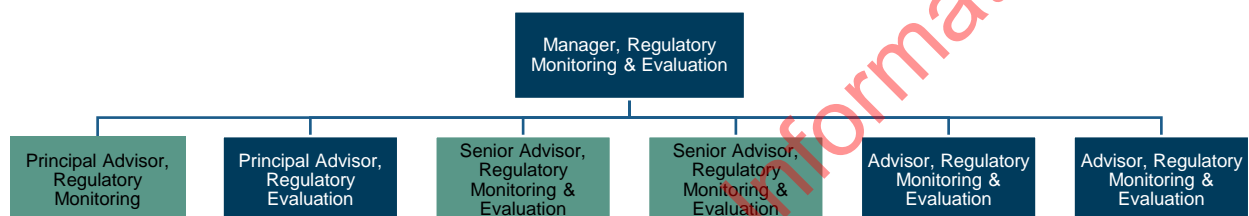
Confirmed Role	Link to Position Description
Principal Analyst, Regulatory Intelligence	Principal Analyst, Regulatory Intelligence PD
Principal Analyst, Regulatory Risk	Principal Analyst, Regulatory Risk PD
Senior Analyst, Regulatory Intelligence & Risk (x2)	Senior Analyst, Regulatory Intelligence & Risk PD
Analyst, Regulatory Intelligence & Risk (x2)	Analyst, Regulatory Intelligence & Risk PD
Senior Intelligence Analyst [Fixed Term position]	<i>No new or amended position description has been created for this position, as the rationale and duties remain unchanged.</i>

Confirmed Team 3: Regulatory Monitoring & Evaluation

The Regulatory Monitoring & Evaluation team will be responsible for:

- Monitoring and reporting on our regulatory performance, supporting strong oversight and assurance over the activities in our regulatory system, enabling the Director of Land Transport and our governance bodies to be successful in their roles.
- Undertaking objective reviews of the sub-systems within our regulatory system, providing evidence of strengths of regulatory good practice and quality management, identifying root causes of any areas requiring improvements and providing recommendations to leaders on how to improve.
- Providing internal support for any 3rd line assurance, independent quality assurance reviews and/or monitoring and/or evaluations and provide central coordination for recording regulatory recommendations and track the progress of actions, alongside providing a level of checking that the actioned recommendations have met the intended outcomes.

Confirmed structure



Key:



Confirmed Roles

Confirmed Role	Link to Position Description
Principal Advisor, Regulatory Monitoring	Principal Advisor, Regulatory Monitoring PD
Principal Advisor, Regulatory Evaluation	Principal Advisor, Regulatory Evaluation PD
Senior Advisor, Regulatory Monitoring & Evaluation (x2)	Senior Advisor, Regulatory Monitoring & Evaluation PD
Advisor, Regulatory Monitoring & Evaluation (x2)	Advisor, Regulatory Monitoring & Evaluation PD

Summary of confirmed impacts on positions

The following impact table identifies all current positions falling within the scope of this change that have been affected in some way by the confirmed structure. For each position we note if the impact on the position is Significant or Not Significant.

- If the impact on the position is Significant, the position will be disestablished, and an incumbent employee is then deemed to be an 'affected employee' and will be considered for redeployment or possible termination of employment by way of redundancy.
- If the impact on the position is Not Significant this means the change is minor and the incumbent employee will be reconfirmed into the role.

Position in scope	FTE	Confirmed change	Outcome for Incumbent Employees	Impact
Lead Advisor Regulatory Performance & Insights	1	Change to position description	Minor change	Not Significant
Manager, Intelligence	1	Disestablished	<i>N/A, Vacant</i>	Significant
Principal Intelligence Advisor: Collection & Engagement	1	Disestablished	<ul style="list-style-type: none"> • Redeployment into suitable alternative position within NZTA. • If redeployment is unsuccessful, termination of employment by way of redundancy. 	Significant
Principal Intelligence Advisor (Production)	1	Disestablished	<i>N/A, Vacant</i>	Significant
Principal Intelligence Analyst	1	Reporting line change to Manager, Regulatory Intelligence & Risk, position title change to Principal Analyst, Regulatory Intelligence and minor PD changes	Minor change	Not Significant
Intelligence Team Lead	1	Disestablished	<i>N/A, Vacant</i>	Significant
Senior Intelligence Analyst	2	Reporting line change to Manager Regulatory Intelligence & Risk, position title change to Senior Analyst, Regulatory Intelligence & Risk and minor PD changes	<i>N/A, Vacant</i>	Not Significant
Senior Intelligence Analyst (Fixed Term)	1	Reporting line change to Manager, Regulatory Intelligence & Risk	Minor change	Not Significant

