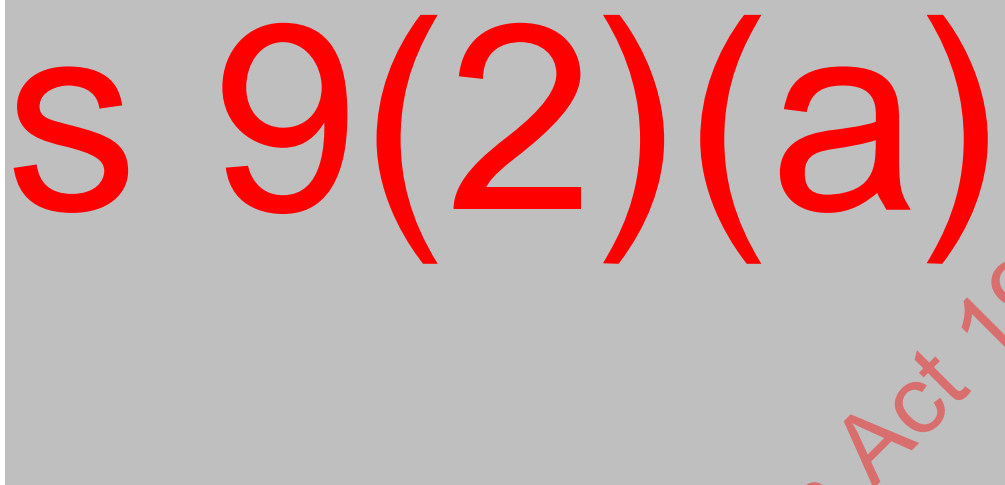


From: Sara Lindsay
To:



Subject: Embedding Te Kāpehu in Te Ama Phase One - Final Decision (Impacted Staff)
Date: Thursday, 7 December 2023 10:41:02 am
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[Te Ama Change Decision - December 2023 FINAL.pdf](#)
[image005.png](#)

Kia ora koutou,

Thanks for your time on the call this morning, and your engagement throughout our design and consultation process.

As discussed, please find attached our final decision document for the Embedding Te Kāpehu in Te Ama Phase One Changes. Here is also a link to the recording of the final decision call, in case you were unable to attend. [Embedding Te kāpehu in Te Ama Phase One Decision call - impacted staff-20231207_090114-Meeting Recording.mp4](#)

We will be sharing this with the wider Te Ama team shortly, you are welcome to also attend that call, although the content will be largely the same as what you have just received.

I just wanted to reiterate that the team (Sarah Field, Marilyn Jones or I) are happy to answer any questions you might have, and that there are also EAP support services available I'd encourage you to use if you would like.

Ngā mihi
Sara

Sara Lindsay | Group General Manager Commercial and Corporate
Commercial and Corporate
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Confidential

Embedding Te kāpehu in Te Ama

Phase One Final Decision Document

Sara Lindsay

GGM Te Ama | Commercial & Corporate

December 2023

Released under the Official Information Act 1982

Tēnā koutou katoa,

Today I confirm the final decision for embedding Te kāpehu in Te Ama for my Leadership Team, Enterprise Change, EMPO, organisational performance and a new corporate and capability support function.

Thank you all for taking the time to contribute to the process and for sharing your feedback – we received 259 individual and team written feedback submissions, verbal feedback in my face-to-face meetings with many of you, and a range of questions relating to the change and implementation. We have taken time to carefully consider all feedback and questions ahead of finalising the decision.

Today I want to talk to you about:

- The feedback you gave us as a part of the consultation process and how we're responding
- The final decisions we've made
- The next steps.

And to answer any questions you have.

Finally, I'd like to acknowledge that change can be unsettling for people. Please reach out for support if you need it through your people leader, the GLT, your union or EAP services.

Ngā mihi nui,

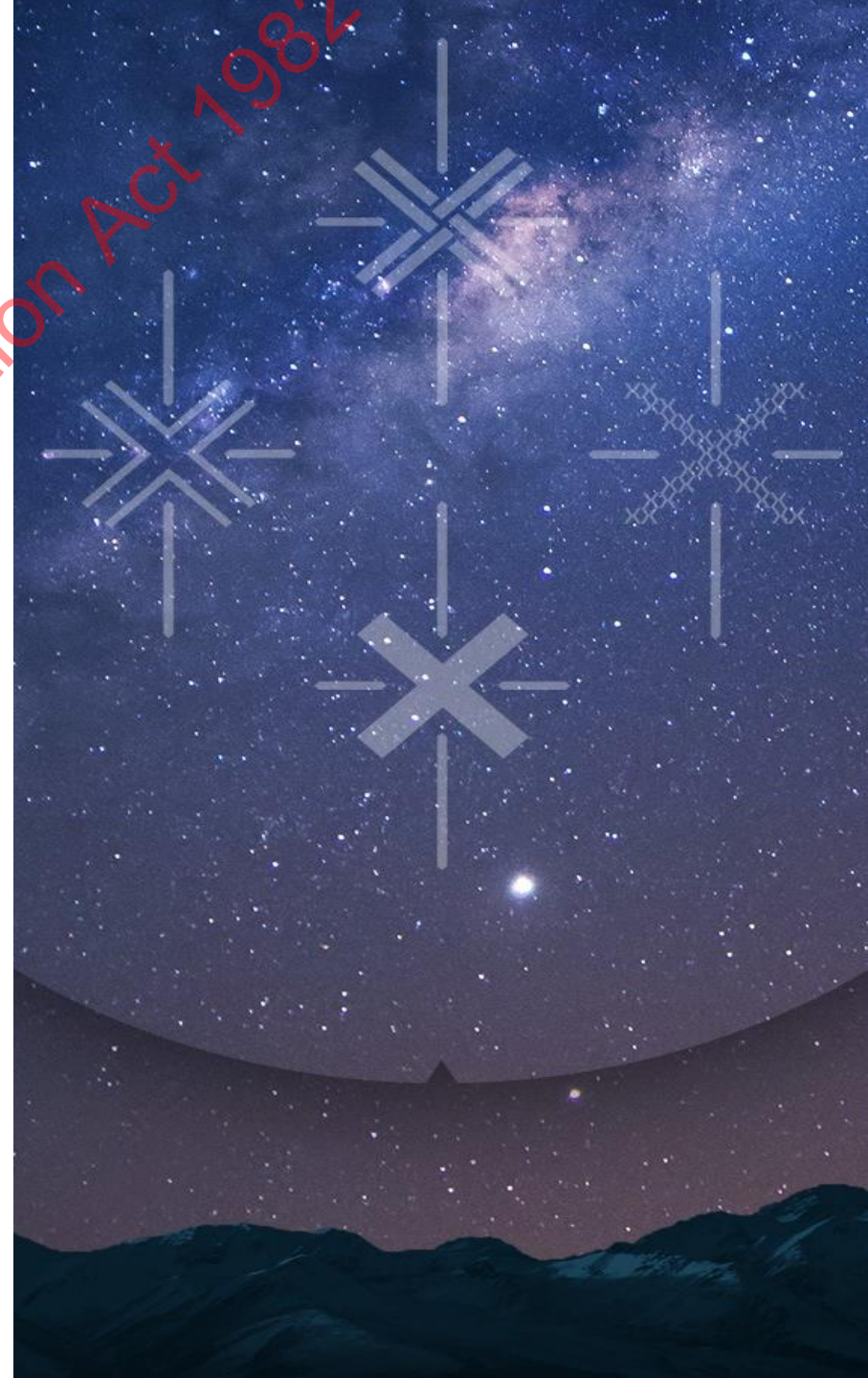
Sara Lindsay, GGM Te Ama | Commercial and Corporate



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Table of contents

Introduction from Sara	2
A quick recap	4
How we will navigate our change	5
Feedback and Decisions	
Enterprise Change	6
EPMO	19
Resourcing, growth & development	24
Corporate Capability & Support	28
Organisational Performance	34
Te Ama Leadership Team	38
Transition Approach	
Type of transitions people will experience	43
Processes for filling new positions	44
Expression of interest process	45
Contestable positions	46
Internal and external recruitment process	49
Transition plan	50
Getting help and support	51
Confirmed changes to current roles	52
Design Principles	65
Role naming conventions	66



A quick recap

Te Ama was established as a new business group through the [August 2022 Te kāpehu decision document](#), with further group level structure decisions in [December 2022](#). As part of the implementation of these organisational wide changes in February 2023, minimal change occurred to the structure or roles in Te Ama, with the expectation that this would occur progressively through 2023/24.

The confirmed changes will position us to:

- Provide **significant uplift in capability and maturity**, with a stronger focus on the delivery of improvement and change across corporate business functions that drives effective and efficient services.
- Ensure **accountability for delivery of outcomes** sits with the right people, in the right part of the business.
- Establish **specialist capability** to drive commercial value for Waka Kotahi while ensuring our functions can be performed more efficiently and existing capacity can be deployed into high priority areas.
- Develop the **agility of our services and workforce** to ensure we can meet current and future demand while continuing to deliver effective and efficient services, as well as ensuring we demonstrate kotahitanga in how we deliver our work and show up to the business.
- Build appropriate **growth opportunities** for our people into how we change and how we deliver our services.
- Address our **spans of control, layers and the composition** of the Group Leadership Team to enable effective leadership and efficient operation.

How we will navigate

Reshaping the ama...

The Te Ama Leadership Team has made a commitment to you to navigate these changes in line with our values and behaviours. For us, this means:

Ngākau aroha | Care for our people and each other

Putting people in the centre of our work and providing support to those affected by change

Kotahitanga | Trust and transparency

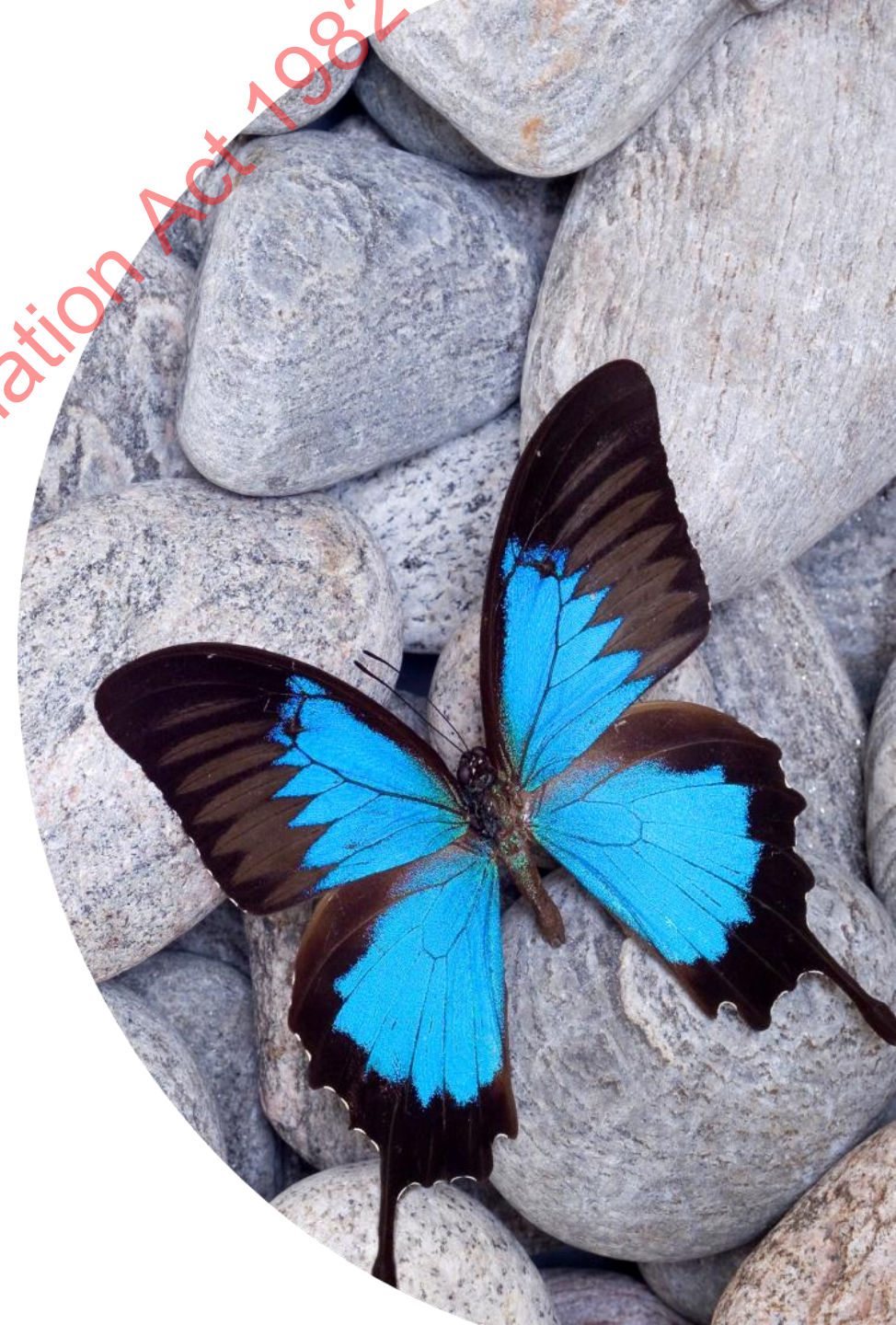
Being upfront about what we want to achieve and how, genuinely listening to feedback and different views

Kia Māia | Balances perfection with performance

Working across the organisation to align our approach, but we acknowledge that we might not get it all right the first time or done in one go.

