

Decision Document

Digital

10 June 2024

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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 Digital Domains, Chapter Model and realignment of data capability that was released on 8 May 2024. Your active involvement throughout this consultation process has been commendable, and it has clearly shown your commitment to ensuring the right outcome for our people. Your input has been invaluable in informing my final decision regarding our future organisational structure.

Overall, the feedback on the future vision and high-level proposal for change was largely supportive. The feedback provided was extensive and constructive points were raised on how we could ensure that Digital has the right resource and capability to meet current and future demands. The feedback identified some key themes for me to consider.

- The Domain scope and expanded accountabilities
- The span of control for our Chapter Leads
- The future of Data and articulating our vision given the proposed lift and shift of our data capability and the introduction of a Head of Data role

The purpose of this document is to communicate the decisions made following careful consideration of the feedback provided. Most feedback was aligned with the proposal, however some conflicting views were submitted around the Crash Analysis System (CAS) team activities in particular. I am absolutely committed to making sure any changes to our structure are enabling and enduring, and your voice is integral in achieving that.

In this decision document you will see that the new structure for Digital has been changed slightly from the original proposal for consultation – due to the revised approach and proposal presented to the CAS team. I am confident this confirmed structure will provide a strong foundation for us to deliver real value for Digital | Te Aukaha, and the wider land transport system for all of Aotearoa.

We will need to continue to strengthen our functions, support our people and build on the Agile ways of working we introduced in December 2022.

This decision document outlines:

1. A summary of the feedback received and my response to that feedback;
2. The confirmed organisational structure across Change Processes #1, #2 and #3; and
3. Details on what happens next.

The selection processes will commence from today, 10 June 2024. The new structure will come into effect on 22 July 2024.

I appreciate that organisational change can be unsettling. Please contact myself or Kushla Beacon (our Org Design & Change Lead) 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 and continuing our Agile ways of working efforts. I look forward to working closely with you all over the next couple of months while we transition to the new structure.

Ngā mihi,



Liz Maguire
Chief Digital Office

Section 1: Consultation and Feedback

Change proposal overview

In the consultation document, we made proposals across three Change Processes:

1. Change Process 1 | Domain Leadership: Proposal 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. This would see the three Domain Leads (x3 FTE) and three Lead Advisor roles disestablished and the following roles established:

- Domain Lead – Transport & Internet of Things (IoT)
- Domain Lead – Regulatory, Customer & Commercial
- Domain SME – Regulatory, Customer & Commercial

2. Change Process 2 | Chapter Model: Establish new Chapter Lead roles - Proposal to strengthen our capability by establishing a Chapter Model and supporting structure. This would see the current Practice Managers, Design Manager, Manager Design, Head of Engineering, and Head of Architecture disestablished and the following roles established:

- Chapter Lead – Analysis
- Chapter Lead - Architecture
- Chapter Lead - Data
- Chapter Lead - Design
- Chapter Lead - Engineering
- Chapter Lead - Quality Assurance (QA):
- Chapter Lead – Project Deliver (x 2 FTE)
- Contingent Workforce Manager

3. Change Process 3 | Realignment of Data Capability – Proposal to strengthen our data capability by consolidating our Data team structure. This proposed change had two aspects to it:

1. Lift and shift Data Management team under Chief Technology Officer (CTO) which would see the disestablishment of Data Management Manager and Enterprise Data Warehouse Manager roles and the following roles established:
 - Head of Data
 - Platform Lead – Engineering
2. Reducing some activities that sit within the CAS team and reduce the team size from 12 FTE to 5 FTE.

4. Change Process 3 | Revised CAS Team Proposal

In response to feedback from the CAS team during the consultation period, we reviewed the key activities performed by the team. This review was shared with the CAS team on 15 May 2024. After further consideration, we revised the CAS team proposal to achieve better clustering and alignment of team activity and data capability and ensure we were investing resources and capability in automating CAS workflows and platform. A revised consultation proposal (shared on Tuesday 28 May) saw the CAS team proposed to be:

- Realigned with Customer & Services group operational activities, which includes reporting line change for Manager, CAS Processor to Head of Customer Operations.
- CAS Coordinator and CAS Data Processors into Customer Operations team under CAS Manager.
- Lift and shift CAS Data Quality Advisor and CAS Senior Data Quality Advisor into Chapter Lead

Overview of the feedback process

On 8 May 2024, you were invited to provide feedback on the proposed structure for Digital outlined in the document “Change Proposal Digital Operating Model”.

The consultation period ran for three weeks and ended at 5pm on Tuesday 28 May 2024. During this time, we allocated further consultation time for the CAS team revised proposal until Monday 3 June. We also hosted 3 drop-in sessions (via MS Teams) for people to ask questions and/or seek clarification on the proposal and our agile operating model. In addition, we had a [SharePoint page](#) and communicated with many of the team in person, via All Digital teams channel 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 from team members across the Digital | Te Aukaha group and from external stakeholders in response to the CAS team proposal. In total we had 84 people and 1 group submit formal written feedback, either via the Microsoft form provided or email.

Overall, the feedback received was supportive of the proposed changes. More detailed feedback was provided related to specific aspects and/or roles within the proposal. The main area of opposing feedback was the initial proposal for the CAS team, including the reduction of team size. A table summarising the key themes identified in the feedback is provided below, along with our response to each of these key themes.

Summarised key themes from the feedback received

Summary of Feedback	Response to Feedback
High Level Proposed changes	
<p>Supportive feedback for:</p> <ul style="list-style-type: none"> The high-level functional design for Domains, CTO and Digital Performance functions The Agile Operating Model and establishing a chapter model– this model has worked well in other organisations. It will lead to a more efficient and scalable group. <p>Consideration around:</p> <ul style="list-style-type: none"> Rationale for change needs further clarity and providing what ROI this new model will deliver compared to current state Clearly defined responsibilities to ensure accountability. Less roles may mean higher workload for some. Potential reporting line changes and what this might mean for upcoming performance reviews Service Design and how it will be used in proposed structure and ways of working – part of a dedicated squad? Will work extend 	<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. The CAS revised changes are outlined in further detail below. We don't calculate ROI for our digital overhead (which is what our non-rechargeable teams are). We do calculate ROI (or BCR - benefits cost ratio as it is known in Government) for projects. The changes proposed primarily impact non-rechargeable positions - hence the imperative as a crown entity to ensure we have careful oversight of and management of our costs. While we have attempted to be as accurate as possible with job descriptions/accountabilities (when proposing reductions in FTE to ensure that teams are appropriately resourced) we do expect there will be small changes as the operating model is implemented. DLT leads will be responsible for ensuring everyone is clear about roles and responsibilities.