Position in scope	FTE	Confirmed change	Outcome for Incumbent Employees	Impact
Intelligence Analyst	2	Reporting line change to Manager Regulatory Intelligence & Risk, position title change to Analyst, Regulatory Intelligence & Risk and minor PD changes	<i>N/A, Vacant</i>	Not Significant
Intelligence Analyst	1	Disestablished	<i>N/A, Vacant</i>	Significant
Intelligence Support Officer	1	Disestablished	<i>N/A, Vacant</i>	Significant
Manager, Risk and Assurance	1	Disestablished	<ul style="list-style-type: none"> Redeployment into suitable alternative position within NZTA. If redeployment is unsuccessful, termination of employment by way of redundancy. 	Significant
Principal Risk Advisor	1	Disestablished	<i>N/A, Vacant</i>	Significant
Quality Assurance Principal Advisor	1	Disestablished	<i>N/A, Vacant</i>	Significant
Quality Assurance Senior Advisor	1	Disestablished	<ul style="list-style-type: none"> Redeployment into suitable alternative position within NZTA. If redeployment is unsuccessful, termination of employment by way of redundancy. 	Significant
Quality Assurance Senior Advisor	2	Disestablished	<i>N/A, Vacant</i>	Significant
Senior Risk Assurance Advisor	2	Disestablished	<ul style="list-style-type: none"> Redeployment into suitable alternative position within NZTA. If redeployment is unsuccessful, termination of employment by way of redundancy. 	Significant
Manager, Planning & Performance	1	Disestablished	<ul style="list-style-type: none"> Redeployment into suitable alternative 	Significant

Position in scope	FTE	Confirmed change	Outcome for Incumbent Employees	Impact
			position within NZTA. • If redeployment is unsuccessful, termination of employment by way of redundancy.	
Principal Advisor Planning and Performance	1	Reporting line change to Manager, Regulatory Monitoring & Evaluation, position title change to Principal Advisor, Regulatory Monitoring and minor PD changes	Minor change	Not Significant
Senior Advisor Planning and Performance	2	Reporting line change to Manager, Regulatory Monitoring & Evaluation, position title change to Senior Advisor, Regulatory Monitoring & Evaluation and minor PD changes	Minor change (Note: 1 position vacant)	Not Significant

Confirmed new and vacant positions

Position	FTE	Team	Position Status	Fulfilment status	Band
Regulatory Strategy & Planning Lead	1	Regulatory Performance & Insights Leadership Team	New, Permanent	Vacant. Available initially for Redeployment via Eol, and then for Open Recruitment if still vacant	19
Regulatory Equity & Inclusion Lead	1	Regulatory Performance & Insights Leadership Team	New, Permanent	Vacant. Available initially for Redeployment via Eol, and then for Open Recruitment if still vacant	19
Manager, Regulatory Evidence & Insights	1	Regulatory Performance & Insights Leadership Team	New, Permanent	Vacant. Available initially for Redeployment via Eol, and then for Open Recruitment if still vacant	19
Manager, Regulatory Intelligence & Risk	1	Regulatory Performance & Insights Leadership Team	New, Permanent	Vacant. Available initially for Redeployment via Eol, and then for Open Recruitment if still vacant	19
Manager, Regulatory Monitoring & Evaluation	1	Regulatory Performance & Insights Leadership Team	New, Permanent	Vacant. Available initially for Redeployment via Eol, and then for Open Recruitment if still vacant	19
Principal Advisor, Regulatory System & Human Insights	1	Regulatory Evidence & Insights	New, Permanent	Vacant. Available initially for Redeployment via Eol, and then for Open Recruitment if still vacant	18
Principal Analyst, Regulatory Data & Information	1	Regulatory Evidence & Insights	New, Permanent	Vacant. Available initially for Redeployment via Eol, and then for Open Recruitment if still vacant	18