Mahia | Achievable scale and pace

Implementing change and initiatives in way that is do-able, recognising our internal capacity, the external environment, stakeholder demands and critical deliverables



Enterprise Change

Enterprise Change – context and proposal

Our drivers for change:

- Enable Waka Kotahi to adapt quickly to shifting stakeholder demands, with the least disruption to delivery excellence.
- Business has asked for ability to be accountable for their own delivery resources.
- Reduction of 'shadow roles' being created within business groups.
- Support Delivery Excellence by bringing the customer and delivery closer together and ensure domain expertise is in the right place at the right time.
- Enable strategic portfolio planning focus and specialist resources that will help business groups identify the right change that will deliver the best value and outcome, and ensure change is being managed in the right way to reduce impact and make it easier for people to absorb.

We proposed to:

- Embed the Change Delivery functions within:
 - Transport Services
 - Te Aukaha | Digital
 - Te Rōpū Waeture | Regulatory
 - Te Ama | Commercial & Corporate
- Make the EPMO accountable for ensuring active Communities of Practice for change delivery disciplines are in place.

Your feedback

We sought your feedback on a proposal to embed the Change Delivery capability within business groups, where there is large scale change, to ensure that leaders accountable for the change can better manage project delivery and embedding into BAU operations.

72 employees in Enterprise Change were directly impacted and consulted with, and we sought suggestions from all of Te Ama. The proposal was also shared with PSA.

Feedback category	Summary	Response
Case for change	<p>Lack of clarity around the reason for decentralisation</p> <p>Limited desire to change</p>	<p>Acknowledged.</p> <p>The December 2022 Te kāpehu decisions split the EPMO and Enterprise change and noted further change may happen to align with best practice and meet organisational expectations and desire to connect accountability for projects to accountability for those delivering the change.</p> <p>There have been pockets of good work going on to improve the service offering of Enterprise Change, and acknowledgement of the value the initial centralisation has brought to Waka Kotahi. However, the 'change delivery' landscape is changing, business Groups delivering larger scale change require a strong connection, agility and cohesion. Senior leaders across the organisation now want a simplified and integrated way to deliver change more efficiently and successfully.</p> <p>Control of change now needs to be returned to the executives ultimately accountable for making it. This will enable us to deliver more efficiently and effectively and closer to the business, allowing for greater understanding of business needs and enabling accelerated delivery.</p> <p>Being closer to the business will mean less confusion about how change delivery work fits within the broader work of business group and allow business need and delivery to be prioritised.</p> <p>It will also enable executives to be truly accountable for the function they lead and empower them to both run and change their areas of business to achieve agreed strategic outcomes.</p> <p>The Business Groups are very excited and see so much opportunity in the new model.</p> <p>This is the opportunity for Enterprise Change to show Waka Kotahi how a matrix way of working can be successful. We do not want to lose the culture and cohesion that exists in Enterprise Change today.</p> <p>Therefore, I have decided to proceed with embedding change delivery functions in business groups, with some changes to what was proposed, based on feedback.</p>

Your feedback

Feedback category	Summary	Response
Maturity rating	<p>EPMO maturity rating does not support a decentralised model</p> <p>Waka Kotahi should wait for maturity rating to increase before looking to decentralise</p>	<p>Risk accepted.</p> <p>Sometimes we have to put progress over perfection, and we will all need to support each other if we are going to be successful on this journey.</p> <p>There is an existing need to strengthen the 'hub and spoke' model as described in Te kāpehu given the strong connections in the Digital and Transport Infrastructure space. The decentralised model supports this.</p> <p>We have the EPMO roadmap providing clarity on our priorities, including how we will govern progress against priorities, with the P3M Maturity Manager role being created specifically to increase our maturity and deliver on the workplan.</p> <p>The other EPMO Manager roles (Manager Portfolios, and Manager Programme and Projects) have also been designed to focus on setting up Portfolio offices and their delivery arms up for success.</p> <p>The immediate focus areas on the EPMO roadmap that are due to be in place prior to the new structure being in place are as follows:</p> <ul style="list-style-type: none"> • EPMO & Enterprise performance measures and KPIs • EPMO and Hub & Spoke Operating Model (Portfolio Offices (POs) and Project Management Offices (PMOs) • Develop PO Value Proposition/Services • Ecosystem of Frameworks & Interactions • Business Planning Scope/ Process

Your feedback

Feedback category	Summary	Response
Inconsistency in Portfolio structures	Concern that inconsistency is going to make it difficult for the business to understand how we work and will generate confusion about roles given frequent crossovers in participation in various Steering Groups and governance bodies	<p>Agree somewhat.</p> <p>We decided it is okay for models to be slightly different as based on scale of change in the Business / Portfolio and each group has a slightly different operating model, noting that models will continue to evolve and change over time to meet the needs of Waka Kotahi.</p> <p>We have made a few changes and put some controls in place to ensure consistency across change functions where it is needed:</p> <ul style="list-style-type: none"> • Where practical, we have grouped disciplines together under delivery, change and business analysis. Our ability to do this was limited in some portfolios due to organisational requirements for management spans of control. • Where a domain specific manager was not able to be supported, a Principal role will work with the EPMO to support domain excellence. • The squad method is working well and where practical, this has been maintained. The expectation is that these resources will also support funded projects and programmes. • Made alternations to the Regulatory change function structure to be more aligned (although there are still differences). • Keeping change delivery Position Descriptions consistent, where possible. • Commitment to ensure that as a part of the transition plan the groups accepting the change delivery function ensure their operating model is understood by the people moving into each business group.

Your feedback

Feedback category	Summary	Response
Corporate Portfolio	Lack of resource in Corporate Portfolio given expectation will support 5 business groups	<p>Agree.</p> <p>Have put additional change delivery resource into Te Ama</p>
	The business groups being supported by the Corporate Portfolio make sense, except Customer & Service and System Leadership, which should report to Regulatory and Transport Services respectively.	<p>Acknowledged.</p> <p>The scope of the Corporate Portfolio will evolve over time, and in direct response to the Waka Kotahi business change plan.</p> <p>However, at this time, the scope of the Corporate Portfolio will not be changed.</p>
	The Business Improvement Team role is not clearly defined, especially in relation to the change portfolio. This function should sit within the Corporate Portfolio.	<p>Agree.</p> <p>We have moved the Business Improvement roles under the Portfolio Director in the Corporate Portfolio and updated the position descriptions. We will not establish a Manager position for business improvement.</p> <p>We have instead established a Lead Corporate Business Improvement Specialist role that will direct the business improvement programme, support the Business Improvement Specialists and provide them with coaching and development support.</p> <p>Reporting lines for all Business Improvement Specialists will be to the Portfolio Director. One or more of the Business Improvement Specialist positions may be considered as secondment positions to create development opportunities within Te Ama.</p>

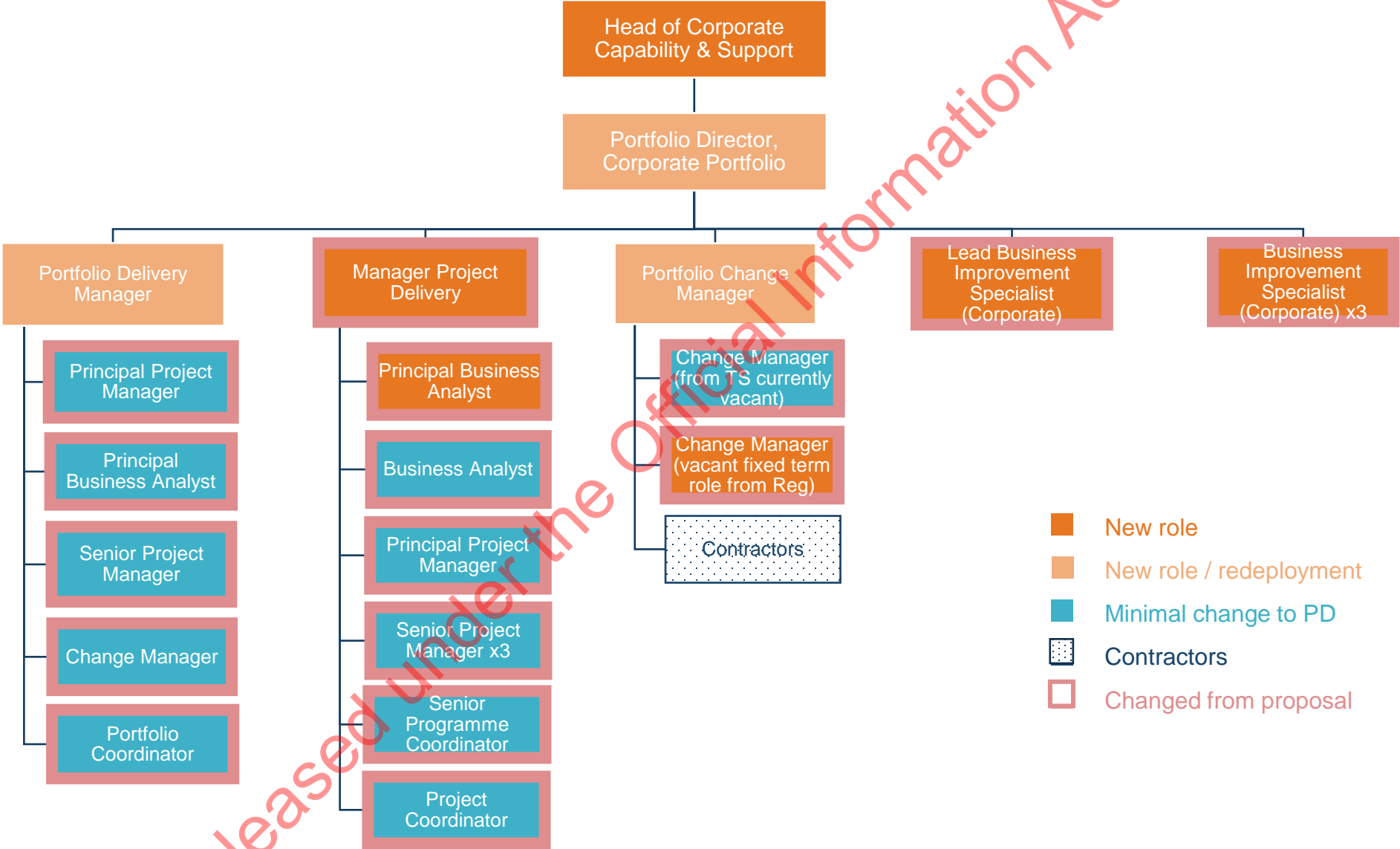
Your feedback

Feedback category	Summary	Response
Regulatory Portfolio	Assumptions and misunderstanding of the different change roles	Agree. Made position descriptions clearer and commitment to articulate and explain differences through the transition plan
	Embed change versus centralise in a Change function	Agree. Have moved change roles under a Manager – Change Delivery to align to discipline lead approach
	The Programme Enablement team structure is not aligned to disciplines	Agree. Have aligned Programme Enablement Team to disciplines, acknowledgment that depending on spans of control contractors may need to be allocated to Manager in another discipline. Have created a Manager role for each discipline to manage performance and development. It is also expected these roles will work with the EPMO to support the specific domain practices across the portfolio.
	There should be independence between SRO roles and the Programmes they support	Agree. Programme Directors and Managers will report to Programme Enablement Manager.
	Resource coordinator role is a shadow role that should sit in People, Culture and Safety Group	Agree. This role has been removed from the structure. Looking to create a new resource coordinator role in the Talent Acquisition team, to support across Waka Kotahi.