Summary of Feedback	Response to Feedback
<p>beyond Digital?</p> <ul style="list-style-type: none"> Consideration of Service Design sitting in Customer & Services Te Mahau 	<ul style="list-style-type: none"> We expect that a flatter structure, with our operating model centred around delivery squads will mean a more efficient way of working - more autonomy within squads, less handoffs and less meetings. Current line managers will complete the end of year performance reviews. Service Design will continue to support work within Digital and within squads, plus outside teams, as they do now. Service Design is a critical input to digital delivery, and as such will continue to be based in Digital.
Domain Leads	
<ul style="list-style-type: none"> Support for consolidating the Domain Lead roles and grouping the stakeholder accountabilities. Recognition that Data and Enterprise are not considered a Domain 	
Domain SME	
<ul style="list-style-type: none"> Consider changing the 'Domain SME title to Principal Analyst Concerns raised with Domain SME only for one Domain – Domain Lead roles are large in scope already especially Transport/IoT with no Domain SME to support (refer to point below) Consider adding an additional Domain SME under Transport/IoT to balance domain support 	<ul style="list-style-type: none"> The position title has been changed in response to feedback – Principal Analyst Regulator, Customer & Corporate The Domain SME/Principal Analyst role is specific to Regulatory, Customer and Corporate domain – the rationale for this has been outlined in the consultation around the domain Regulatory, Customer & Corporate needing specific expertise to support the current delivery of work. This role will provide technical and business function SME leadership to Regulatory, Customer & Corporate domain. Transport/IoT is already well supported and once funding model has been defined we will re-consider programme management/delivery capability required to resource this domain.

Chapter Model and Chapter Lead role

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| <ul style="list-style-type: none"> • The span of control across some of the Chapter Lead roles is too high • Quite a packed PD with various responsibilities - repetitive • Request for simplification of the Chapter Lead position description • Banding too low for Chapter role (given scope) • Unclear where Architecture Governance accountability will reside at a technical-level, enterprise and strategic-level and across the Strategy-to-Operate Lifecycle. • For chapter model to work well Digital needs to consider reviewing in-sourced versus out-sourced technology delivery • Some practices already operating in this way – utilizing chapter model • Hope we don't lose the close knit practices we have worked hard to build by shifting models and potentially managers. • Missing product owners and scrum masters in this model. Agile roles need to be better defined – consider introducing an enterprise coach. • Who will hold the strategic direction for CTO if CTO role has expanded with Chapter Lead model and oversight? • Retaining Chapter Lead – Project Delivery within domains (as well as PMs and Coordinators) creates further silos across Te Aukaha Digital and between the PM and BA crafts. • Platform Lead – more are required to support Reg, Customer & Corporate Domain | <ul style="list-style-type: none"> • Where span of control is over >20 FTE we will consider leaning into our seniors in the chapter to help coach and mentor and contribute leadership support (secondment and development opportunities at this level will be discussed). The Chapter Lead PD has been updated to better reflect and reinforce the scope of this role. • The advice received from Korn Ferry (job evaluation experts) for the Chapter Lead roles indicates that they fall into different bands due to variations in their accountabilities, scope and outcomes (Chapter Lead – Project Delivery is band 19 Chapter Lead – Technical Streams band 20]. The PD has been separated into two separate PDs and these have been updated accordingly. • CTO is accountable for Architecture Governance and strategy and overall strategic direction for Technology for NZTA. The Enterprise Architect will work alongside Domains to delivery strategy. • DLT has already agreed an in-housing/out-sourcing model (which we can share at a Digital Hui). The Operating Model supports our intention that we will have greater control of user-facing platforms, which over time means in-housing development and testing support. • Scrum masters are a hat and not a role. Squads will select their most experienced practitioners to wear the scrum master hat. The Product Ownership model has already been set up and we expect to see this evolve as squads are put in place. • We have specifically retained Chapter Leads for Project Delivery in the domains because those domains are accountable for project outcomes and roadmap delivery. As delivery will operate within squads, aligned with domains, we expect the collaboration across Digital to improve. • We are still finalising the number of platform leads needed for each domain |
|--|--|

Contingent Workforce Manager

- | | |
|---|--|
| <ul style="list-style-type: none"> • Clarity around whether all contractors report into this role • Seems to be a mixed level role with strategic resource management and administrative onboarding and offboarding of contingent workforce | <ul style="list-style-type: none"> • The Contingent Workforce Manager will be responsible for all consultant and contractor roles. • We have taken on the feedback and have reviewed the position description to focus this role more on scheduling, |
|---|--|

	<p>onboarding/offboarding and supporting Chapter Leads with temporary resourcing.</p> <ul style="list-style-type: none"> The role has been sized accordingly at band 17.
Data	
<ul style="list-style-type: none"> General support for lifting and shifting Data under CTO structure. Several suggestions around putting a Chief Data Officer role instead. Data lift and shift makes sense as it will allow data teams to work more closely with technology moving forward. How will we address data career progression and pathways within this model? Data should be a priority for Digital as we are the custodians of data and this is a way to better manage it. General agreement of shifting Data out of a domain and under the CTO to give it strategic importance across the Agency. 	<ul style="list-style-type: none"> The span of control under the Chief Digital Officer is already quite large so it would be difficult to accommodate another DLT position. We may consider reviewing this at some stage as we build out the data capability. The role of the Chapter is to improve our craft across specific expertise by increasing capacity for coaching and mentoring each chapter member including career progression – we would expect the Chapter Lead Data to manage data career progression and pathway as part of their role. Once our operating model is in place we intend to focus on establishing clear career pathways and skills mapping for all our main functions
CAS Team Changes	
<ul style="list-style-type: none"> General feedback received was opposed to the original proposal. The revised proposal feedback is capture below. General support for the lift and shift of CAS Processing activities (Data Processors, CAS Processor Manager, CAS Coordinator) into Customer Operations Some feedback on additional and revised accountabilities to be added to the PD for Senior CAS Data Quality Advisor and CAS Data Quality Advisor (including role title changes). The bulk of the feedback of the revised proposal focused on automation efforts and suggestions on how this could be managed. 	<ul style="list-style-type: none"> We acknowledge more work needed to be done to understand the CAS team role accountabilities, workflow and automation efforts. We extended the consultation period to allow for a revised proposal to be considered by the team. We have updated some of the wording in the revised PDs for Senior CAS Quality Advisor and CAS Data Quality Advisor. We have updated the role titles to Analyst. We acknowledge that there may be further tweaks required to roles within the Chapter once the model is embedded.
General Feedback	
<ul style="list-style-type: none"> More clarity needed across product – product leads needed and product owner for tolling was called out What is the purpose of product roles in a Domain structure (structure which is set up for delivery and operate not innovation and external customers). There was meant to be x4 Product Leads, including one for Customer -have the accountabilities for these roles shifted? 	<ul style="list-style-type: none"> The Product Ownership model has already been set up and we expect to see this evolve as product teams are put in place. Product Leads are expected to work directly with the Domain Lead to provide the customer and business voice into the Domain. Expectations of these roles have not changed. We are continuing to refine the definitions around Platforms, Products and Squads as

<ul style="list-style-type: none"> Leaving Security and Digital Ops out of this change is going to create the same amount of delivery friction and delays 	<p>part of the transition towards Agile ways of working.</p> <ul style="list-style-type: none"> We will continue to clarify and communicate our definitions and transition approach with you as part of our ongoing Operating Model evolution. Security and Digital Operations are currently working on how they will support our new operating model. We can expect some change in those teams going forward.
Process Feedback	
<ul style="list-style-type: none"> The Selection Process needs to be fair and all possible scenarios need to be looked at to ensure the right people are selected for the available roles. The change approach and engagement efforts undertaken with the wider digital team is appreciated. More clarity is needed around how the resource gaps in squads will be addressed. The proposed structure doesn't seem to have flexibility needed to manage increasing our resourcing and delivery to stakeholder needs or future growth opportunities. The process has been unsettling. We should have done an agency wide approach to change to align reductions across groups. 	<ul style="list-style-type: none"> We have carefully considered how we can ensure that our Selection Process is robust and follows a fair process. We are in the process of reviewing all existing Squads (through our Agile Incubator process) to ensure they are adequately resourced, fit for purpose and closely meet the needs of the business. This preliminary work is due to be completed by 31 August 2024, however it's important to note that this is not a 'set and forget' task. Work will continue in the months ahead, to review and refine our Squad model, based on identified business demand, and our agreed suite of platforms and products. We acknowledge this has been a difficult and unsettling time for everyone. We have offered a range of support options in the Consultation Proposal and further support is outlined at the end of this Decision Document. A fully agile operating model will be more efficient, and collaborative and I am confident our teams will find it a more empowering and enjoyable way to work. We will continue to work to ensure we have the right people where we need them, to meet both our project and ongoing commitments.

