

Confidential

Digital | Te Aukaha Consultation Proposal

Liz Maguire
Chief Digital Officer
May 2024

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Why we need to change

Recently, ELT has signalled that we need to work more efficiently and effectively as an organisation to deliver on a new direction for the Government, the draft GPS and reduced budgets. To prepare for this, we have identified several priority change processes that will help drive greater efficiency and effectiveness across Digital and to continue to evolve our operating model and agile transformation.

The proposed changes will position us to:

Deliver cost effective digital solutions to both NZTA and our stakeholders, with a developed ability to deliver such solutions through streamlined leadership functions that continue to support [Auahatanga | Accelerating Digital](#) by:

The proposed changes will support our Agile Operating Model by:

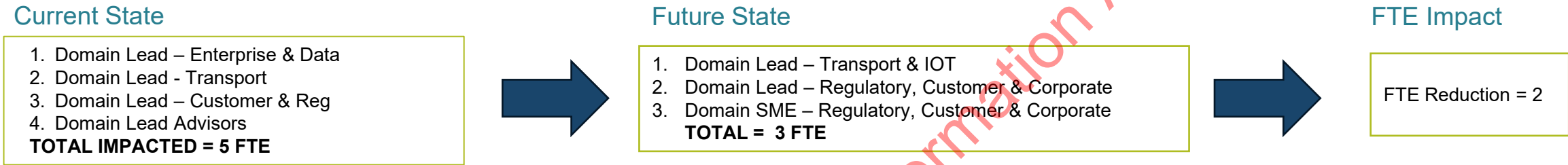
- Establishing digital best practices by moving to a chapter model (embedded in centres of excellence)
- Address capability and resource gaps in our squads while being intentional about how we organise ourselves for the future in the context of cost reduction and reduced budgets
- Embedding further digital capabilities by introducing new roles, changing reporting lines, reviewing and better clustering activities and looking at how the teams work together, to enable efficient and cost-effective delivery.



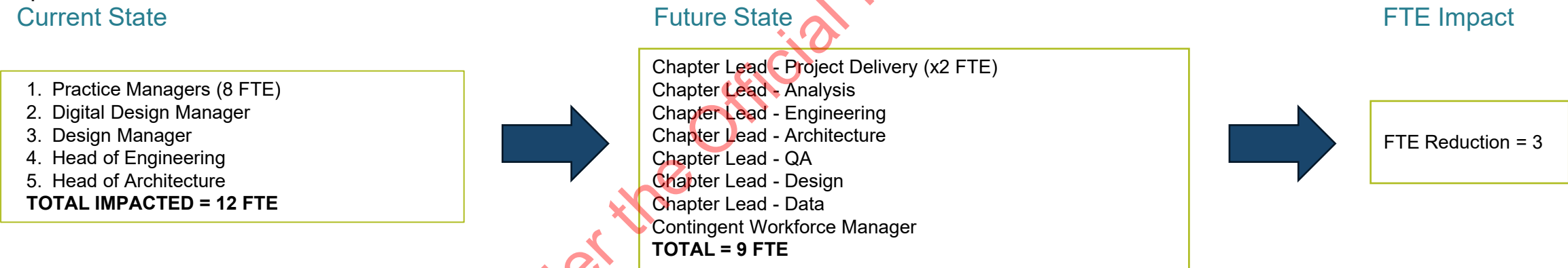
Summary of change processes and proposals

We are proposing **several priority Change Processes (CP)** that will help drive greater efficiency and effectiveness across Digital and support our current agile operating model transformation.