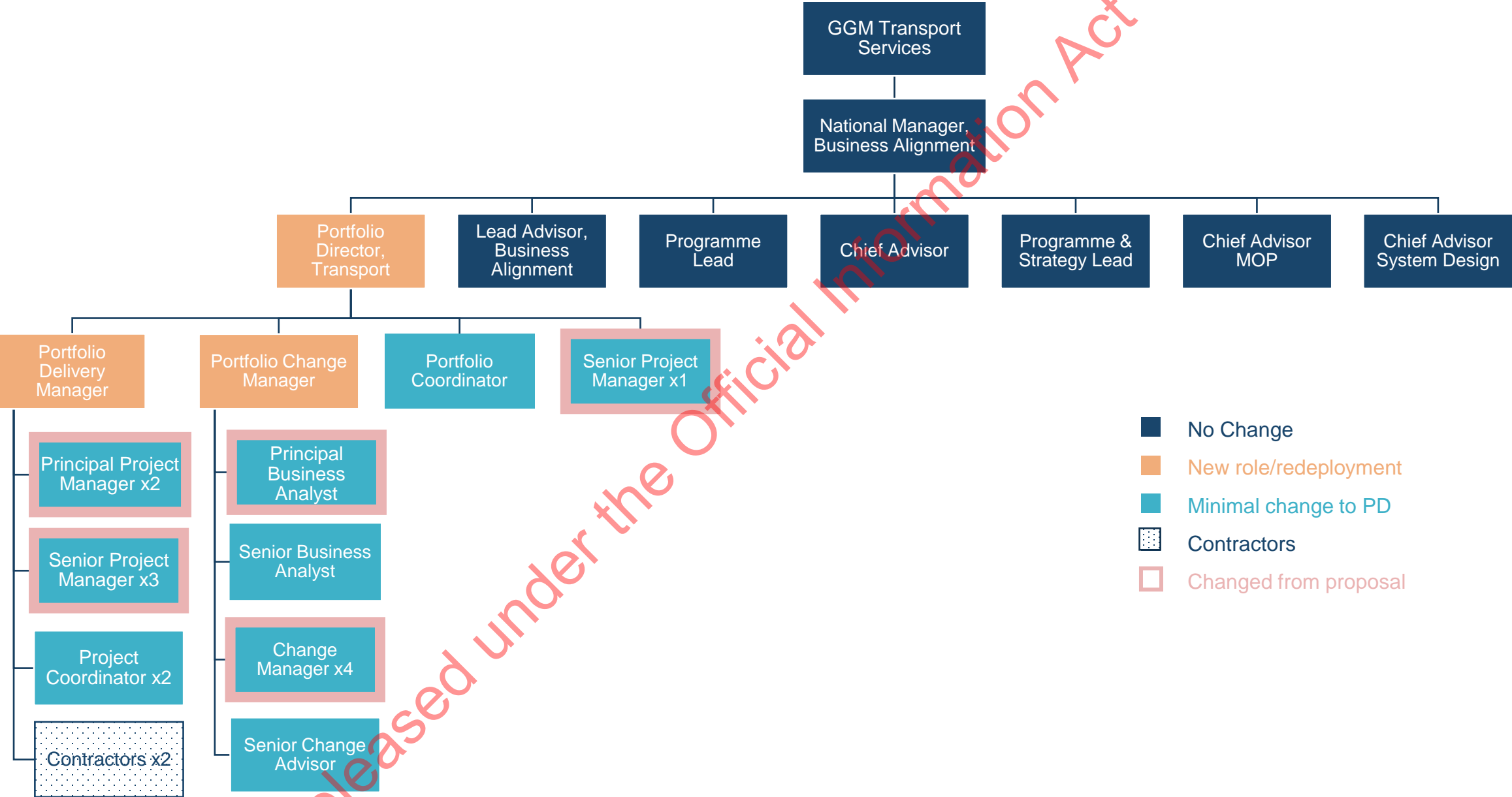
Your feedback

Feedback category	Summary	Response
Decentralised Business Analyst	Lack of support for decentralising Business Analyst Team	<p>Disagree.</p> <p>There is no reason why the relationships, mentoring, coaching and knowledge sharing that exists now needs to change, it will just be achieved in a different way.</p> <p>The BA Community of Practice will be enhanced through strong EPMO leadership.</p>
Business Analyst practice	BA practice not sufficiently supported in the proposed structure	<p>Agree.</p> <p>We have added a new Manager – Business Analyst role in the Regulatory Portfolio, which will strengthen BA capability where there is critical mass. This role will also play a role in the Business Analysis Community of Practice to support our BAs across Waka Kotahi.</p> <p>We have increased the scope of the Business Process role in the EPMO to strengthen the BA capability in this team, including accountability for the Community of Practice.</p>
Te Ao Māori change practice / capability uplift	More clarity of Te Whare Tapa Whā model and why we have chosen to use this model and how we will ensure Te Ao Māori change practice is supported into the future	<p>Agree.</p> <p>Have added accountability for ensuring that Te Ao Māori change practice is embedded and maintained into the EPMO Change Maturity Manager Position Description.</p> <p>Commitment to run a session dedicated to Te Ama Te Ao Māori capability uplift early in the New Year noting this is a separate journey to the specific capability mentioned above.</p>

Confirmed structure – Corporate change delivery function

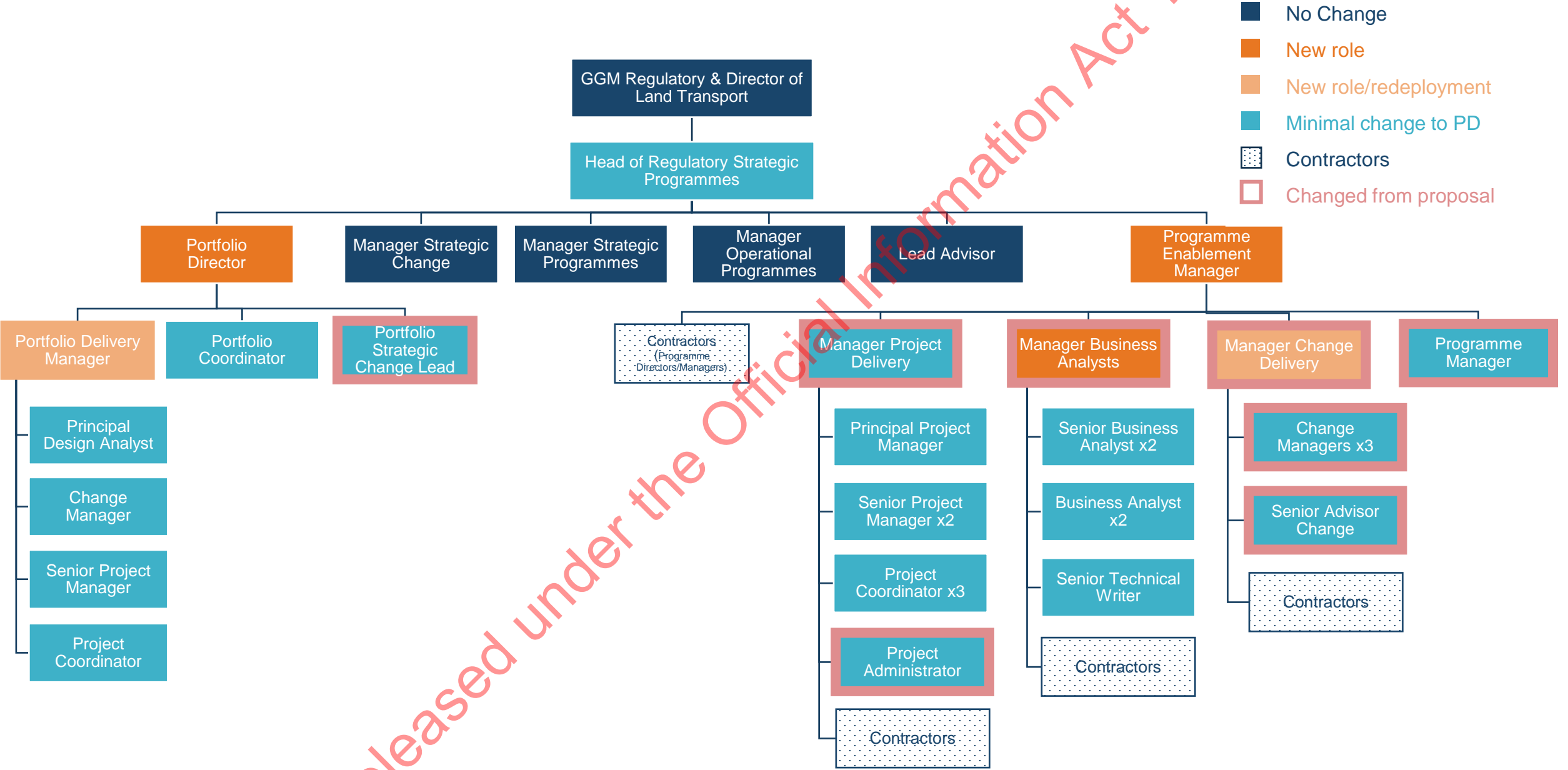


Confirmed structure – Transport Services delivery function

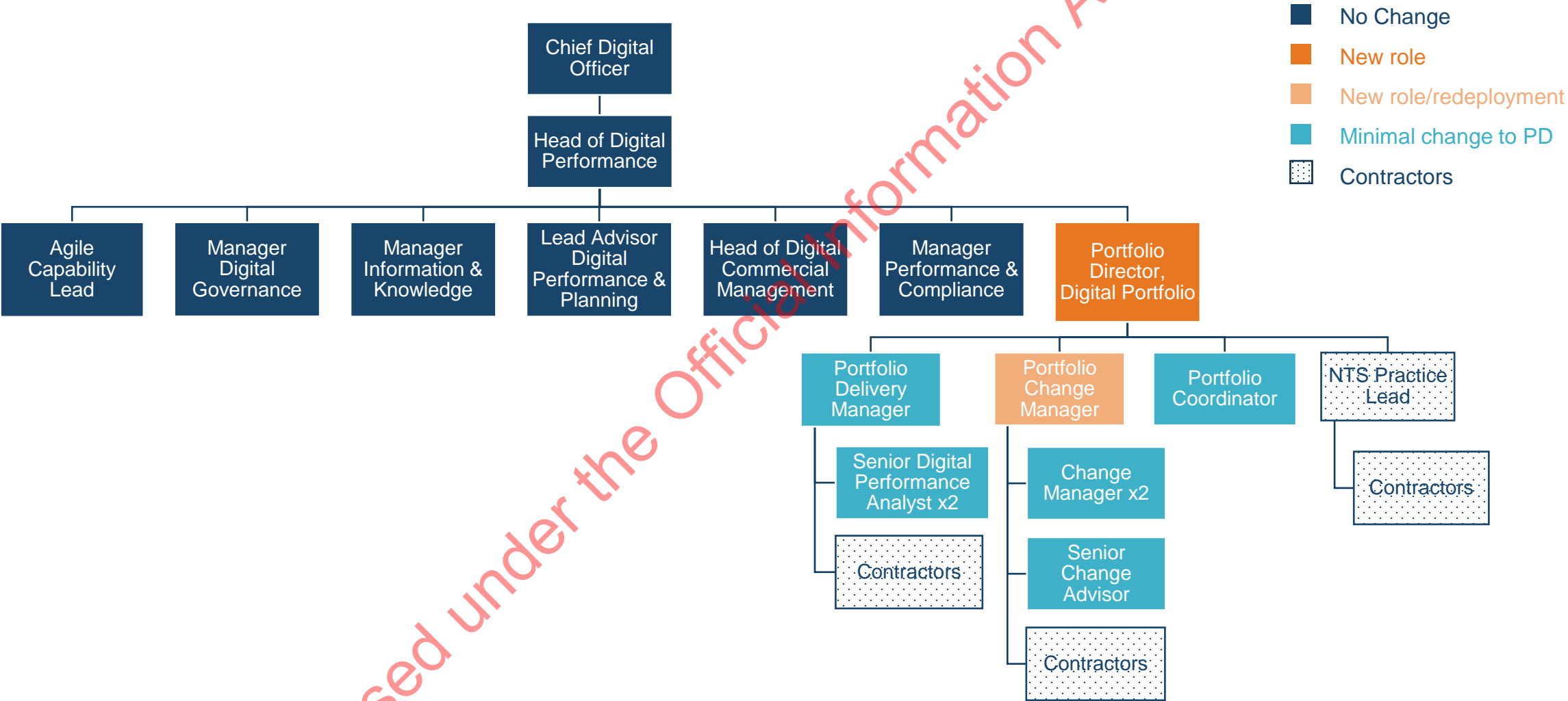


- No Change
- New role/redeployment
- Minimal change to PD
- Contractors
- Changed from proposal