Section 2: Structure Decisions

As a result of government directions to reduce cost across the entire agency, including the draft Government Policy Statement (GPS) we have reviewed our resourcing requirements across Digital | Te Aukaha to implement the governments required changes efficiently and effectively. Transitioning to a digital agile operating model aligns with the needs of modern and digital businesses to be adaptive, customer-focused, and efficient. It will allow Digital to deliver cost effective digital solutions to both NZTA and our stakeholders, while fostering a culture of continuous improvement and innovation, crucial for thriving in today's fast-paced digital world. This shift not only enhances operational efficiency and delivery but also empowers employees and manages risks effectively, making it a strategic imperative for Digital | Te Aukaha Group to continue to deliver to Auahatanga | Accelerating Digital.

After considering all feedback received throughout the consultation period, we confirm the following, across all change processes:

Change Process 1: Digital Domain Leads and Domain SME

1. Reduce the number of Domain Leads and disestablish the following roles:
 - Enterprise and Data Domain
 - Transport Domain
 - Regulatory and Customer Domain
2. Disestablish the role of:
 - Lead Advisor Enterprise & Data [Domain specific Lead Advisor role]
 - Conclude the secondment roles of Lead Advisor Transport and Lead Advisor Regulatory & Customer
3. Establish the following roles:
 - Establish a Domain Lead – Transport/ IoT and a Domain Lead Regulatory, Customer & Corporate
 - Establish a Principal Analyst (previously Domain SME) – Regulatory, Customer & Corporate

Change Process 2: Chapter Model

1. Disestablish current Practice Managers, Design Manager, Manager Design, Head of Engineering, and Head of Architecture roles.
2. Establish Chapter Lead roles:
 - Chapter Lead - Project Delivery x2 [Reports into each Domain]
 - Chapter Lead – Analysis [Reports into CTO]
 - Chapter Lead – Engineering [Reports into CTO]
 - Chapter Lead – Architecture [Reports into CTO]
 - Chapter Lead – QA [Reports into CTO]
 - Chapter Lead – Design [Reports into CTO]
 - Chapter Lead – Data [Reports into CTO]
 - Contingent Workforce Manager [Reports into Manager Digital Performance and Planning]

Change Process 3: Data Management Team

- Lift and shift Data Management team and capability under CTO structure.
- Disestablish the following roles:
 1. Manager, Data Management
 2. Manager, Enterprise Data Warehouse

Revised Change Process 3: CAS Team

- Lift and shift x 12 FTE under Head of Customer Operations structure (in Customer & Services Group). This includes the following roles CAS Processor Manager, CAS Coordinator and CAS Data Processors.
- Lift and shift the following roles into Chapter Lead Data structure, revise role accountabilities and role titles:

1. CAS Data Quality Analyst
2. Senior CAS Data Quality Analyst

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:

- Revised the original proposal with respect to the CAS team and reduction of their current activities. Noting that the revised proposal does not reduce the number of people working in the CAS team.
- Renamed the Domain SME role to Principal Analyst (Regulatory, Customer & Corporate)
- Updated the Contingent Workforce Manager position description and reporting line change to Manager Digital Performance and Planning.
- Updated the PDs and accountabilities for Senior CAS Data Analyst and the CAS Data Analyst
- Due to external expert advice from Korn Ferry, we have updated the banding for the following roles:
 1. Head of Data – Band 21
 2. Chapter Lead – Project Delivery Band 19 [accountability of outcomes sits with Domain Leads, Project Delivery craft comes from EPMO standards]
 3. Chapter Lead – Technical roles Band 20 [accountable for and leveraging new technology to get better outcomes, building centres of excellence]
 4. Contingent Workforce Specialist – Band 17
- Reviewed and adjusted the breakdowns of the selection criteria as follows:
 1. Knowledge Skills and Experience (50% weighting)
 2. Demonstrated Behaviours (30% weighting)
 3. Employee File (20% weighting)

The impacts of the confirmed changes mean that:

- **19 positions will be disestablished**, from the current total of 30 permanent positions proposed in the consultation document.
- **167 positions will have a minor change** to them, such as a change in reporting line or minor change to accountabilities.
- **14 new positions will be created** when the new structure comes into effect on 22 July 2024.

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

- Delivering cost effective digital solutions to both NZTA and our stakeholders, through streamlined leadership functions that continue to support Auahatanga | Accelerating Digital
- Supporting our continued efforts to embed Agile ways of working by:
 1. Establishing digital best practices in a move to a chapter model (embedded in centres of excellence)
 2. Addressing 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.
- Maximising the value we add to the land transport system - ensuring we are connected to and reflective of the digital world in which we operate.
- Embedding further digital capabilities by introducing new roles, changing reporting lines, reviewing and better clustering data activities and looking at how the teams work together, to enable efficient and cost-effective delivery.

In respect of the CAS team:

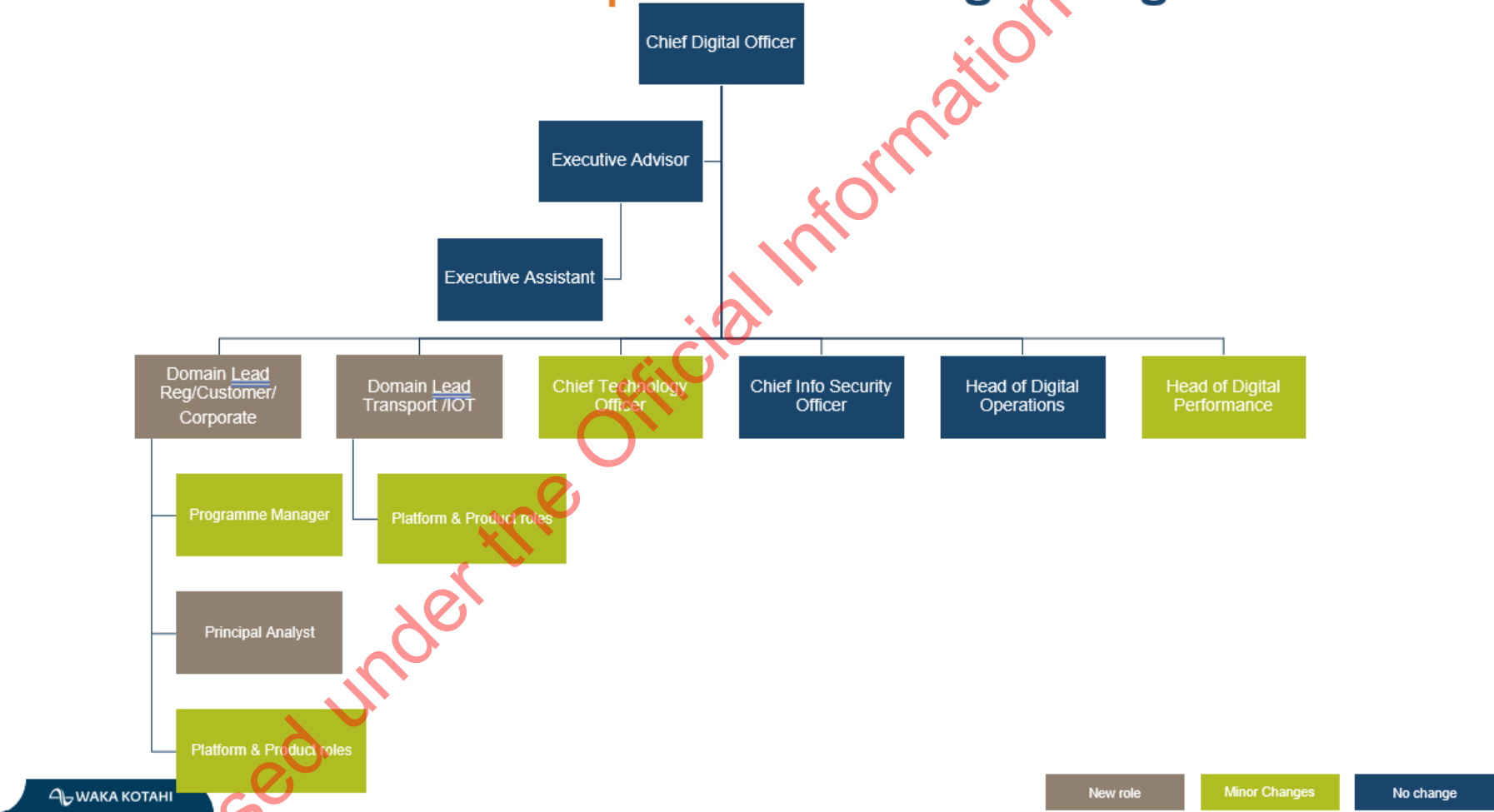
- deliver streamlined and more accessible processes internally and externally by automating workflows and digitising CAS platforms (both reporting and coding).

- Better cluster CAS team processing and operational capabilities with similar operational function, and
- ensure NZTA continues to perform our core statutory duties as a regulator.

Released under the Official Information Act 1982

Confirmed new structure – CP#1 Change

CP#1 Confirmed Structure | Te Aukaha Digital High Level



Confirmed Change Process 1 – Domain Leadership

We are confident the confirmed structure will result in better clustering of agency domain activities, domain leadership and expertise will provide clear focus on accountability, governance and delivery. Additionally, the efficiency and effectiveness working group has provided advice that groups need to enable quality cost and efficient delivery with reduced budgets.

The Domain Lead will be responsible for:

- Agreeing the strategic digital roadmap and accompanying workplan with relevant GGMs, stakeholders and the Chief Digital Officer and
- Organising the division of work between squads and setting the team direction to deliver to the workplan,
- Ensuring that the squads within the Domain delivers the roadmap in an efficient and customer centric manner embedding an agile culture that aligns to Digital's values, drives high engagement and collaboration within the team, and optimizes our investment in digital technology.

The Principal Analyst – Regulatory, Customer & Corporate has deep rooted knowledge of the business functions and end users they serve, and plays a critical role connecting, enabling, and facilitating within and across the Domain and Te Aukaha, and across Waka Kotahi and externally to help foster the holistically successful achievement of the outcomes of the Domain.

Confirmed roles

Confirmed Role	Link to Position Description
Domain Lead – Regulatory, Customer & Corporate	here
Domain Lead – Transport / IoT	here
Principal Analyst – Regulatory, Customer & Corporate	here

Confirmed Change Process 2 – Chapter Model

By introducing a Chapter Model, we will group functional capabilities under a specialist lead which allows us to build deep technical capability in that function and aligns with digital best practice. The feedback reflected that the Chapter Model will lead to a more efficient and scalable group.

The model provides an opportunity to reset expectations and responsibilities around lifting our capability, people leadership, motivating and empowering our people in a matrixed and agile squad environment whilst meeting cost reduction targets and a reduced FY25 budget. As our operating model is based on an agile philosophy it is not set in stone and will be adapted with time and experience.

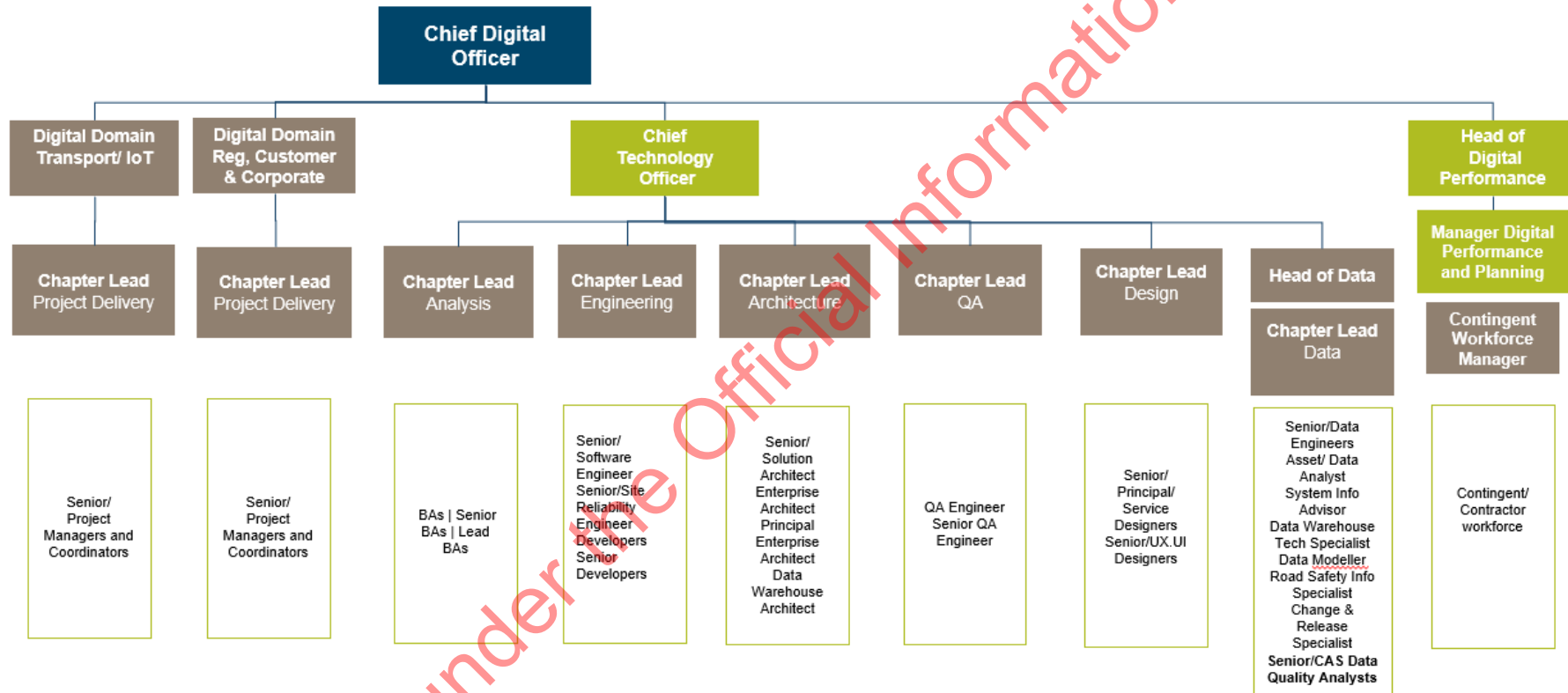
The Chapter Lead roles supports:

- Improvement in the capability of our people, through increased capacity for coaching and mentoring of chapter members across our Centres of Excellence.
- Our adoption of Agile ways of working
- An efficiency and effectiveness cost delivery lens through a reduction in the number of tier 4 leaders.
- Increased focus on permanent capability by consolidating the management of contingent workforce into a central team under Digital Performance (span of control is reduced for proposed Chapter Leads)
- Improved resource flexibility across domains and squads
- Standardisation of role bands – all Technology Chapter Leads will be band 20 and all Project Chapter Leads will be Band 19.