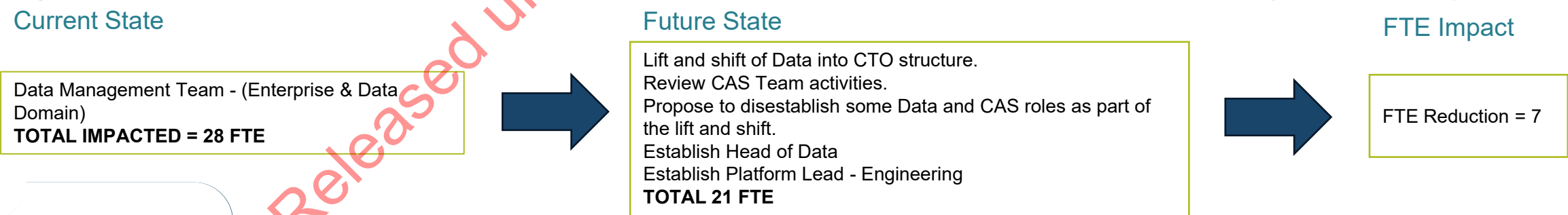
Change Process #1: Re-organise the Chief Digital Officer (CDO) leadership structure by **consolidating Domains**:



Change Process #2: Establishing **Chapter model and Chapter Lead** roles to reduce costs, address span of control and banding issues with current practices:



Change Process #3: Propose to lift and shift **Data** under CTO and review CAS Team activities to enhance and realign data capability:



CP#1 | What we are proposing

We are proposing to consolidate our Domain Leadership function and capability to achieve our goals with clearer alignment of how our teams deliver support to NZTA and stakeholders, by proposing to:

Current State

Reduce the number of Domain Leads and disestablish the following roles:

1. Enterprise and Data Domain
2. Transport Domain
3. Reg and Customer Domain

Disestablish the role of:

1. Lead Advisor Enterprise & Data [Domain specific Lead Advisor role]
2. Conclude the secondment roles of Lead Advisor Transport and Lead Advisor Regulatory & Customer

5 FTE

Proposed Future State

Establish TWO new Domains:

1. Regulatory, Customer and Corporate
2. Transport and IOT

Significant changes to proposed Domain Lead accountabilities and proposed position description.

Establish the role of:

Domain SME [Reporting into Proposed Domain Lead Regulatory/Customer/Corporate]

This is a proposed new permanent role to provide technical and business function SME leadership to the Domain Lead-Regulatory, Customer and Corporate

3 FTE

CP#2 | What we are proposing

We will strengthen our capability by establishing a Chapter Model and supporting structure, this means we propose to:

Current State

- **Propose to disestablish the following roles:**
 1. Practice Manager roles (x 8 FTE):
 - Practice Manager Project Management (3 FTE)
 - Practice Manager Business Analysis
 - Practice Manager Architecture
 - Practice Manager Development
 - Practice Manager (QA) Quality Assurance (2 FTE)
 2. Digital Design Manager role
 3. Manager Design role
 4. Head of Engineering role
 5. Head of Architecture role

12 FTE

Proposed Future State

- **Propose to establish the following Chapter Lead roles:**
 1. Chapter Lead - Project Delivery x2 [Reports into each Domain]
 2. Chapter Lead – Analysis [Reports into CTO]
 3. Chapter Lead – Engineering [Reports into CTO]
 4. Chapter Lead – Architecture [Reports into CTO]
 5. Chapter Lead – QA [Reports into CTO]
 6. Chapter Lead – Design [Reports into CTO]
 7. Chapter Lead – Data [Reports into CTO]
 8. Contingent Workforce Manager [Reports into Digital Performance]

9 FTE

CP#3 | What we are proposing

We will strengthen our data capability by consolidating our Data team structure, this means we propose to:

Current State

- **Lift and shift** Data Management team and capability under CTO structure.
- **Disestablish the following roles:**
 1. Manager, Data Management
 2. Manager, Enterprise Data Warehouse
- Following Efficiency and Effectiveness guidance we have been tasked with reviewing CAS Team and reducing some of the activities that sit within that team (with the purpose to reduce FTE).
We propose to reduce the CAS team size from 12 FTE to 5 FTE:
 - Reduce number of CAS Data Processor (from 8 FTE to 4 FTE) No change to position description
 - No proposed changes to Manager, CAS Processors
 - **Disestablish the following roles:**
 1. CAS Senior Data Analyst
 2. CAS Advisor
 3. CAS Coordinator