Confirmed structure – Regulatory change delivery function



Confirmed structure – Digital change delivery function



Summary of confirmed changes

Enterprise Change

All permanent and fixed term staff within Enterprise Change will be impacted by this proposed change, but the level of impact varies significantly.

4 new Change Delivery functions

- Regulatory
- Transport
- Digital
- Corporate

15 roles disestablished

- Senior Manager Enterprise Change (vacant)
- Consulting Manager, Change Design
- Manager Business Analysis
- Portfolio Director x3 (one vacant)
- Programme Manager x3
- Portfolio Change Lead x4
- Practice Lead Business Analysis x2

11 roles with significant change to position description (greater than 20%; suitable for redeployment)

- Portfolio Director x 3 (one vacant)
- Portfolio Delivery Manager x3
- Portfolio Change Manager x3
- Manager – Change Delivery x1
- Manager – Business Analyst x1

70 roles with minimal position description updates (15 to clarify accountabilities and 55 with changes in reporting lines)

- Full details of these roles is available in the 'confirmed changes to current roles' section.

EPMO

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EPMO – context and proposal

Drivers for change:

- Strengthening the EPMO function to support a decentralised change delivery model by ensuring it can:
 - facilitate alignment between projects and enterprise strategies and undertake perpetual business planning to support alignment with internal and external planning cycles.
 - provide effective governance, enabled by insights, driving project outcomes, standards and deliverables.
 - ensure consistency of practice, through provision of frameworks, coaching and advice to drive efficiency.

We proposed to:

- Strengthen the EPMO to enable the function to provide the appropriate organisational guidance and assurance on how we deliver change.
- Establishing two teams within the function - one focusing on Portfolio (do the right things), and one on Programme and Projects (do things right).
- Enhance capability with regards to benefits management, business planning and PPM toolsets.
- Make the EPMO accountable for:
 - increased focus on governance and assurance, change maturity and our practices and capabilities.
 - active Communities of Practice for change delivery disciplines.

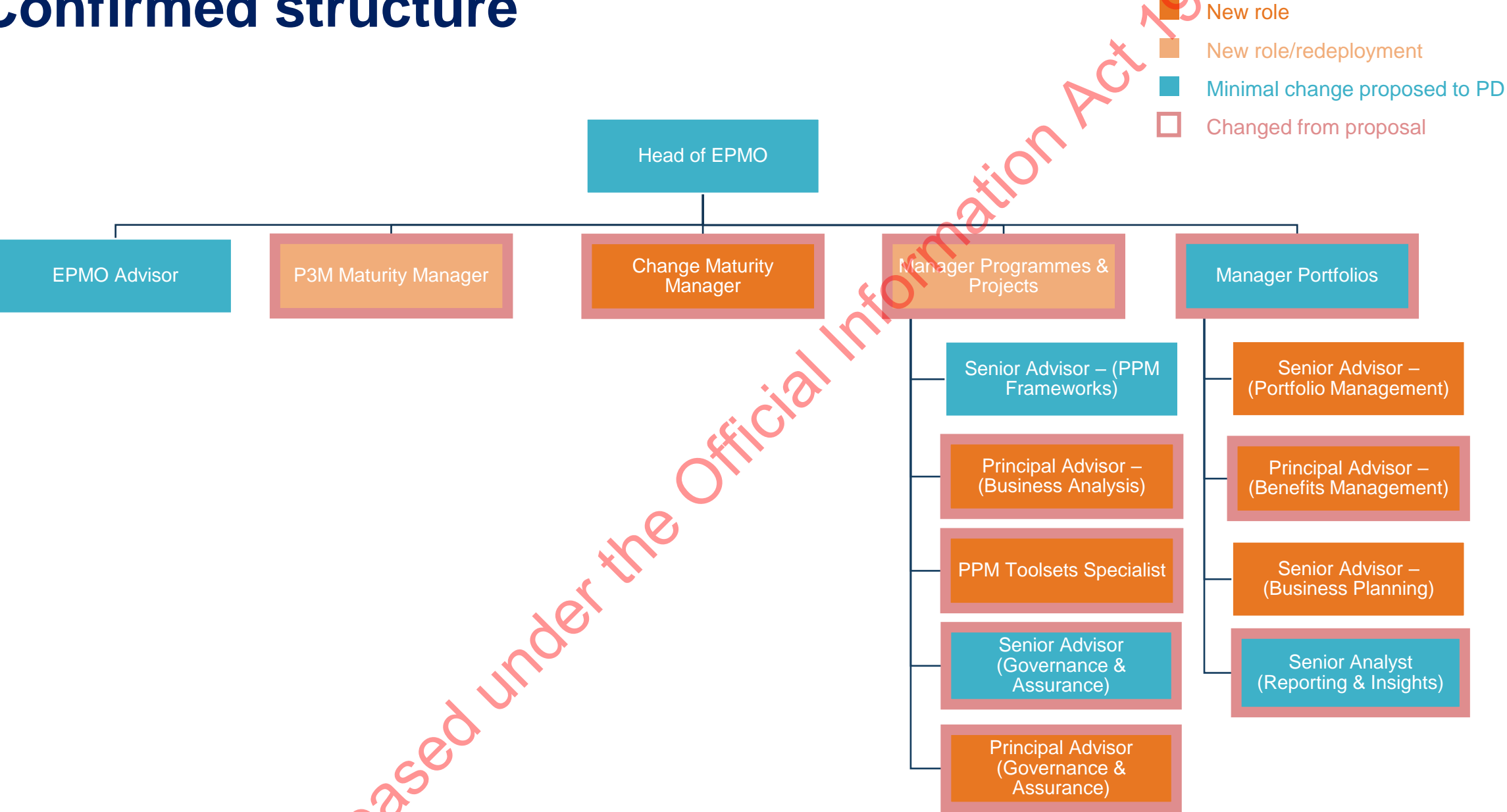
Your feedback

We sought your feedback on a proposal to strengthen the EPMO to enable the function to provide the appropriate organisational guidance and assurance on how we deliver change.

11 employees were directly impacted and consulted with, and we sought suggestions from all of Te Ama. The proposal was also shared with PSA.

Feedback category	Summary	Response
Strengthening EPMO	Strong support to strengthen the EPMO	Agree. We have further strengthened the EPMO by raising the capability expected for some roles, which also responds to feedback around career progression.
Business Planning	Under-resourced based on past experience of time and effort required on business planning	Disagree. In the current environment we are having to prioritise need for resources and are being asked to do more with less, therefore, at this stage we will not be creating anymore roles in the EPMO for business planning.
Career development	Limited opportunity for career progression within the EPMO	Agree. Have amended structure to include Senior and Principal Advisors, as well as a Specialist role and a Senior Analyst role to allow for clearer career progression.
Alignment of roles	Governance and assurance is largely focused on Programme and Projects; reporting largely focused on Portfolio view	Agree. Have realigned Governance and Assurance roles to report into Manager – Programme and Projects. Reporting and Insights role to report to Manager - Portfolios

Confirmed structure



Summary of confirmed changes

EPMO

5 roles disestablished

- Lead Advisor (Governance & Assurance)
- Lead Advisor (Practice & Capability)
- Senior Advisor (Capability)
- Principal Advisor (vacant)
- Senior Advisor (vacant)

6 roles with minimal position description updates (to clarify accountabilities and/or change reporting lines)

- Head of EPMO
- EPMO Advisor
- Manager Portfolios
- Senior Analyst (Reporting & Insights)
- Senior Advisor (Governance & Assurance)
- Senior Advisor (PPM Frameworks)

7 new roles

- Change Maturity Manager
- Principal Advisor (Business Analysis)
- Principal Advisor (Benefits Management)
- Principal Advisor (Governance & Assurance)
- Senior Advisor (Portfolio Management)
- Senior Advisor (Business Planning)
- PPM Toolsets Specialist

2 roles with significant change to position description (greater than 20%; suitable for redeployment)

- P3M Maturity Manager
- Manager Programmes & Projects

Supporting resourcing and growth & development for our change functions

Your feedback

Feedback category	Summary	Response
Sharing resources and exposure to different portfolios	The model implies no ability to move across portfolios, this will significantly limit exposure to multiple types of projects and project work	<p>Acknowledge that there will be a need to be flexible.</p> <p>We will be establishing a group with cross agency membership, including Portfolio Directors, P3M Maturity Manager, Programme Enablement Manager, HRBP/Talent Partner, and Finance, which will meet on a regular basis and seek to ensure we are:</p> <ul style="list-style-type: none"> - providing development pathways across the enterprise for programme resources; - Optimising the programme delivery workforce across the enterprise - Ensuring a consistent approach to rate cards for contingent workforce rate cards <p>We have added the following paragraph to change delivery position descriptions to enable this to occur efficiently and effectively.</p> <p><i>“To enable cross organisation collaboration and delivery you will from time to time be asked to support change delivery in other business units, this change will be made in consultation with you.”</i></p>
Career development	A centralised practice ensures clear career development opportunities and exposure to capability uplift	<p>Disagree.</p> <p>We have a 70-20-10 approach to learning & development – 70% on the job, 20% informal learning such as Communities of Practice, coaching, mentoring, blogs, videos and 10% formal learning. A people leader can help guide you to appropriate expertise even if they themselves don’t have it. Learning and growth should be owned by the individual and supported by the leader.</p>
Communities of Practice (COP)	Lack of clarity on how these will be established or put into practice	<p>Agree.</p> <p>Have created a terms of reference for our COP</p> <p>Have added accountability to the relevant EPMO position descriptions to clearly define which role will facilitate each of the communities of practice</p>
Roles and responsibilities	Lack of clarity around some roles and responsibilities between EPMO and change delivery	<p>Agree.</p> <p>Have created a table to help clear up confusion.</p>

Roles and responsibilities

Task	EPMO	Change Delivery Teams	Other
Resourcing (permanent and contractors)	Support. P3M Maturity Manager will ensure Programmes and Projects are right sized, based on best practice, and ensure consistency.	Lead Portfolio Directors accountable for ensuring their portfolio has the right resources to deliver, taking a whole of Waka Kotahi view, including the sharing of resources as key organisational priorities change.	Support Programme Enablement Manager will facilitate discussion, HRBP/Talent Partner and finance team will support. Decide ELT will be decider on resource allocation across Waka Kotahi business plan.
Communities of Practice (formerly known as Practitioner Forum)	Lead and Facilitate	Participate	
Development of our people	Support	People Leaders lead and Manage	People, Culture and Safety Group support
People Capability Framework (Pā harakeke)	Support	People Leaders use to support development	People, Culture and Safety Group own and maintain
Practice (including frameworks, policy, process, governance & assurance)	Lead	Portfolio Management Team support	

Communities of Practice

How the Communities of Practice will support our people

Communities of Practice (CoPs) are systems of collective critical inquiry and reflection focused on building a shared identity and collective intelligence.