- Consistent and manageable span of control <20 FTE (where possible)
- Once span of control goes beyond 25-30 we will look to introduce development and secondment opportunities for our senior experts to mentor and coach within the chapter.

Released under the Official Information Act 1982

CP#2 | Confirmed Structure Chapter Model



Confirmed roles:

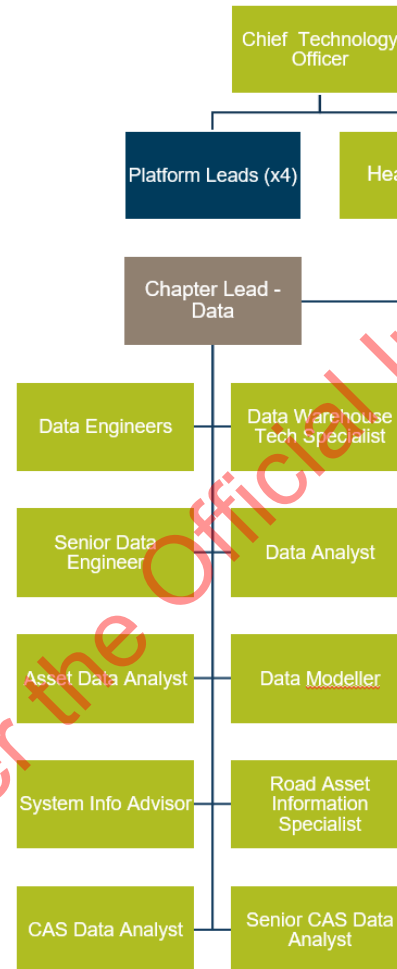
Confirmed Role	Link to Position Description
Chapter Lead: <ul style="list-style-type: none">Chapter Lead - Project Delivery x 2 [Reports into each Domain]	here
<ul style="list-style-type: none">Chapter Lead - Analysis [Reports into CTO]Chapter Lead - Engineering [Reports into CTO]Chapter Lead - Architecture [Reports into CTO]Chapter Lead - QA [Reports into CTO]Chapter Lead - Design [Reports into CTO] Chapter Lead - Data [Reports into CTO]	here
Contingent Workforce Specialist	here
Platform Lead - Engineering	here

Confirmed Change Process 3 – Data Management | Realign Data Capability

With an experienced and skilled CTO in place we have the opportunity to improve our focus on Data and Data Platforms by bringing the Data function into the Technology team. We acknowledge the importance of Data as a function by establishing a senior leadership role with the Head of Data role under the CTO, giving us the ability to build great data expertise to support the agency's priorities by:

- Better clustering of capabilities and expertise to provide clear focus on accountability, governance, and delivery for enterprise data.
- Enhanced focus on utilising data to drive business outcomes.
- Accelerating investment in future capabilities, including AI.
- Shifting accountability for platforms into the Platform Leadership model.

CP#3 | Structure: Head of Data



Confirmed Roles

Confirmed Role	Link to Position Description
Head of Data	here
Platform Lead - Engineering	here

Released under the Official Information Act 1982

Confirmed Change Process 3 – CAS Team | Realign Data Capability

We acknowledge the importance of CAS team as a function and through the consultation period we have provided a revised proposal for the team to consider which aligned with the purpose of the team and operational activities. Feedback supported the notion that the changes outlined in the Revised Proposal better aligned to the work performed by the CAS team and reflected that automation may take some time. Overall, we consider the confirmed changes will better support our CAS activities from two lenses:

1. A Te Kāpehu View - The confirmed structure results in better clustering and alignment of team activity and data capability. We consider that lifting and shifting the CAS processing and operational activities of the team into Customer Operations (Te Mahau | Customer & Services Group) will align the CAS activities with Customer Operations capabilities to provide clear focus on operational excellence and delivery. Furthermore, the confirmed structure will enhance Customer Operations purpose to deliver transaction services consistently and drive efficiencies, leveraging technology – making customer interactions a consistent, simple, and positive experience.

2. Investing resources and capability in automating CAS workflows and platforms

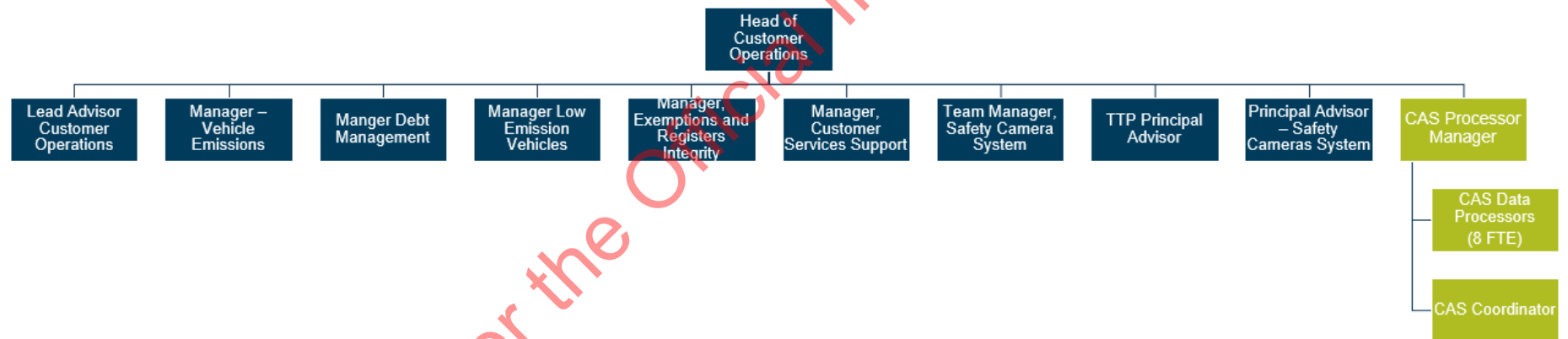
Accelerate investment in automation and AI to drive cost efficiencies by automating current processes and reviewing workflows to reduce data volumes handled by the Data Processing team. Assign a current Platform Lead and propose revision of CAS Advisor and CAS Senior Advisor accountabilities to support automation efforts. Note we are confirming a minor change in title to CAS Data Analyst and Senior CAS Data Analyst to better reflect the nature of the roles and align with existing Technology naming conventions. With the confirmed change of reporting line into Chapter Lead Data we will better cluster our data capabilities (by aligning each capability to the specialist chapter) and providing opportunities to uplift and improve our data expertise.