28 FTE

Proposed Future State

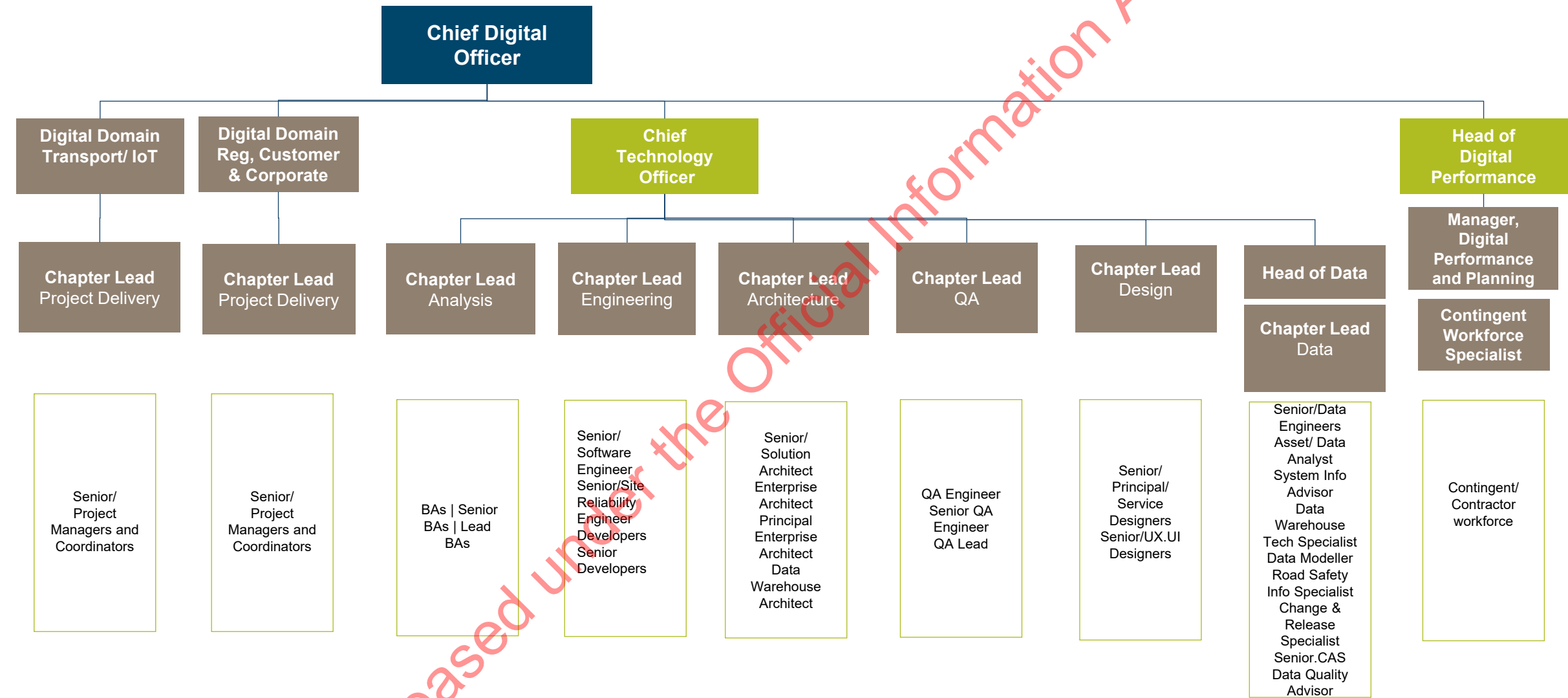
- Realign the Data Management team (Data Management, Enterprise Data Warehouse and CAS) into CTO structure under new Data leadership role.