Our CoPs will allow:

- people who share a domain of interest to get together to fulfil both individual and group goals.
- sharing of best practices and creating new knowledge for continual learning.
- collaborative environments to communicate and connect.

Change Management

Business Analysis

Programme and
Project Management

Reporting and Insights

Business Planning

Governance and
Assurance

Corporate Capability & Support

Corporate Capability & Support – context and proposal

Our drivers for change are outlined in Te kāpehu, which calls for Te Ama to:

- Support operational excellence and efficiencies.
- Provide corporate services that underpin effective performance, including through simplifying and modernising practices.
- Uplift commercial and corporate functional capability.
- Invest in the continual improvement of Corporate business functions.
- Measure and drive efficiency and effectiveness.
- Enable consistency and alignment in how corporate functions show up to the business, including through the delivery of efficient shared and support services across Waka Kotahi.

We proposed to:

- Establish a Head of Corporate Capability & Support role, reporting to the GGM.
- Change the name of the Business Support business unit to Service & Support.
- Establish a Senior Manager Service & Support role, reporting to the Head of Corporate Capability & Support.
- Establish a Business Improvement & Efficiency Team.
- Change the reporting lines of the Portfolio Director, Corporate Portfolio and Head of Corporate Property to report to the Head of Corporate Capability & Support.

Your feedback

We sought your feedback on a proposal to establish a Corporate Capability & Support function within Te Ama. This included establishing a new 'Head of Commercial Capability & Support' role with the following functions reporting to it; Service and Support, Corporate Property, Change Delivery, Business Improvement & Efficiency.

7 employees were directly impacted and consulted with, and we sought suggestions from all of Te Ama. The proposal was also shared with PSA.

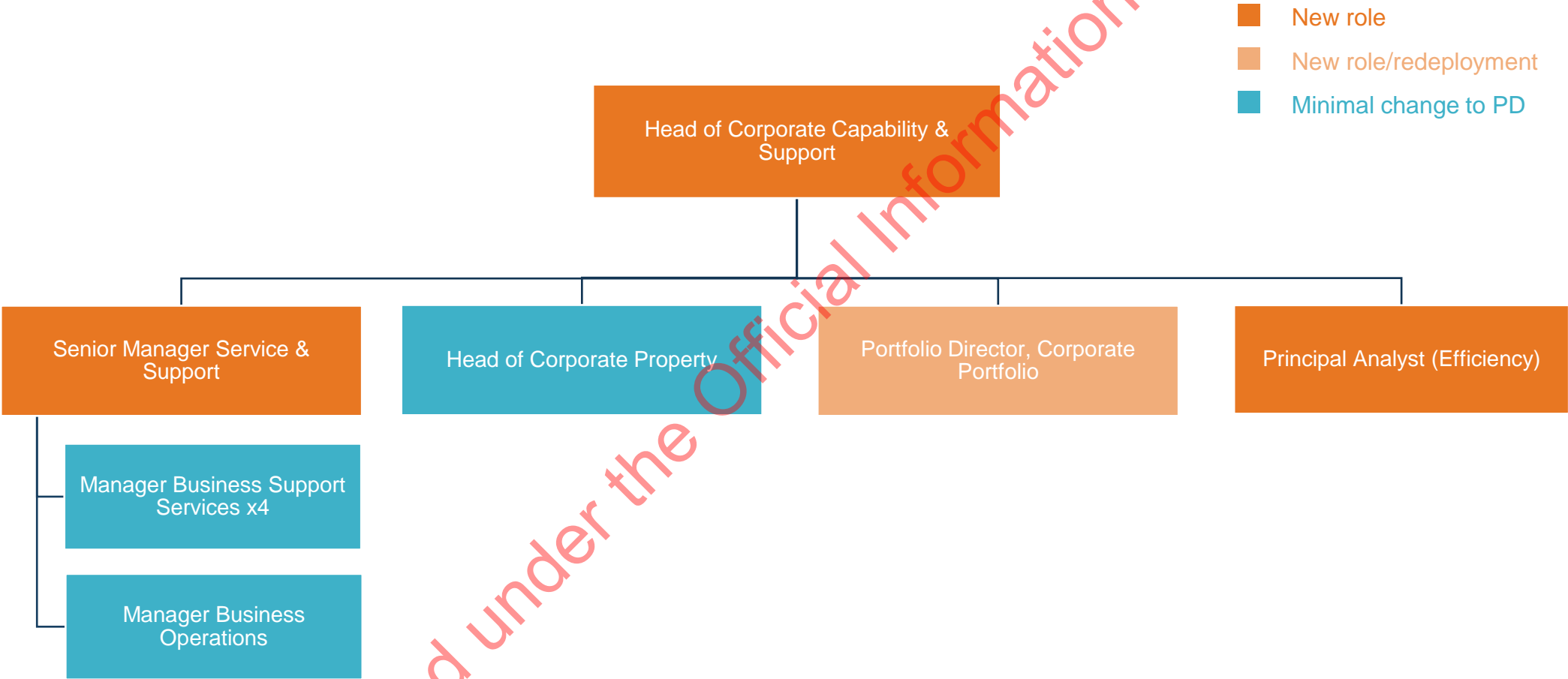
Feedback category	Summary	Response
Inclusion of Business Support Services in Phase 1	Inclusion of BSS was not signalled in the lead up to consultation.	Acknowledged. Separate meetings were scheduled with the BSS leadership and those supporting impacted functions to discuss and hear concerns. This is a lesson we will take into any future change process.
Grouping of these functions together	Corporate Portfolio doesn't seem to 'fit' with the other functions in this group.	Disagree. Te Ama business functions and processes will go through many changes in coming years as we embrace new technologies, new ways of working and adapt to the changing needs of Waka Kotahi including greater corporate efficiency. The Corporate Capability and Support team will shape and deliver this change, as well as perform a strong integrating role across Te Ama and the wider Corporate Portfolio. I expect this team to pursue greater alignment of Te Ama service delivery, business improvement and change projects, while driving efficiency and delivery excellence across our collective operations. Aligning our change and improvement teams with service and support function will support these expectations.

Your feedback

Feedback category	Summary	Response
Business Improvement Team	The Business Improvement Team role is not clearly defined, especially in relation to the change portfolio. This function should sit within the Corporate Portfolio.	<p>Agree.</p> <p>We have moved the Business Improvement roles under the Portfolio Director in the Corporate Portfolio.</p> <p>Refer to feedback and response in the Corporate Portfolio feedback under Enterprise Change.</p>
Principal Analyst Efficiency and Corporate Capability roles	<p>To ensure flexibility, the roles should not be specific to Efficiency or Corporate Capability, but generic Principal Analyst roles.</p> <p>Not clear what each role will do and whether both roles are required.</p>	<p>Agree.</p> <p>We have decided not to proceed with the proposed role of Principal Analyst Corporate Capability. This role was to play an integrating role across business functions and support forward planning of capability uplift, however we have determined that there are more efficient ways to achieve the same effect.</p> <p>The Head of Corporate Capability and Support will have a more direct role in leading business integration and alignment of capability uplift at a strategic level, with support from the Corporate Change Portfolio, GLTs and the wider Te Ama Group.</p> <p>The Principal Analyst Efficiency role has been changed to report to the Head of Corporate Capability and Support with minor changes to the PD. The role may initially be filled through secondment, to enable momentum to be quickly established alongside current efficiency and effectiveness activity, and to allow for future flexibility.</p>

Summary of confirmed changes

Corporate Capability & Support



Summary of confirmed changes

Corporate Capability & Support

1 new business unit within Te Ama

- Corporate Capability & Support

2 roles disestablished

- Corporate Services Manager
- Senior Manager, Business Support

3 new roles

- Head of Corporate Capability & Support
- Senior Manager Service & Support
- Principal Analyst (Efficiency)

1 role with significant change to position description (greater than 20%; suitable for redeployment)

- Portfolio Director, Corporate Portfolio (as per the Enterprise Change structures)

6 roles with minimal position description updates (to change reporting lines)

- Head of Corporate Property
- Manager, Business Operations
- Manager, Business Support Services (x4)

Organisational Performance

Organisational Performance – context and proposal

To meet the objectives of Te kāpehu, we need a strengthened Organisational Performance Team will enable Waka Kotahi to:

- Lift performance measurement maturity and capability.
- Reflect te ao Māori in our performance framework.
- Deliver a set of operational measures that assess the contribution of each group's work to Te kāpehu to support decision-making and help us better understand and drive operational efficiency and effectiveness.
- Support desired changes in our culture requested by our Board and ELT.
- Meet our climate reporting obligations

We proposed to:

- Establish a Head of Organisational Performance role, reporting to the GGM
- Expand the team to include additional capability in relation to climate reporting.
- Introduce a management layer to ensure appropriate span of control and assist with delivery of organisational performance objectives.

Your feedback

We sought your feedback on a proposal to strengthen our organisational performance team by moving management of this function into the senior leadership team, adding a team leader and additional capability in relation to climate reporting .

9 employees were directly impacted and consulted with, and we sought suggestions from all of Te Ama. The proposal was also shared with PSA.

Feedback category	Summary	Response
Ensuring capability is uplifted across the organisation	We need to ensure capability is uplifted across the organisation and not just in a centralised team.	Agree. Organisational Performance has a roadmap to lift maturity in performance measurement that goes to 30 June 2024. The roadmap will be refreshed in the new year to ensure future work reflects our latest aspirations, learnings and assessments of maturity in each business group.
Climate resource reporting lines	Climate reporting is a specialist topic and should have its own dedicated team as the work requires close working relationships, dedicated focus and a detailed understanding of the subject.	Disagree. The confirmed structure allows for climate expertise, but also supports flexibility if our reporting requirements change. It also allows us to meet organisational design principles for team size. Head of Organisational Performance will design a deliberate approach to guide and support staff dedicated to climate reporting to ensure close collaboration and working relationships within the team and with the necessary internal and external stakeholders.
Performance Measurement Framework	Use a full performance measurement framework that cascades measures from strategic objectives down to individual plans to allow us to demonstrate the value chain from any continuous improvement or change investment, as well as our BAU.	Noted. Head of Organisational Performance to consider.