Updated position descriptions

Updated Role title	Link to revised Position Description
CAS Data Analyst	here
Senior CAS Data Analyst	here

Confirmed structure – CAS Processing Team

CAS Processing Team | Confirmed Structure Customer Operations



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 contestable reconfirmation, 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 has a change of reporting line or minor changes to duties

Change Process 1 – Consolidate Domain Leadership

Position in scope	FTE	Confirmed change	Outcome for Incumbent Employees	Impact
Domain Lead	3	Disestablish and reduce from 3 to 2 FTE	Contestable reconfirmation	Significant
Lead Advisor [Domain specific]	3	Disestablished	Contestable reconfirmation	Significant
Platform Lead	5	Reporting line change to Newly created Domain Lead roles	Minor Change	Minor
Programme Manager	1	Reporting line change to Newly created Domain Lead roles	Minor Change	Minor
Product Lead	3	Reporting line change to Newly created Domain Lead roles	Minor Change	Minor
Product Owner	1	Reporting line change to Newly created Domain Lead roles	Minor Change	Minor

Change Process 2 – Chapter Model and Chapter Leads

Position in scope	FTE	Confirmed change	Outcome for Incumbent Employees	Impact
Practice Managers: Practice Manager Project Management (3 FTE) Practice Manager Business Analysis Practice Manager Architecture	8	Disestablished	Contestable reconfirmation	Significant

Position in scope	FTE	Confirmed change	Outcome for Incumbent Employees	Impact
Practice Manager Development Practice Manager QA (2 FTE)				
Design Manager	1	Disestablished	Contestable reconfirmation	Significant
Manager Design	1	Disestablished	Contestable reconfirmation	Significant
Head of Engineering	1	Disestablished	Contestable reconfirmation	Significant
Head of Architecture	1	Disestablished	Contestable reconfirmation	Significant
Manager, Digital Performance & Planning	1	Change of role accountability	Minor Change	Minor
Senior Project Manager	15	Change of reporting line to Chapter Lead – Project Delivery	Minor Change	Minor
Project Manager	9	Change of reporting line to Chapter Lead – Project Delivery	Minor Change	Minor
Coordinator	5	Change of reporting line to Chapter Lead – Project Delivery	Minor Change	Minor
Lead Business Analyst	3	Change of reporting line to Chapter Lead – Analysis	Minor Change	Minor
Senior Business Analyst	14	Change of reporting line to Chapter Lead – Analysis	Minor Change	Minor
Business Analyst	7	Change of reporting line to Chapter Lead – Analysis	Minor Change	Minor
Developer	5	Change of reporting line to Chapter Lead - Engineering	Minor Change	Minor
Senior Developer	7	Change of reporting line to Chapter Lead - Engineering	Minor Change	Minor
Senior Data Engineer	1	Change of reporting line to Chapter Lead - Engineering	Minor Change	Minor

Position in scope	FTE	Confirmed change	Outcome for Incumbent Employees	Impact
Senior Site Reliability Engineer	5	Change of reporting line to Chapter Lead - Engineering	Minor Change	Minor
Site Reliability Engineer	3	Change of reporting line to Chapter Lead - Engineering	Minor Change	Minor
Senior QA Engineer	14	Change of reporting line to Chapter Lead - QA	Minor Change	Minor
QA Engineer	15	Change of reporting line to Chapter Lead - QA	Minor Change	Minor
Solution Architect	6	Change of reporting line to Chapter Lead – Architecture	Minor Change	Minor
Senior Solution Architect	11	Change of reporting line to Chapter Lead – Architecture	Minor Change	Minor
Enterprise Architect	1	Change of reporting line to Chapter Lead – Architecture	Minor Change	Minor
Principal Enterprise Architect	2	Change of reporting line to Chapter Lead – Architecture	Minor Change	Minor

Change Process 3 – Realignment of Data Capability (including revised proposal for CAS team)

Position in scope	FTE	Confirmed change	Outcome for Incumbent Employees	Impact
Data Management, Manager	1	Disestablished	Contestable reconfirmation	Significant
Enterprise Data Warehouse Manager	1	Disestablished	Contestable reconfirmation	Significant
CAS Processor Manager	1	Reporting line change to Head of Customer Operations	Minor Change	Minor
Data Warehouse Architect	1	Reporting line changes to Chapter Lead Architecture	Minor Change	Minor
Asset Data Analyst	1	Reporting line changes to Chapter Lead - Data	Minor Change	Minor

Data Modeller	1	Reporting line changes to Chapter Lead - Data	Minor Change	Minor
System Information Advisor	1	Reporting line changes to Chapter Lead - Data	Minor Change	Minor
Change & Release Specialist	1	Reporting line changes to Chapter Lead - Data	Minor Change	Minor
Road Asset Info Specialist	1	Reporting line changes to Chapter Lead – Data	Minor Change	Minor
Transportation Investment Online (TIO) Manager	1	Reporting line changes to Transport & IOT Domain	Minor Change	Minor
Data Engineers	7	Reporting line changes to Chapter Lead – Data	Minor Change	Minor
Data Analyst	1	Reporting line changes to Chapter Lead – Data	Minor Change	Minor
CAS Data Analyst	1	Minor changes to accountabilities and role title change. Reporting line changes to Chapter Lead – Data	Minor Change	Minor
Senior CAS Data Analyst	1	Minor changes to accountabilities and role title change. Reporting line changes to Chapter Lead – Data	Minor Change	Minor

Confirmed new and vacant positions.

Position	FTE	Team	Position Status	Fulfilment status	Band
Domain Lead – Regulatory, Customer & Corporate	1	Digital Leadership Team	New, Permanent	Vacant. Available initially for Contestable Reconfirmation	22
Domain Lead – Transport/IoT	1	Digital Leadership Team	New, Permanent	Vacant. Available initially for Contestable Reconfirmation	22
Principal Analyst	1	Domain	New, Permanent	Vacant. Available initially for Contestable Reconfirmation	19

Chapter Lead - Analysis	1	CTO	New, Permanent	Vacant. Available initially for Contestable Reconfirmation	20
Chapter Lead - Architecture	1	CTO	New, Permanent	Vacant. Available initially for Contestable Reconfirmation	20
Chapter Lead - Data	1	CTO	New, Permanent	Vacant. Available initially for Contestable Reconfirmation	20
Chapter Lead - Design	1	CTO	New, Permanent	Vacant. Available initially for Contestable Reconfirmation	20
Chapter Lead - Engineering	1	CTO	New, Permanent	Vacant. Available initially for Contestable Reconfirmation	20
Chapter Lead - QA	1	CTO	New, Permanent	Vacant. Available initially for Contestable Reconfirmation	20
Chapter Lead – Project Delivery	2	Domain	New, Permanent	Vacant. Available initially for Contestable Reconfirmation	19
Platform Lead - Engineering	1	CTO	New, Permanent	Vacant Available initially for Contestable Reconfirmation	20
Head of Data	1	CTO	New, Permanent	Vacant. Available initially for Redeployment via EoI to all affected NZTA staff, and then for Open Recruitment if still vacant	21
Contingent Workforce Manager	1	Digital Performance	New, Permanent	Vacant. Available initially for Redeployment via EoI to all affected NZTA staff, and then for Open Recruitment if still vacant	17