Establish the following role:

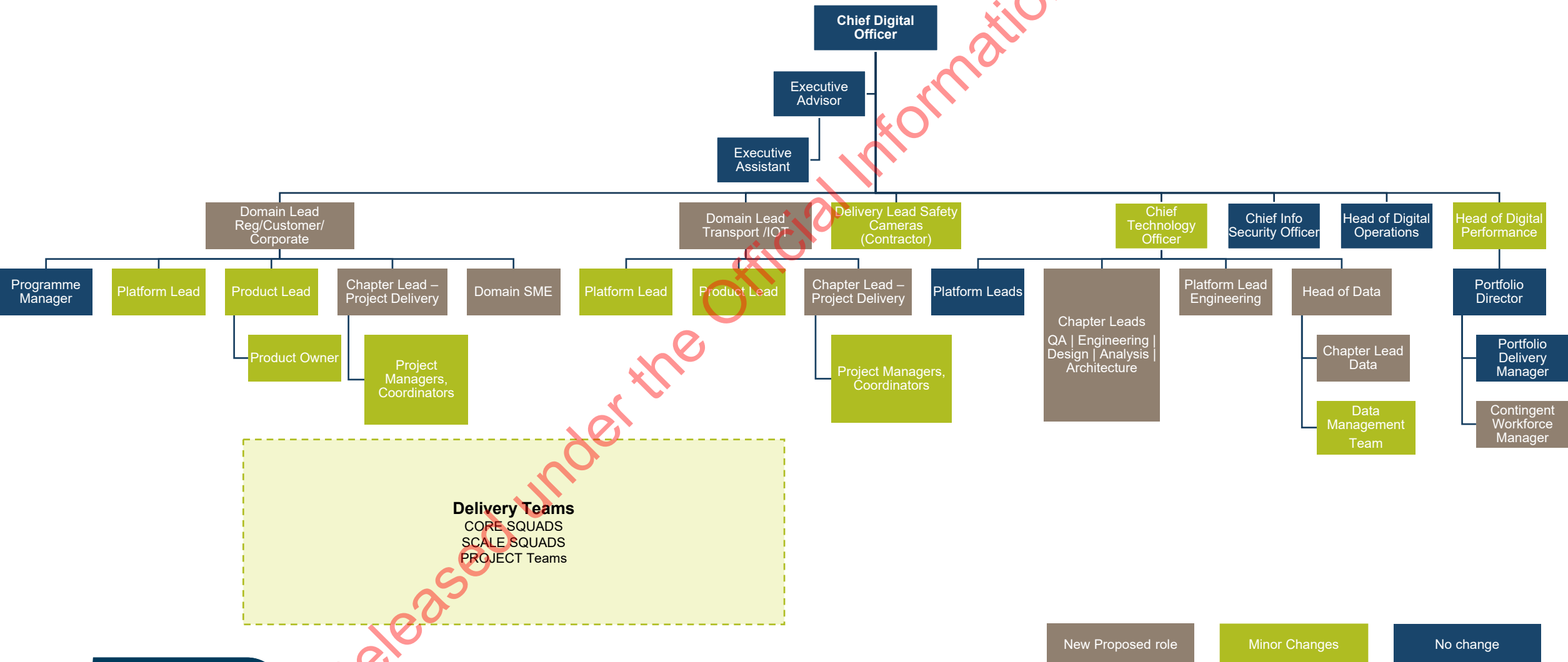
- Head of Data role - with the proposed disestablishment of Data Management and Enterprise Data Warehouse Managers we require a new role to lead our data management and analytics environment.
- Platform Lead - Engineering

21 FTE

CP#2 | Proposed Structure Chapter Model (roles in scope)



Proposed | Digital Te Aukaha High Level Structure



Feedback process and timeline

If you're impacted by the proposed change, we want to hear your thoughts.

To provide written feedback, please complete this [form](#). Your response will only be visible to our HR Business Partnering team - Kushla, Lauren and Laurie. If you'd like your feedback to be presented anonymously, please let us know this in your response.

In addition to the opportunity to provide written feedback, there will be opportunities for us to discuss the proposal during the consultation period - please reach out to Liz or Kushla Beacon (HR BP team).

You can access all the Draft Position Descriptions via this [link](#).

We won't make any decisions until all the feedback we receive has been carefully considered.