Position	FTE	Team	Position Status	Fulfilment status	Band
Senior Advisor, Regulatory Evidence & Insights	2	Regulatory Evidence & Insights	New, Permanent	Vacant. Available initially for Redeployment via Eol, and then for Open Recruitment if still vacant	17
Advisor, Regulatory Evidence & Insights	1	Regulatory Evidence & Insights	New, Permanent	Vacant. Available initially for Redeployment via Eol, and then for Open Recruitment if still vacant	16
Principal Analyst, Regulatory Risk	1	Regulatory Intelligence & Risk	New, Permanent	Vacant. Available initially for Redeployment via Eol, and then for Open Recruitment if still vacant	18
Principal Advisor, Regulatory Evaluation	1	Regulatory Monitoring & Evaluation	New, Permanent	Vacant. Available initially for Redeployment via Eol, and then for Open Recruitment if still vacant	18
Advisor, Regulatory Monitoring & Evaluation	2	Regulatory Monitoring & Evaluation	New, Permanent	Available initially for Redeployment via Eol, and then for Open Recruitment if still vacant	16
Senior Analyst, Regulatory Intelligence & Risk	2	Regulatory Intelligence & Risk	Existing, Permanent	Vacant. Available for Redeployment and Open Recruitment	17
Analyst, Regulatory Intelligence & Risk	2	Regulatory Intelligence & Risk	Existing, Permanent	Vacant. Available initially for Redeployment via Eol, and then for Open Recruitment if still vacant	16
Senior Advisor, Regulatory Monitoring & Evaluation	1	Regulatory Monitoring & Evaluation	Existing, Permanent	Vacant. Available initially for Redeployment via Eol, and then for Open Recruitment if still vacant	17

Section 3. What Happens Next

High Level Timeline

Process	Date
Decision communicated	8 May 2024
Expressions of interest (Eoi) can be submitted by affected employees seeking redeployment to available RPI positions	8 May 2024 – 10am, 13 May 2024
Wider redeployment explored for affected employees	9 May 2024 – 7 July 2024
Internal recruitment processes begin for positions that no expressions of interest have been received for	From 13 May 2024
Internal recruitment processes begin for remaining available positions following the expression of interest process	From 17 May 2024
Recruitment process expands to include external applicants for: <ul style="list-style-type: none">• Positions which no Eoi was received for, and which• No suitable applicants have been identified through internal recruitment	22 May 2024 at earliest
Recruitment process expands to include external applicants for the positions remaining available after the conclusion of the expression of interest and internal recruitment processes	27 May 2024 at earliest
Notice of redundancy is provided to those who have not received an offer of redeployment <i>Four weeks' notice is provided, and during this period we will continue to explore redeployment opportunities with you</i>	10 June 2024
The new structure comes into effect	1 July 2024
Any further offers of redeployment have been made and those who have been unable to find suitable alternative positions reach the end of their notice period and their employment ends by way of redundancy	8 July 2024

Expressions of interest, redeployment and internal recruitment processes

The next step for us now the structure has been confirmed is to start an expression of interest (EOI) process and explore redeployment options across the RPI team and wider agency for affected employees, which will be followed by an internal recruitment process for the remaining vacant and new positions in RPI and available positions across the agency.

Employees who have been reconfirmed into a position in the new structure do not need to take further action and the change to their role will take effect when the change is implemented on 1 July 2024.

If an employee is offered non-contestable reconfirmation, and they do not wish to take up the offered position in the new structure, the employee's employment will end by reason of resignation and there will be no entitlement to redundancy compensation (in accordance with the applicable employment agreement). Our standard resignation processes will need to be followed.