Section 3: What Happens Next

High Level Timeline

Process	Date
Decision communicated	10 June 2024
Expressions of interest (Eoi) can be submitted by affected employees for contestable reconfirmations to new Digital positions	10 June 2024 5pm - 17 June 2024 12pm
Selection Process interviews begin for contestable reconfirmation positions	18 June – 1 July
Selection Process Decisions and Outcomes	2 July 2024
Wider redeployment explored for affected employees	2 July 2024 – 15 July 2024
Internal recruitment processes begin for positions that have had no Expressions of Interest received.	From 2 July 2024
Recruitment process expands to include external applicants for: <ul style="list-style-type: none">• Positions that have had no Internal Eoi's received, or where• No suitable applicants have been identified through the Internal Recruitment process.	2 July 2024 or earlier
Recruitment process expands to include external applicants for the positions remaining available after the conclusion of the expression of interest and internal recruitment processes	22 July 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>	Approx. 22 July 2024
The new structure comes into effect	22 July 2024
Squads Squad model goes live	1 September
All further offers of redeployment have been made. 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.	30 August 2024

Selection and Redeployment Process

Contestable reconfirmation

In the new structure, there are a number of positions that are the same or substantially similar to those in the old structure, but the number of positions is being reduced or combined to a lesser number of (same or substantially similar) positions. These positions will be subject to a contestable reconfirmation process, and a selection process will be initiated.

The following positions will be subject to contestable reconfirmation (and opened to Digital Group affected employees):

- Domain Lead – Transport/IoT

- Domain Lead – Regulatory, Customer & Corporate
- Principal Analyst – Regulatory, Customer & Corporate
- Chapter Lead – Analysis
- Chapter Lead - Architecture
- Chapter Lead - Data
- Chapter Lead - Design
- Chapter Lead – Engineering
- Chapter Lead – QA
- Chapter Lead – Project Delivery

The following positions are opened to employees within NZTA whose employment is currently affected by a change process, including Digital change process (these individuals are eligible to partake in the selection process):

- Head of Data
- Contingent Workforce Manager

Selection Process

The selection process will commence on 10 June 2024. All affected employees who are eligible for contestable reconfirmation will submit an [EOI Form](#). This form must be submitted by **12pm on 17 June 2024**. The selection criteria for the identified positions can be found [here](#) – a version of the selection criteria can be found in Appendix 2.

All submissions will be reviewed, and interviews will be arranged with employees. The interview panel will consist of one/two Digital Senior Leaders, a Talent Acquisition Partner and where applicable an internal NZTA stakeholder. Impacted employees may submit an expression of interest for any of the new or vacant positions within Digital as part of the contestable reconfirmation process, starting from 10 June 2024 and ending at 12pm on 17 June 2024.

Selection Process steps

Process step	Step Details
Step 1: Expression of Interest (Eoi)	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 10 June 2024 until 12pm on 17 June 2024, and applications received within this time will be considered. When completing the Eoi form, please do so while viewing the applicable selection criteria for the available position you are interested in.
Step 2: Interview	A three-person panel will interview the impacted employee. This assessment will consider both the information provided by the employee and finalized selection criteria for specific role/s.
Step 3: Decision	The initial outcome of the interview and 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.

Redeployment

Where there are no positions in the new structure that an employee can be reconfirmed into (or where an

employee is unsuccessful in being confirmed into a role after a contestable process), the employee will be considered for redeployment to suitable alternative positions within the new structure or across the organisation generally.

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, or 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.

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, they 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 Digital
- Their skills and experience
- How to express interest in approved vacancies

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.

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.

Redundancy

Affected employees who have not received an offer of redeployment by 19 July 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 23 August 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 Kushla Beacon, Org Design & Change Lead.

Implementation

In implementing this decision:

- Employees subject to contestable reconfirmation will participate in the selection process for relevant roles and other available opportunities. If you are reconfirmed into a role this will be effective 22 July 2024 when the new structure goes live. Redeployment start dates will vary depending on the position and we will develop an individual transition plan
- Outcomes/ decisions in terms of reconfirmation or redeployment will be communicated between 2 July – 19 August 2024.

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?

- Liz Maguire – Chief Digital Officer
- Justin Taylor – Chief Technology Officer
- Kushla Beacon – Org Design & Change Lead
- Dorothy Nolan-Payne and Janie Scott – Talent Team
- 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, LinkedIn Learning courses, Writing an Effective CV Webinar, Interview Techniques Webinar and Rock Your Profile – LinkedIn Learning Webinar

Redeployment support

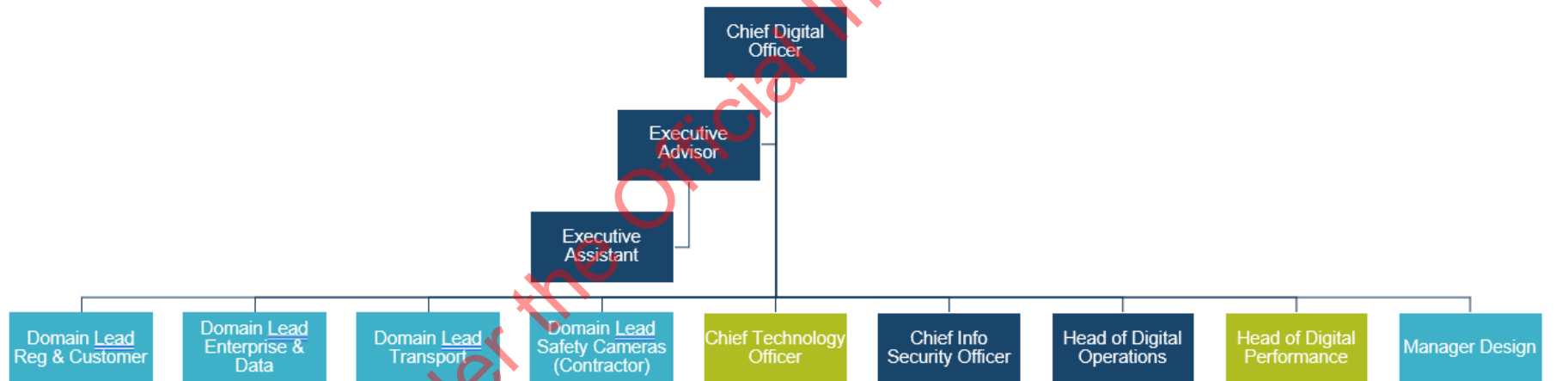
Affected employees who are unsuccessful through their initial EOI process, will receive individual support from a member of the Talent Team. They will meet with you to gain a better understanding of your skills and experience and how they might relate to other roles and provide regular redeployment support.