Indicative timeline:

Date	Step	Action	Who
Weds 8 May 2024	Change proposal released	Proposal for input released Impacted individuals to provide feedback on proposal via this form	Liz Maguire
Tuesday 28 May 2024	Feedback closes	Feedback due by CoB	All

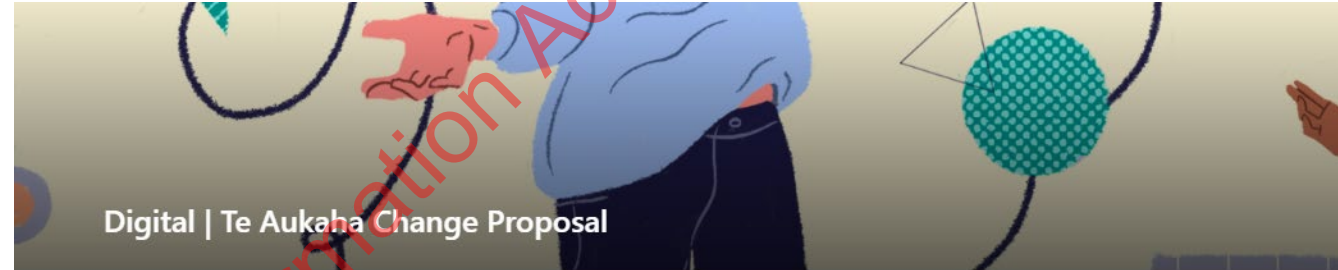
Indicative timeline

If the proposed changes go ahead, indicative next steps and timeline below:

Date	Step	Action	Who
28 - 31 May 2024	Feedback considered	Consolidate feedback and then review	Liz Maguire and People Group
3 June 2024	Final Decision	Decision released. All individuals advised on any individual impact	Liz Maguire
4 June – 28 June 2024	Expression of Interest/Selection Process	Selection Process for Contestable Reconfirmation	Liz Maguire and People Group
1 July – 19 July 2024	Redeployment Opportunities	Internal Redeployment Opportunities explored	Liz Maguire and People Group
Mon 15 July 2024	Implementation	Tentative go-live of change	Liz Maguire and People Group

Getting advice and support

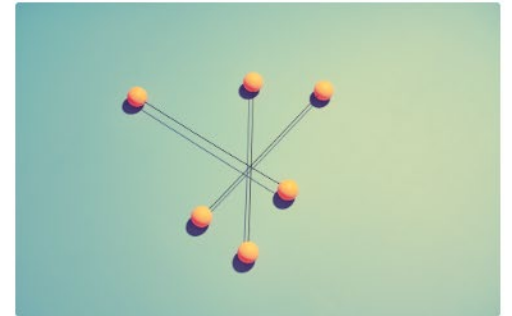
- We know that a change in your role can be unsettling, and this may impact on how you're feeling generally.
- If you have any questions or concerns about the proposed changes, please talk to us. You can reach out to your people leader or me, or you can contact our People Group representative Kushla Beacon.
- You're entitled to seek advice and support from your union if you're a member - we've advised the PSA and E Tū of this change proposal, including the timeframes for consultation.
- 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
- As part of this consultation proposal and to help our people and people leaders navigate this change we have set up a specific [Sharepoint Page](#) dedicated to providing you with the resource and support you may need.



Liz Maguire signalled a few weeks ago that consultation on the proposed Digital Operating Model and Change would begin in May.

On Wednesday 8 May we will launch the formal consultation process.

As part of this change and to help our people and people leaders navigate this uncertain time we have set up this page dedicated to providing you with the resources and support you may need. The intention is that this is a living document and we will continue to add content as we hear from you around what is needed and any questions you may have about the change, process and timeline.



Proposed Operating Model



Consultation



Feedback

Karakia Whakakapi

Tuia i runga

Tuia i raro

Tuia i roto

Tuia i waho

Te Aukaha tū ake

Te Aukaha tū māia

Haumi ē, hui ē, tāiki e!

*Bind above, bind below,
bind within, bind without
Digital Group stand up
Digital Group stand fast
All together, indeed!*