Expression of interest process for affected employees

Affected employees may submit an expression of interest for any of the new or vacant positions within the RPI team as part of their redeployment process, starting from 8 May 2024 and ending at 10am on Monday 13 May 2024. A suitability assessment will be undertaken to inform the decision of whether the position that interest has been expressed in is a **suitable alternative position**¹ for an affected employee, based on the employee's skills, knowledge, qualifications and experience.

Expression of interest process

Process step	Step Details
Step 1: Expression of Interest (Eol)	Affected employees can express their interest in new and vacant positions within the confirmed structure by completing the expression of interest form here . This link will remain active from 8 May 2024 until 10am on Monday 13 May 2024, and applications received within this time will be considered. When completing the Eol form, please do so while viewing the selection criteria for the available position you are interested in.
Step 2: Assessment	A three-person panel will assess whether the position that interest is expressed interest in is a suitable alternative position for the affected employee. This assessment will consider both the information provided by the employee and NZTA's knowledge and experience of the employee's history at NZTA. This assessment may be possible to be undertaken solely on the information provided in the expression of interest form, however in some situations the panel may need to validate or ask the affected employee to provide further detail in a face-to-face meeting. More detailed information on the suitability assessment is provided in Appendix 2.
Step 3: Decision	The initial outcome of the assessment will be shared with the affected employee, and an opportunity for feedback provided, before a final decision is made and the outcome shared.

NB. Where it is found that no affected employees either express interest or meet the required criteria at any given step in the above process, the position will move forward to internal recruitment stage.

Other key information for affected employees seeking redeployment

Employees who have been advised their substantive positions are to be disestablished, and are interested in other positions within the Agency, will be supported by a Talent Partner, provided with a list of approved vacancies and have the opportunity to meet and discuss:

- Approved vacancies that may be suitable alternative positions outside of Regulatory Performance & Insights
- Their skills and experience
- How to express interest in approved vacancies

¹ A **suitable alternative position** is one that involves duties and responsibilities that are not unreasonable for the employee to fulfil, taking into account the employee's skills, knowledge, qualifications and experience, and where the employee could reasonably be expected to carry out the duties and responsibilities of the position with a reasonable amount of training and development.

Employees are welcome to identify roles within the new structure that they consider to be a suitable alternative position (redeployment) through the above noted EOI process, alongside other roles within the organisation (wider redeployment) and discuss these with their Talent Partner. NZTA may also identify possible suitable alternative positions that an affected employee could be redeployed to and a Talent Partner will discuss these with them if identified.

The list of approved vacancies will be updated on a weekly basis, and you are advised to check the list and speak to your Talent Partner if there are roles that you believe are a suitable alternative or would be a good match for your skills and experience.

Where a role is found to be a suitable alternative (and where all proposed selection criteria has been met) for more than one affected person, there will be an additional selection process to determine the successful candidate. Your Talent Partner will let you know if this is the case and update you on the details of the process for that role.

In most cases, if an employee is offered a suitable alternative position but does not accept that offer, the employee's employment will end by reason of resignation and there will be no entitlement to redundancy compensation.

Internal recruitment

For all positions in the new structure to which a current employee has not been reconfirmed or redeployed, these new and vacant positions will be made available to all NZTA employees for one week of internal recruitment. This means that any **internal NZTA employees**, (includes employees whose substantive positions are in NZTA; excludes contractors and those seconded into the agency) who are interested can apply for these roles.

Where there are no suitable internal candidates found for new and vacant positions, we will then expand our recruitment process to include external candidates. Contractors and those seconded into NZTA can apply at this external stage of recruitment. Please note that a staggered approach may be taken for any positions that remain vacant following the initial round of internal recruitment.