Summary of confirmed changes

Organisational Performance

1 new business unit within Te Ama

- Organisational Performance

2 new roles

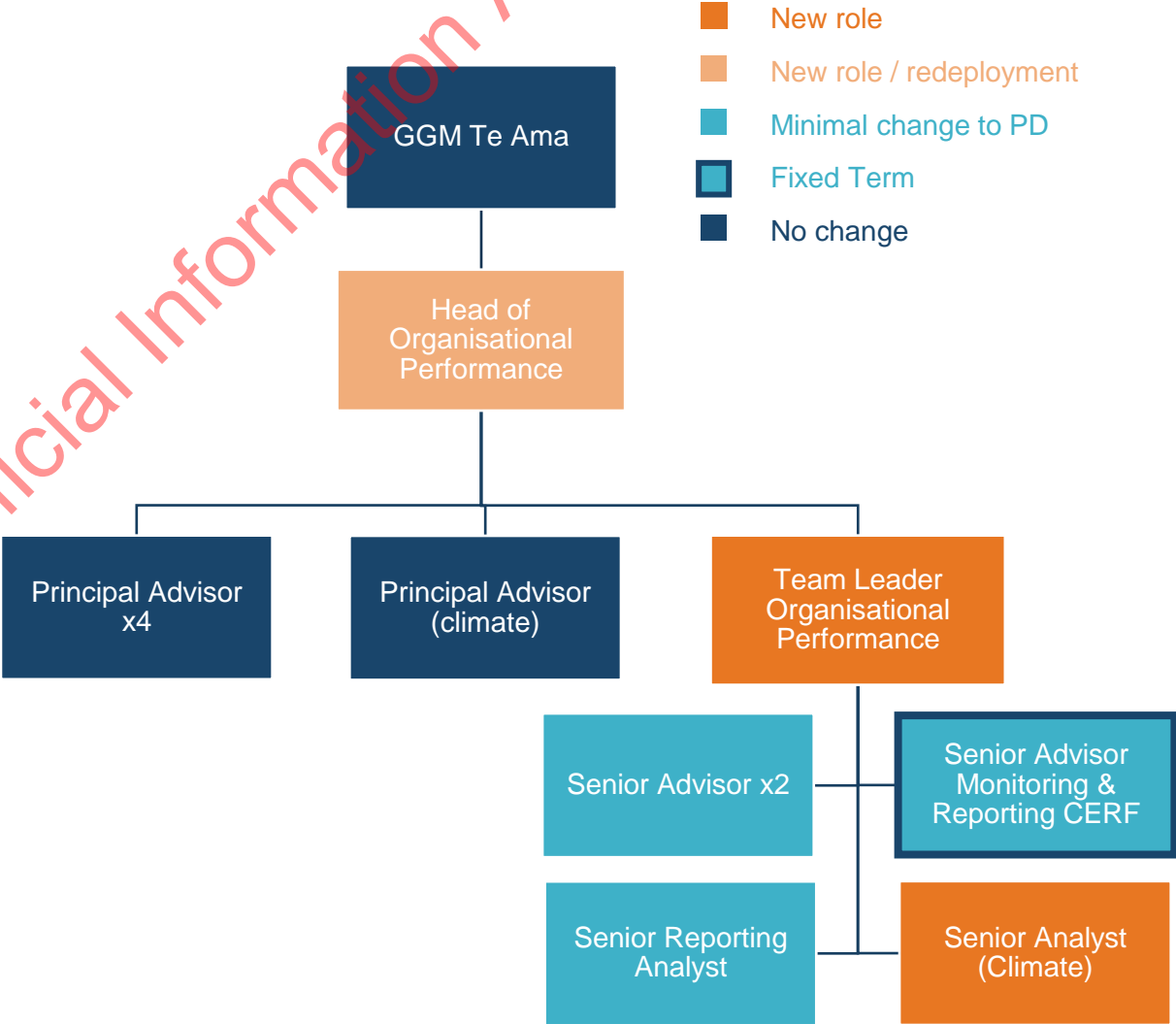
- Team Leader Organisational Performance
- Senior Analyst (Climate)

1 role with significant change to position description (greater than 20%; suitable for redeployment)

- Head of Organisational Performance

4 roles with minimal position description updates (to change reporting lines)

- Senior Advisor x2
- Senior Advisor Monitoring & Reporting CERF
- Senior Reporting Analyst



Te Ama Leadership Team

Te Ama Leadership Team – context and proposal

- While the Te Ama Leadership Team was not formally part of the Phase 1, proposed changes to functions within Phase 1 resulted in changes to roles on the Leadership Team.
- This gave us an opportunity to ensure the team has the right capabilities, experience and thought leadership to deliver to the expectations of Te kāpehu.
- An increased focus on driving effectiveness and efficiency and a performance culture with care requires strategic leadership and kotahitanga across Te Ama and the wider business.

We proposed to:

- Establish a Head of Organisational Performance role, reporting to the GGM.
- Establish a Head of Corporate Capability & Support role, reporting to the GGM.
- Disestablish the Senior Manager Enterprise Change and Senior Manager Corporate Services roles.
- Update the job description of the Head of the EPMO.
- Reduce the number of direct reports to the Chief Financial Officer by removing the Organisational Performance team from line of management.

Your feedback

We sought your feedback on a proposal to ensure the Te Ama leadership team has the right capabilities, experience and thought leadership to deliver to the expectations of Te kāpehu and to drive efficiency and effectiveness across Waka Kotahi.

Feedback category	Summary	Response
Key functional area representation at GLT	Property and Change Delivery/Business Improvement should both have individual representation given the significance and distinct capabilities and capacity of leadership needed to effectively lead these functions.	<p>Disagree.</p> <p>Appropriately specialised Tier 4 leadership of component functions ensures we have the right capabilities in place, with the Head of CC&S supporting strategic alignment of these functions - with each other - and the broader Te Ama direction and priorities.</p> <p>Bringing these functions into the same leadership will support greater alignment of change and improvement of corporate business functions with corporate support and service delivery.</p>
Te ao Māori representation and expertise on the GLT	<p>A role and/or team at this level would provide focused Te Ao Māori thinking and advice across all of our work in Te Ama.</p> <p>A small team sitting within a separate Business Group (as is the current model) to manage Te Ao Māori advice/support isn't enough and doesn't provide the embedded expertise and support that each Business Group requires, and it doesn't demonstrate the commitment to Te Ao Māori and Te Tiriti o Waitangi that we aspire to.</p>	<p>Future consideration.</p> <p>Our current focus is on ensuring there is a clear plan for the uplift of capability within the GLT and wider Te Ama. An external Kaumatua has been engaged to help facilitate the capability uplift.</p> <p>Consideration of how te ao Māori expertise is embedded in the organisation, including in Te Ama, is driven by the ELT and Te Matangi team and we are actively taking guidance and getting support from them.</p>

Summary of confirmed changes

2 new business units within Te Ama

- Organisational Performance
- Corporate Capability & Support

2 roles disestablished

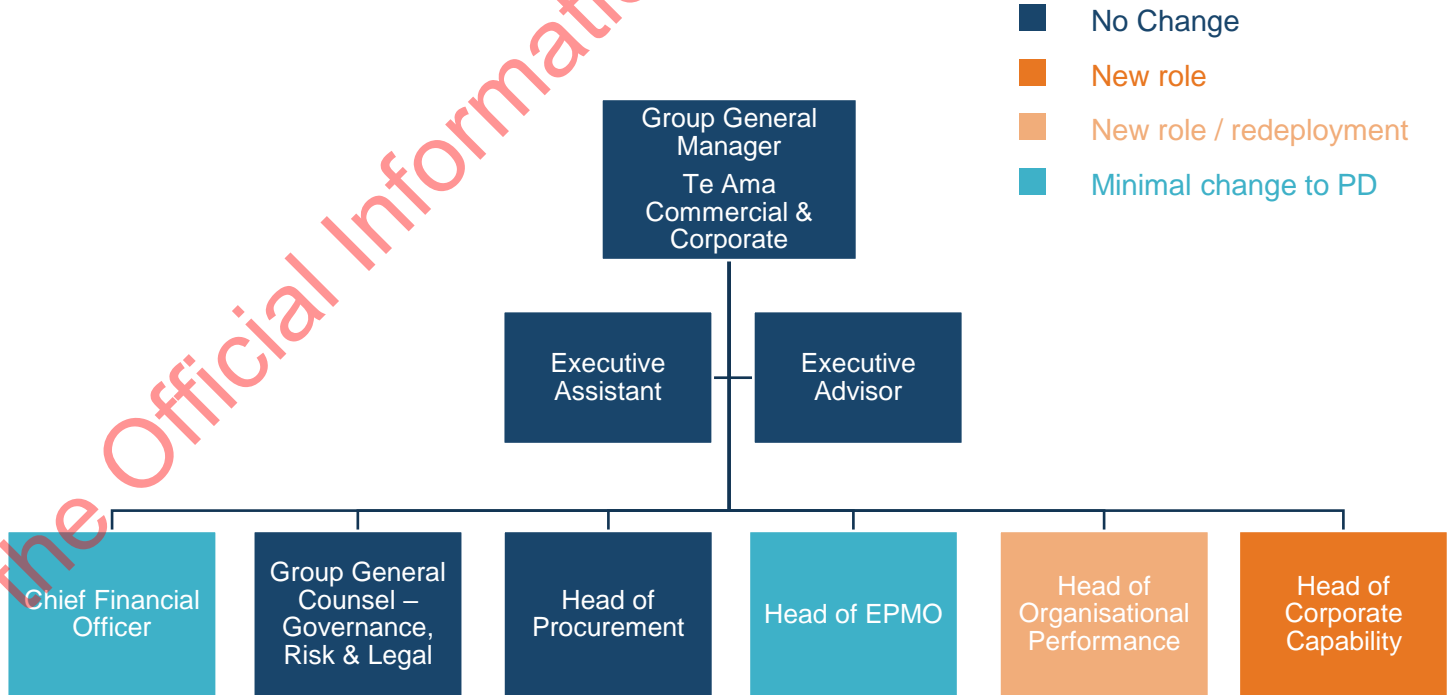
- Corporate Services Manager
- Senior Manager Enterprise Change

2 new roles

- Head of Corporate Capability & Support
- Head of Organisational Performance

2 roles with minimal position description updates

- Chief Financial Officer
- Head of EP MO



Transition Approach

Types of transitions people will experience

Disestablishment	Redeployment	Reconfirmation
<ul style="list-style-type: none">Where an individual's role is disestablished, we will work with individuals to look for redeployment opportunities.This may be through an expression of interest process or internal recruitment.If we are unable to find a suitable alternative, redundancy will be confirmed.	<ul style="list-style-type: none">Where an individual is confirmed to be redeployed, they will be placed into the role that was deemed a suitable alternative on the date of implementation.In a situation where there are more permanent people in suitable alternative roles then a closed pool Expression of Interest (EOI) process will be used.	<ul style="list-style-type: none">Where individuals are reconfirmed in their role, this will take place on the date of implementation.
We have already spoken to individuals whose roles have been confirmed to be disestablished.	We have already spoken to individuals whose roles have been confirmed to be redeployed or go into an EOI process.	People Leaders will be speaking to individuals who have been reconfirmed in their role over the next week.

Process for filling new positions

The nature of the proposed changes means that there is a need to undertake recruitment and selection activity across the group. Recruitment and selection activity will be managed in the following ways:

Closed Contestable	Open Contestable	Internal & External Recruitment
<ul style="list-style-type: none">Where more than one person that could lay claim to an available position (and there are less positions than people). <p>OR</p> <ul style="list-style-type: none">Where any individual has rights to more than one position in the new structure, those with a claim to the position will form a closed pool from which applications and appointments will be made.No others will be able to apply	<ul style="list-style-type: none">Where a position is substantially different to any positions that exist in the current structure, and no single one person could lay claim to that position as of right (reasonable alternative position), it will be recruited in an open and contestable process,Any affected person can apply.This process will be undertaken at the same time as the closed contestable process.	<ul style="list-style-type: none">When the closed and open contestable processes have been exhausted, normal internal and external recruitment processes will commence for any positions that have remained vacant.
8 December – 21 December	8 December – 21 December	January – February 2024

Expression of interest process

- For those invited to closed contestable and open contestable processes.
- If no expressions of interest are submitted for a vacant position through the EOI process, these positions will then be advertised through our internal/external recruitment process

Friday 8 December to Thursday 14 December		Friday 15 December	Monday 18 December	Tuesday 19 December	Wednesday 20 December	Thursday 21 December
Expression of Interest		Review of EOI submissions	Interviews with candidates		Review of discussions	Decisions
<ul style="list-style-type: none">• Complete a form to signal your interest in a role(s)• You will be able to provide details of your relevant skills, demonstrated experience and capabilities for any role in which you express interest• A CV is optional• Closes 5pm on Thursday 14 December		<ul style="list-style-type: none">• Selection committee reviews EOI submissions• Identification of candidates to move into interview stage for roles	<ul style="list-style-type: none">• Selection committee will meet with candidates to discuss suitability for role• There will be capability based behavioural type questions		<ul style="list-style-type: none">• Selection committee reviews discussions• Past and present performance may also be considered• Identification of successful candidates	<ul style="list-style-type: none">• Decisions are communicated to successful and unsuccessful candidates• Unsuccessful candidates are informed of next steps for them
Note – where we know affected people have Christmas leave booked, we will endeavour where possible to hold interviews and confirm decision before leave date.						