Internal recruitment selection process

Process step	Step Details
Step 1: Internal Advertisement	All vacant positions that are ready for recruitment will be advertised internally for NZTA employees to apply for if they are interested.
Step 2: Application	All employees wanting to apply for a vacant position will need to submit their curriculum vitae and a cover letter outlining their reasons for applying for the position and their relevant skills and experience. Talent Acquisition will apply CV screening criteria to provide the recruitment panel with a long-list of suitable candidates.
Step 3: Short-Listing Matrix	A short-listing matrix will be completed for all applicants. This will involve assessing curriculum vitae and cover letters against pre-defined short-listing criteria. The intention of this is to enable screening of candidates against the required skills, and experience and determine if an applicant meets the minimum requirements for progressing to interview (average of 3/5 or higher).
Step 4: Pre-Interview Exercise	Those that meet the requirements of the short-listing matrix will be requested to either prepare a presentation, or undertake an analysis

	exercise, relevant to the role. These will be shared as part of the interview process.
Step 5: Interview	The interview process will include both presenting and/or sharing findings of the analysis exercise, as well as behavioural interview questions that will be tailored to the specific role. The interview panel will score candidates (out of 5) on each component of the presentation/analysis and interview. Scoring will be based on a role specific rubric developed in advance to limit bias.
Step 6: References	Candidate/s with the highest average score (above 3.5/5) from the interview panel will be considered a 'preferred candidate' and progress to reference checks.
Step 7: Checking	Following normal NZTA processes, standard drivers licence demerit checking will be undertaken. This is expected to be clear of any offences over the past 7-year period. An HR check will also be undertaken.
Step 8: Offer	Pending reference checks reflecting the high scores of the interview process, and standard checks being clear, an offer will be made to the preferred candidate for the position.

NB. Where it is found that none of the internal candidates meet the required criteria at any given step in the above process, further internal and/or external recruitment processes may follow.

Redundancy

Affected employees who have not received an offer of redeployment by 10 June 2024, will be given notice of redundancy in accordance with the terms and conditions of their employment agreement. During the four-week notice period, redeployment opportunities will continue to be explored with you.

The final day of employment for affected employees who have been unable to find suitable alternative positions or receive an offer of redeployment will be 8 July 2024, with employment ending by way of redundancy.

Any redundancy entitlements will be paid in accordance with the affected employee's employment agreement. Please be aware that such entitlements are subject to the [statutory restrictions under section 88 of the Public Service Act 2020, if you take up another position in the state services](#).

Voluntary redundancy

Affected employees may express an interest in **voluntary redundancy**, and consideration of such requests by NZTA will be on a case-by-case basis. If this is something you wish to discuss, please contact Megan Bramwell, Senior HR Advisor, or complete this [form](#) if you wish to apply.

Support

Change can be unsettling, and this may impact on how you are feeling generally. We encourage you to speak with someone about how you are feeling and let us know if you have any concerns.

Employee Assistance Programme (EAP)

NZTA provides all employees with access to free confidential counselling and career/ financial guidance at any time through EAP. We encourage you to make use of this service if you think it would be helpful. EAP can be accessed by calling **0800 327 669** or booking an appointment [online](#).

Who else can I talk to?

- Megan Bramwell – Senior HR Advisor
- Jodi Mitchell – National Manager Regulatory Performance & Insights
- Your People Leader
- E Tu or PSA unions are also available for advice and support if you are a member.

You are welcome and encouraged to talk to your whānau and other support people, and to seek independent advice. You are also welcome to involve a support person or representative at any time in the process.

What other resources are available?

You can seek further support by using the resources that are available on OnRamp - '[Working Through Change](#)', '[Exploring Opportunities](#)', and [LinkedIn Learning](#) courses

You can also request a 1:1 coaching session to support with CV writing and interview preparation. Please contact your Talent Partner for support you with this.

A webinar is also available to employees that offers support on applying for jobs, interview preparation, how to set up a good Linked In profile, and other tips that you may find useful. Please contact Megan Bramwell to register your interest in this webinar.

Redeployment support

Affected employees will receive individual support from a member of the Talent Acquisition Team. They will also explain how to apply for roles that you might be interested in.

The Talent team member will meet with you to discuss your interest in any current vacancies that you feel might be suitable alternatives for you and to gain a better understanding of your skills and experience and how they might relate to other roles.

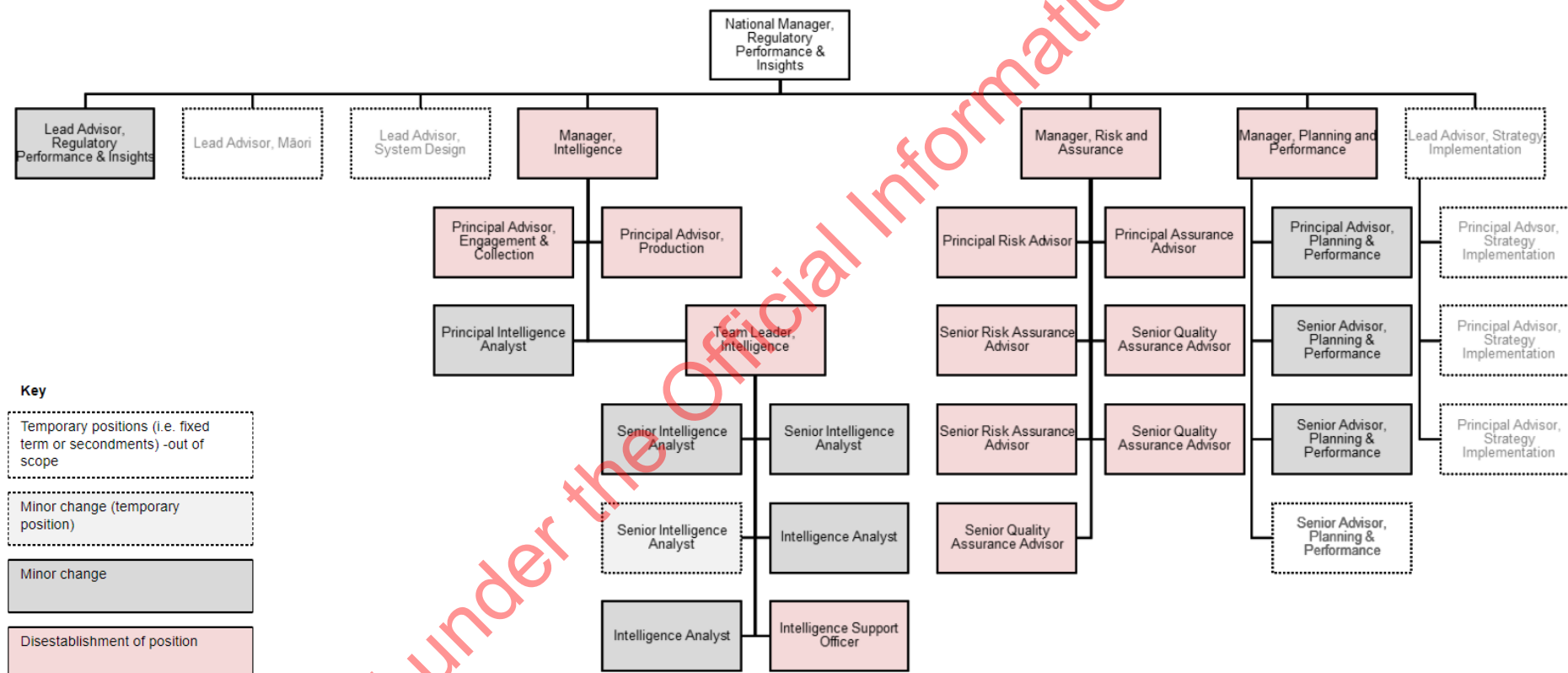
Appendices

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Appendix 1: Current Structure

The structure for Regulatory Performance and Insights against which the change was assessed, is as follows. This includes roles transferred from the Deputy Director of Land Transport. Please refer to the key beside the diagram for the impact of the change on each position.



Appendix 2: Assessment Criteria for Expressions of Interest from Affected Employees

The criteria provided for each role will be weighted in line with the following:

Grouping	Weighting
Knowledge, experience and skills	70%
Demonstrated behaviours and values	30%

When completing an expression of interest form, affected employees will be requested to complete a self-assessment of the detailed criteria outlined for the relevant position under the above headings and required to provide examples from their recent career history to validate this assessment. Affected employees are expected to be honest and as objective as possible when completing their self-assessment.