Closed contestable positions

The positions in the table below are ones where the proposal would see a reduction in the number of positions with more than one person being suitably qualified for the position. The closed pools are also outlined in the table and only people currently employed in these positions will be able to express and interest for these positions in the first instance.

You can find all the finalised position descriptions [here](#).

Closed contestable positions	Team	Closed Pool Applicants
Manager – Business Analyst x1	Change Delivery, Regulatory Portfolio	Manager – Business Analysis x1 Practice Lead – BA x2
Manager – Project Delivery x2	Change Delivery, Corporate and Regulatory Portfolio	Practice Lead – Delivery x2 Manager – Business Analysis x1 Practice Lead – BA x2
Senior Advisor (PPM Frameworks) x 1	EPMO	Senior Advisor Capability x 2

Open contestable positions

The positions in the table below are deemed to be substantially different to any position that exists in the structure today, therefore, these positions will be filled through an open contestable process and anyone **affected** person is able to apply.

You can find all the finalised position descriptions [here](#).

Open contestable positions	Team	No. of FTE
Head of Corporate Capability & Support	Corporate Capability & Support	1
Senior Manager Service & Support	Corporate Capability & Support	1
Lead Business Improvement Specialist (Corporate)	Corporate Capability & Support	1
Business Improvement Specialist (Corporate)	Corporate Capability & Support	3
Principal Analyst (Efficiency)	Corporate Capability & Support	1
Principal Business Analyst	Corporate Capability & Support/Business Alignment (TS)	2
Change Manager	Corporate Capability & Support	1
Change Manager (12 month fixed term)	Corporate Capability & Support	1
Senior Analyst (Climate)	Organisational Performance	1
Team Leader - Organisational Performance	Organisational Performance	1

Open contestable positions continued

Open contestable positions	Team	No. of FTE
Change Maturity Manager	EPMO	1
Principal Advisor (Business Analysis)	EPMO	1
Senior Advisor (Portfolio Management)	EPMO	1
Senior Advisor (Business Planning)	EPMO	1
Principal Advisor (Governance & Assurance)	EPMO	1
Principal Advisor (Benefits Management)	EPMO	1
Specialist PPM Toolsets	EPMO	1
Portfolio Director Digital	Digital Performance	1
Portfolio Delivery Manager	Digital Performance	1
Portfolio Director Regulatory	Regulatory Strategic Programmes	1
Programme Enablement Manager	Regulatory Strategic Programmes	1

Internal and external recruitment process

From January 2024 until complete

- For any unfilled new roles, our Talent Team will work with the hiring managers to identify the best recruitment strategy for a role. This may include:
 - Advertising internally
 - Advertising externally
 - Sequencing and timing of roles to be recruited
- The Talent Team will also continue to work with any unsuccessful candidates from the EOI process to look for potential opportunities in roles being advertised for Te Ama and across the business.
- We will ensure all people within Te Ama have visibility of what recruitment is underway via the Embedding Te kāpehu in Te Ama channel in our Te Ama Kōrero Teams site.

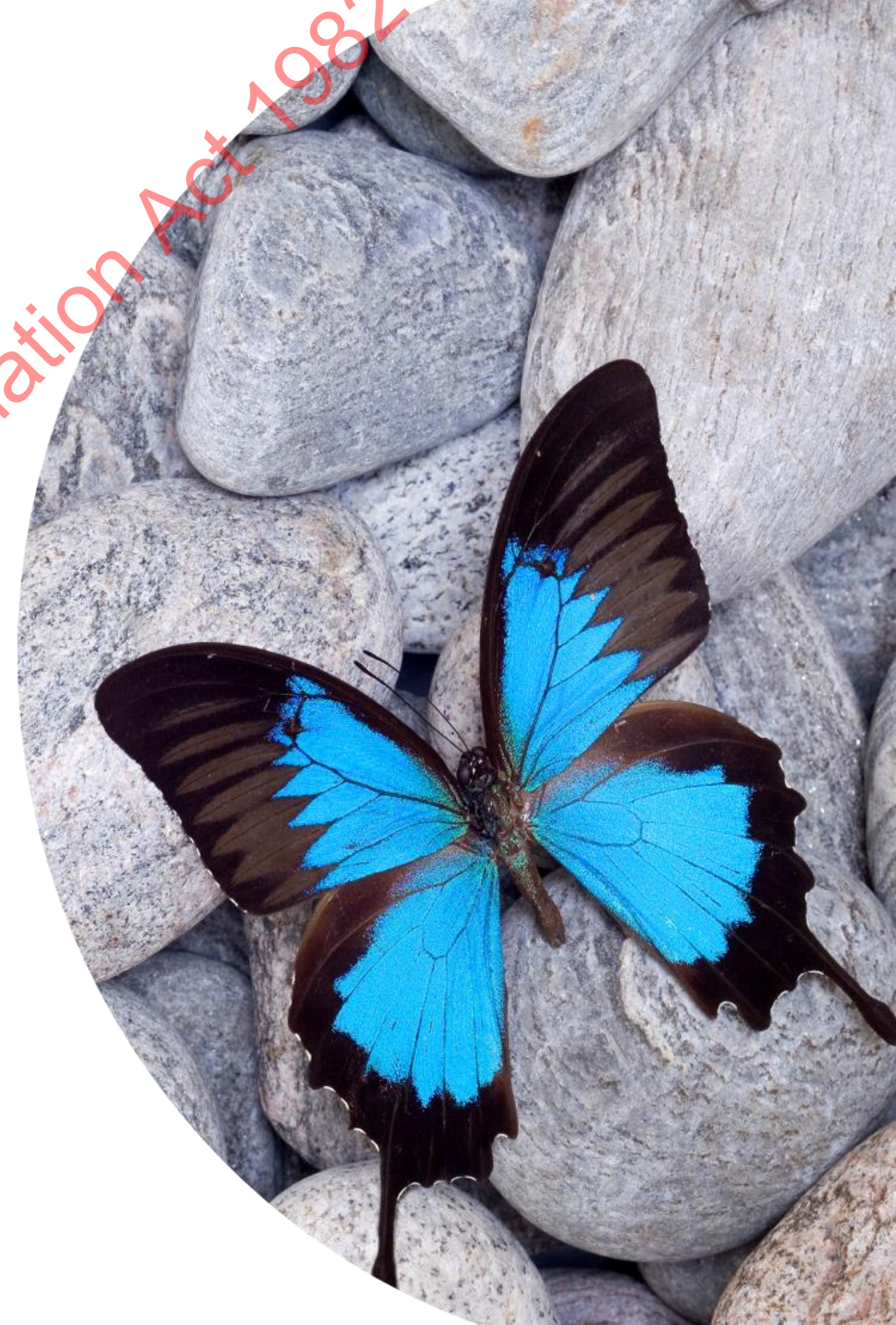
Te Ama Phase 1 Transition plan – December 2023 to March 2024

This plan sets out the key transition steps from the conclusion of staff consultation process to March 2024

Indicative dates	Transition step	Guidance
7 December 23	Announcement of final structure	<p>Puna Koi will be updated progressively to support key transition steps</p> <p>Seating arrangements and lockers for Wellington and Auckland remain as is.</p>
8-20 Dec 23	Expression of Interest (EOI) process	For impacted people without confirmed roles – both closed and open contestable processes will be run depending on role.
5 Jan onwards	Internal and External recruitment	<p>Vacant roles post EOI will be advertised through our internal / external recruitment process</p> <p>For impacted employees not successful through EOI will continue to look for suitable alternatives across Waka Kotahi</p>
Mid Feb 24 onwards	Team building and embedding plans to get ready for implementation	These will be held across Te Ama/TS/Regulatory/Digital
Late Feb 24	Hui with impacted teams to acknowledge and celebrate the past with a view to looking forward	These will be held across Te Ama/TS/Regulatory/Digital
29 Feb 2024	New organisational structure goes live	New reporting lines are activated across Te Ama, Digital, TS and Regulatory.

Getting advice and support

- We know that a change in your role can be unsettling, and this may impact on how you're feeling generally.
- If you have any questions or concerns, please talk to us. You can reach out to your people leader or me, or you can contact our People Group representative Sarah Field.
- You are entitled to seek advice and support from your union if you are a member. We have advised the PSA of the confirmed changes.
- EAP Services (our Employee Assistance Programme provider) are also available to you at no cost. You can access confidential support or counselling at any time by calling **0800 327 669** or at **www.eapservices.co.nz**



Confirmed changes to current roles

Confirmed Change to current roles

Filled roles that are directly impacted through change. You can find all the finalised position descriptions [here](#).

Role	No. of Staff impacted	Current team	Impact of changes	New role	New team
Consulting Manager, Change Design	1	Enterprise Change	Role is disestablished. Will look for redeployment opportunities. EOI process		
Manager Business Analysis	1	Enterprise Change	Role is disestablished. Will look for redeployment opportunities. EOI process.		
Portfolio Director Transport	1	Enterprise Change	Redeployment - Role is disestablished, however is a suitable alternative.	Portfolio Director, Transport	Business Alignment (TS)
Portfolio Director Corporate	1	Enterprise Change	Redeployment - Role is disestablished, however is a suitable alternative.	Portfolio Director Corporate	Corporate Capability & Support
Programme Manager	3	Enterprise Change	Redeployment - Role is disestablished, however is a suitable alternative.	Portfolio Delivery Manager	Business Alignment (TS), Corporate Capability & Support, Regulatory Strategic Programmes
Portfolio Change Lead	3	Enterprise Change	Redeployment - Role is disestablished, however is a suitable alternative.	Portfolio Change Manager	Business Alignment (TS), Digital Performance, Corporate Capability & Support
Portfolio Change Lead	1	Enterprise Change	Redeployment – Role is disestablished, however is a suitable alternative.	Manager – Change Delivery	Regulatory Strategic Programmes
Practice Lead - BA	2	Enterprise Change	Role is disestablished. Will look for redeployment opportunities. EOI process.		
Practice Lead – Delivery (fixed term)	2	Enterprise Change	Role is disestablished. Will look for redeployment opportunities. EOI process.		

Confirmed Change to current roles

Filled roles that are directly impacted through change. You can find all the finalised position descriptions [here](#).

Role	No. of Staff impacted	Current team	Impact of changes	New role	New team
Senior Advisor - Capability	2	EPMO	Role is disestablished. Will look for redeployment opportunities. EOI process.		
Lead Advisor, Practice & Capability	1	EPMO	Redeployment - Role is disestablished, however is a suitable alternative.	Manager – Programmes and Projects	EPMO
Lead Advisor, Governance and Assurance	1	EPMO	Redeployment - Role is disestablished, however is a suitable alternative.	P3M Maturity Manager	EPMO
Senior Manager Business Support	1	Business Support	Role is disestablished. Will look for redeployment opportunities. EOI Process.		
Manager Organisational Performance	1	Organisational Performance	Redeployment - Role is disestablished, however is a suitable alternative.	Head of Organisational Performance	Organisational Performance
Manager Technology Strategy and Reporting	1	Digital Performance	Role is disestablished. Will look for redeployment opportunities. EOI process.		

Vacant roles that are directly impacted through change

Role	No. of roles impacted	Current team	Change
Senior Manager Enterprise Change	1	Enterprise Change	Role disestablished
Portfolio Director Regulatory	1	Enterprise Change	New role proposed
Principal Advisor (EPMO)	1	EPMO	New role proposed
Senior Advisor (EPMO)	1	EPMO	New role proposed
Corporate Services Manager	1	Corporate Services	Role disestablished
Digital Portfolio Manager	1	Digital Performance	New role proposed

Confirmed Minor Changes

Filled roles with minor changes. You can find all the finalised position descriptions [here](#).