Consideration will also be given to the time and resources required to address any knowledge, experience, skill, qualification or other gaps, to enable the applicant to successfully undertake the full duties of the position. Where the affected employee can demonstrate a good understanding of what these might be and we are able to identify a realistic plan to address these that can be achieved within the first three months within the role, the panel will assess the knowledge, experience, and skills, alongside demonstrated behaviours and values, in line with where the affected employee is likely to be at the end of that three month period.

Knowledge, experience and skills scale

The assessment scale by which the affected employee will self-assess, and the panel subsequently evaluate is as follows. It is important to note that each position will require knowledge, experience and skills at a different level on the below scale and the specific knowledge, experience and skills outlined for each position will differ.

Assessment	Definition
0 – No Knowledge	Does not understand or have any experience of the theoretical or practical application of this skill
1 – Qualified	Fully understands the theoretical (e.g., has undertaken courses/training/relevant qualifications), but has not yet had the opportunity to apply this in a practical situation
2 – Beginner	Fully understands the theoretical, and has some examples of putting this into practice, but would require more experience and support through that experience to apply this skill fully independently in a wide breadth of situations
3 – Intermediate	Several years of experience (e.g., 5 years) of applying this skill, and has multiple examples of putting this into practice in a wide breadth of situations, and can work fully independently to apply this skill in a wide breadth of situations and across all subject matters relevant to the function
4 – Advanced	Significant years (e.g., 10 years) of experience applying this skill, and has multiple examples of putting this into practice in a wide breadth of situations, and can work fully independently to apply this skill in a wide breadth of

Assessment	Definition
	situations and across all subject matters relevant to the function <u>and</u> has strong experience of coaching, guiding and mentoring others to do the same
5 – Thought Leader	Extensive history of skill application (e.g., 15 years), of applying this skill, and has multiple examples of putting this into practice in a wide breadth of situations, and can work fully independently to apply this skill in a wide breadth of situations and across all subject matters relevant to the function <u>and</u> has strong experience of coaching, guiding and mentoring others to do the same <u>and</u> is an expert in this area whose ideas and opinions influence other people, through both proactive (i.e. leading communities of practice, having a strong social media following, writing articles) and reactive (i.e. being actively sought out for coaching, writing articles, speaking at events etc) ways

Demonstrated behaviours and values

The behaviours and values sets against which affected employees will be asked to assess themselves are those set out for NZTA and in Tū ake, Tū māia, and align with the common objectives agreed across Regulatory Performance & Insights for the current performance year.

Behaviours and values set	Demonstrated through
Waka Kotahi Values	<p>Showing respect for all people and treating others how they would like to be treated</p> <p>Joining up our thinking and doing across RPI and removing barriers to collaboration</p> <p>Facing into difficult issues and challenging thinking, delivering in new and innovative ways</p> <p>Holding myself to account by delivering to quality standards and meeting deadlines</p>
Our Tū ake, Tū māia Te Ao Māori principles	<p>Having the highest levels of integrity, trust, and honesty</p> <p>Fostering kotahitanga between regulators and industry</p> <p>Developing good working relationships with a wide range of participants across the land transport regulatory system</p> <p>Approaching work in a way that is focused on caring for people at risk of harm through noncompliance.</p>
Principles of regulatory good practice	<p>Having an in-depth understanding of who and what we regulate, influencing across NZTA, our partners and industry</p> <p>Prioritising activity to where there is risk and where we can have the most impact on reducing or preventing harm</p> <p>Focusing on underlying issues and making recommendations on how to influence behaviours in the right way</p> <p>Integrating and embedding hindsight, insight and foresight into decision-making at every level and supporting the Director's leadership of the land transport system.</p>

The assessment scale for which the affected employee will self-assess, and the panel will independently assess is as follows.

Assessment	Definition
0 – Never	Displayed never, as I don't believe this is applicable to me or my positions
1 – Rarely	Displayed rarely
2 – Sometimes	Displayed sometimes
3 – Often	Displayed often
4 – Always	Displayed always
5 – Exemplary	Displayed always, in a way that others consider exemplary

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