Current Position	No. of staff impacted	Current team	Impact of changes	New Position Title	New reporting manager	New team
EPMO Coordinator	1	EPMO	Minor change in PD and position title	EPMO Advisor		EPMO
EPMO - Lead Advisor, Portfolio and Insights	1	EPMO	Minor change in PD and job title	Manager – Portfolios		EPMO
Senior Advisor, Governance and Assurance	1	EPMO	Change in reporting line		Manager – Programmes and Projects	EPMO
Senior Reporting Advisor	1	EPMO	Change in reporting line, minor change in PD and position title	Senior Analyst – (Reporting & Insights)	Manager – Portfolios	EPMO
Head of EPMO	1	EPMO	Minor change in PD			EPMO
Head of Corporate Property	1	Business Support	Change in reporting line		Head of Corporate Capability & Support	Corporate Capability & Support
Manager, Business Support Services	4	Business Support	Change in reporting line		Senior Manager Service and Support	Corporate Capability & Support
Manager, Business Operations	1	Business Support	Change in reporting line		Senior Manager Service & Support	Corporate Capability & Support

Confirmed Minor Changes

Filled roles with minor changes. You can find all the finalised position descriptions [here](#).

Current Position	No. of staff impacted	Current team	Impact of changes	New Position Title	New reporting manager	New team
Project Coordinator	2	Enterprise Change	Change in reporting line, minor PD change		Portfolio Delivery Manager	Business Alignment (TS)
Change Manager	4	Enterprise Change	Change in reporting line, minor PD change		Portfolio Change Manager	Business Alignment (TS)
Principal Project Manager	2	Enterprise Change	Change in reporting line, minor PD change		Portfolio Delivery Manager	Business Alignment (TS)
Senior Business Analyst	1	Enterprise Change	Change in reporting line, minor PD change		Portfolio Change Manager	Business Alignment (TS)
Senior Change Advisor	1	Enterprise Change	Change in reporting line, minor PD change		Portfolio Change Manager	Business Alignment (TS)
Senior Program Coordinator	1	Enterprise Change	Change in position title, change in reporting line, minor PD change	Portfolio Coordinator	Portfolio Director, Transport	Business Alignment (TS)
Senior Project Manager	3	Enterprise Change	Change in reporting line, minor PD change		Portfolio Delivery Manager	Business Alignment (TS)
Senior Project Manager	1	Enterprise Change	Change in reporting line, minor PD change		Portfolio Director, Transport	Business Alignment (TS)

Confirmed Minor Changes

Filled roles with minor changes. You can find all the finalised position descriptions [here](#).

Current Position	No. of staff impacted	Current team	Impact of changes	New Position Title	New reporting manager	New team
Change Manager	2	Enterprise Change	Change in reporting line, minor PD change		Portfolio Change Manager	Digital Performance
Senior Advisor – Change Design	1	Enterprise Change	Change in position title, change in reporting line, minor PD change	Senior Change Advisor	Portfolio Change Manager	Digital Performance
Senior Digital Performance Analyst	1	Digital	Change in reporting line		Portfolio Delivery Manager	Digital Performance
Technology Portfolio Financial Analyst	1	Digital	Change in reporting line, minor PD change, change in job title	Senior Digital Performance Analyst	Portfolio Delivery Manager	Digital Performance
Digital Portfolio Coordinator	1	Digital	Change in reporting line, minor PD change, change in job title	Portfolio Coordinator	Portfolio Director, Digital	Digital Performance
Business Analyst	1	Enterprise Change	Change in reporting line, minor PD change		Manager – Project Delivery	Corporate Capability & Support
Change Manager	1	Enterprise Change	Change in reporting line, minor PD change		Portfolio Delivery Manager	Corporate Capability & Support

Confirmed Minor Changes

Filled roles with minor changes. You can find all the finalised position descriptions [here](#).

Current Position	No. of staff impacted	Current team	Impact of changes	New Position Title	New reporting manager	New team
Principal Business Analyst	1	Enterprise Change	Change in reporting line, minor PD change		Portfolio Delivery Manager	Corporate Capability & Support
Principal Project Manager	1	Enterprise Change	Change in reporting line, minor PD change		Portfolio Delivery Manager	Corporate Capability & Support
Principal Project Manager	1	Enterprise Change	Change in reporting line, minor PD change		Manager – Project Delivery	Corporate Capability & Support
Senior Program Coordinator	1	Enterprise Change	Change in position title, change in reporting line, minor PD change	Portfolio Coordinator	Portfolio Delivery Manager	Corporate Capability & Support
Project Coordinator	1	Enterprise Change	change in reporting line		Manager – Project Delivery	Corporate Capability & Support
Senior Programme Coordinator	1	Enterprise Change	change in reporting line		Manager – Project Delivery	Corporate Capability & Support
Senior Project Manager	3	Enterprise Change	Change in reporting line, minor PD change		Manager – Project Delivery	Corporate Capability & Support
Senior Project Manager	1	Enterprise Change	Change in reporting line, minor PD change		Portfolio Delivery Manager	Corporate Capability & Support

Confirmed Minor Changes

Filled roles with minor changes. You can find all the finalised position descriptions [here](#).

Current Position	No. of staff impacted	Current team	Impact of changes	New Position Title	New reporting manager	New team
Business Analyst	1	Enterprise Change	Change in reporting line, minor PD change		Manager – Business Analyst	Regulatory Strategic Programmes
Change Manager	3	Enterprise Change	Change in reporting line, minor PD change		Manager – Change Delivery	Regulatory Strategic Programmes
Change Manager	1	Enterprise Change	Change in reporting line, minor PD change		Portfolio Delivery Manager	Regulatory Strategic Programmes
Principal Design Analyst	1	Enterprise Change	Change in reporting line, minor PD change		Portfolio Delivery Manager	Regulatory Strategic Programmes
Principal Project Manager	1	Enterprise Change	Change in reporting line, minor PD change		Manager - Project Delivery	Regulatory Strategic Programmes
Programme Manager - Delivery	1	Enterprise Change	Change in position title, change in reporting line, minor PD change	Programme Manager	Programme Enablement Manager	Regulatory Strategic Programmes

Confirmed Minor Changes

Filled roles with minor changes. You can find all the finalised position descriptions [here](#).

Current Position	No. of staff impacted	Current team	Impact of changes	New Position Title	New reporting manager	New team
Project Administrator	1	Enterprise Change	Change in reporting line, minor PD change		Manager – Project Delivery	Regulatory Strategic Programmes
Project Coordinator	3	Enterprise Change	Change in reporting line, minor PD change		Manager – Project Delivery	Regulatory Strategic Programmes
Project Coordinator – Business Practice	1	Enterprise Change	Change in position title, change in reporting line, minor PD change	Project Coordinator	Portfolio Delivery Manager	Regulatory Strategic Programmes
Senior Business Analyst	2	Enterprise Change	Change in reporting line, minor PD change		Manager – Business Analyst	Regulatory Strategic Programmes
Senior Change Advisor	1	Enterprise Change	Change in reporting line, minor PD change		Manager – Change Delivery	Regulatory Strategic Programmes
Senior Program Coordinator	1	Enterprise Change	Change in position title, change in reporting line, minor PD change	Portfolio Coordinator	Portfolio Director	Regulatory Strategic Programmes
Senior Project Manager	2	Enterprise Change	Change in reporting line, minor PD change		Manager – Project Delivery	Regulatory Strategic Programmes
Senior Project Manager	1	Enterprise Change	Change in reporting line, minor PD change		Portfolio Delivery Manager	Regulatory Strategic Programmes

Confirmed Minor Changes

Filled roles with minor changes. You can find all the finalised position descriptions [here](#).

Current Position	No. of staff impacted	Current team	Impact of changes	New Position Title	New reporting manager	New team
Senior Technical Writer	1	Enterprise Change	Change in reporting line, minor PD change		Manager – Business Analyst	Regulatory Strategic Programmes
Strategic Change Lead	1	Enterprise Change	Change in reporting line, minor change in PD, change in job title	Portfolio Strategic Change Lead	Portfolio Director - Regulatory	Regulatory Strategic Programmes
Head of Regulatory Strategic Programmes	1	Regulatory Strategic Programmes	Minor change in PD			
Senior Advisor	2	Organisational Performance	Change in reporting line		Team Leader Organisational Performance	Organisational Performance
Senior Reporting Analyst	1	Organisational Performance	Change in reporting line		Team Leader Organisational Performance	Organisational Performance
Senior Advisor Monitoring & Reporting (CERF) (fixed term)	1	Organisational Performance	Change in reporting line		Team Leader Organisational Performance	Organisational Performance

Regulatory Strategic Programme roles

The roles below will be also be recruited for:

New role	Team	No. of FTE	Proposed Process	Process for filling role
Manager Strategic Change	Regulatory Strategic Programmes	1	Introduce new permanent role	Internal/external recruitment process early 2024
Manager – Strategic Programmes	Regulatory Strategic Programmes	1	Introduce new permanent role	Internal/external recruitment process early 2024
Manager – Operational Programmes	Regulatory Strategic Programmes	1	Introduce new permanent role	Internal recruitment process Dec 2023

Appendix

When it comes to shaping Te Ama...

Our design principles

(Te kāpehu Decision Document, 2022)

- Strengthens our ability to partner and adapt to changes in requirements
- Supports simplification, prioritisation with less bureaucracy and rework
- Cluster functions to focus accountabilities, responsibilities and deliverables
- Strengthen centralised services and consistent practice, without duplication in the business
- Capability, particularly specialist skills, and critical mass is retained and enhanced
- Single point of accountability for activities, end-to-end business processes and decision making
- Appropriate spans of control for people leaders to have capacity and capability for strategic management and operational delivery
- Minimal tiers to reduce complexity, improve organisational agility, and empower our people to get things done quickly

In addition, Te Ama specific design principles:

- Enables us to take a 'what's best for Waka Kotahi' enterprise view
- Makes it easier for Waka Kotahi to do business well – with ourselves and with others



Roles naming conventions

- In late October 2023, the ELT agreed to naming conventions for all new roles.
- The intent of naming conventions is to achieve a level of consistency across our position titles.
- It is recognised that some exceptions will be necessary to ensure that position titles are meaningful for our group, customers and in the market.

Function	Description
Partner	Partners adopt a partnership approach to work closely with senior leaders in the business to develop a strategic agenda that supports business outcomes.
Consultant	A consultant works on specific deliverables for programmes, projects, or business problems. Typically works with customers on a short-term basis.
Advisor	An advisor works predominantly directly with leaders, usually on a long-term basis, to provide advice, guidance, and support on business challenge
Analyst	An analyst works predominately with systems, processes, and data to maintain, administer, analyse, and improve.
Specialist	A specialist works predominantly with specific processes, ensuring that they are executed accurately and in a timely manner. They coach and support users through end-to-end processes. Specialist continuously improve processes to increase efficiency and user experience.
Trainer	Delivers training to develop the capability of Waka Kotahi workforce.
Designer	Devises, plans and executes designs for solutions, experiences, and programmes. Human-centred and goal-oriented design.

Function	Description
Head	The senior management role of a distinct, easily definable function.
Manager (People Leader) Used at the beginning of the title, e.g. Manager Culture & Leadership	Leads and manages a team that is responsible for the delivery of a function, often for a customer group, and may have other People Leaders reporting to them. Has people management delegations and budgetary control. Not tier specific.
Manager (Non-People Leader) Used at the end of a the title, e.g. Employment Relations Manager	Manages the delivery of a specific function. Takes a lead role in developing and designing new approaches or lead responsibility for delivery, implementation, and optimisation. Provides subject matter expertise and thought leadership in a technical or specialised area.
Team Leader	Leads a team that is responsible for the delivery of specific function (not tier specific). May also have their own operational delivery accountabilities and will usually be the point of escalation for matters within the team.
Lead	Provides subject matter expertise and thought leadership in a technical or specialised area to internal and external parties, provides guidance and oversight to others working in same area – likely to be one of a kind. Focus is more on long-term/strategic/system thinking, may have some group-wide planning and reporting responsibilities Leads or oversees projects involving others, including cross-functional project teams.
Principal	Provides subject matter expertise and thought leadership in a technical or specialised area to internal and external parties. Provides guidance and oversight to others working in the same area. Focuses on more long-term/strategic/system thinking matters. Leads or overseas projects involving others, including cross-functional project teams.
Senior	Provides knowledge/expertise and contributes to thought leadership in a technical or specialised area to internal and external parties. Develops, designs and implements new approaches. Leads or overseas small projects. May provide guidance and oversight to others working in the same area.