Appendices

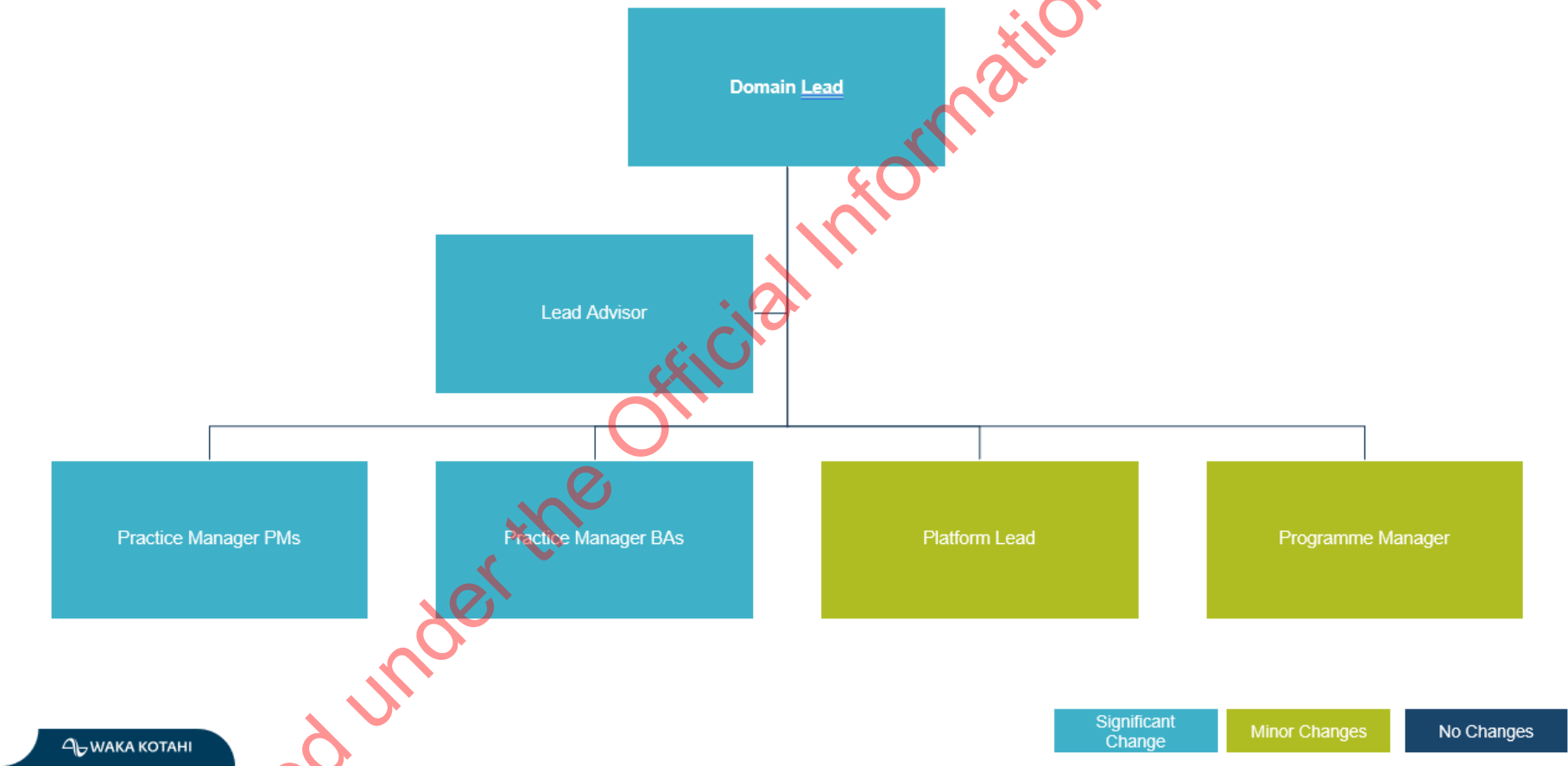
Appendix 1: Current Structures

The structure for Digital against which the change was assessed, is as follows. Please refer to the key beside each diagram for the impact of the change on each position and across Change Process #1, #2 and #3.

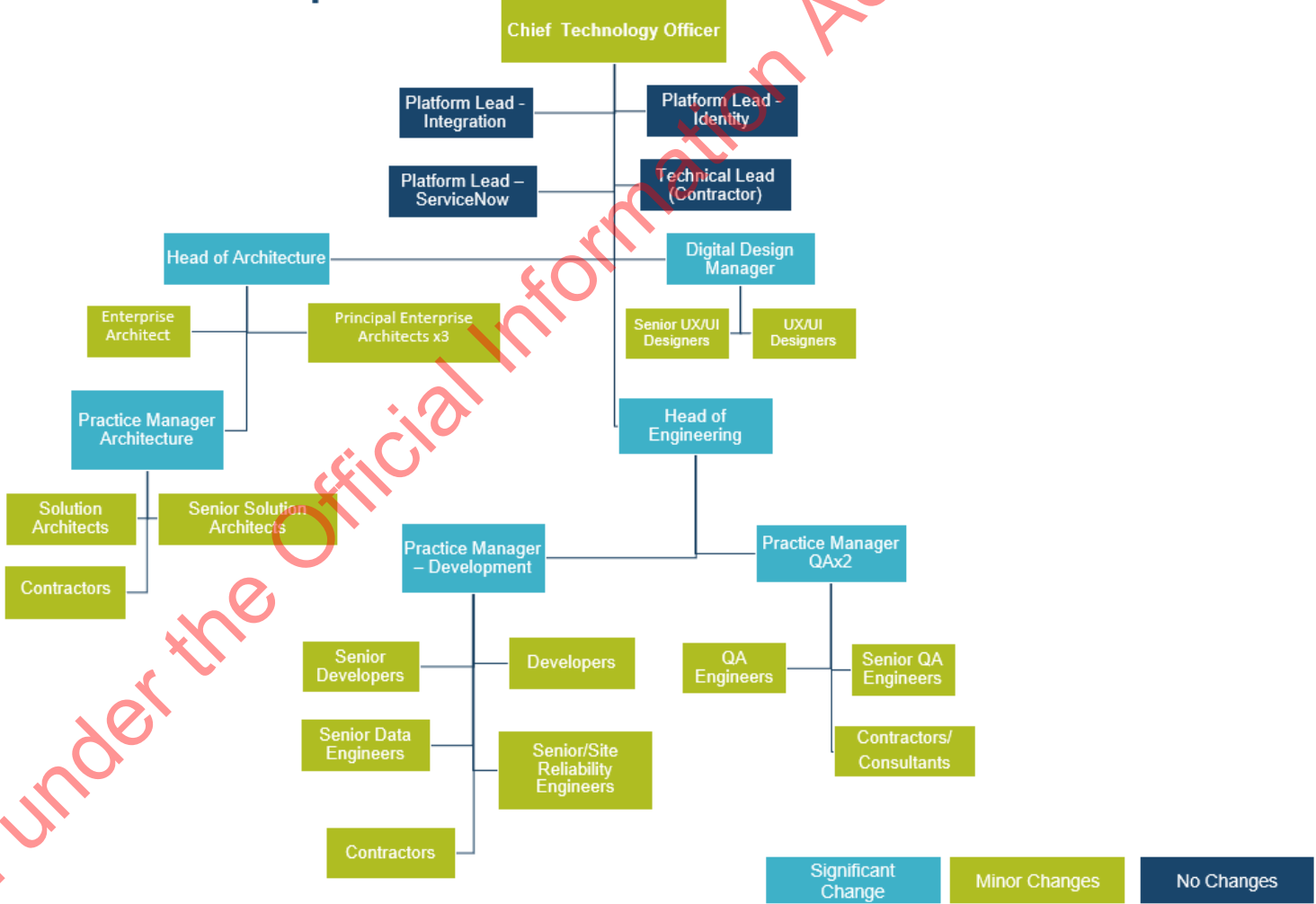
Current Structure Digital CDO Direct Reports



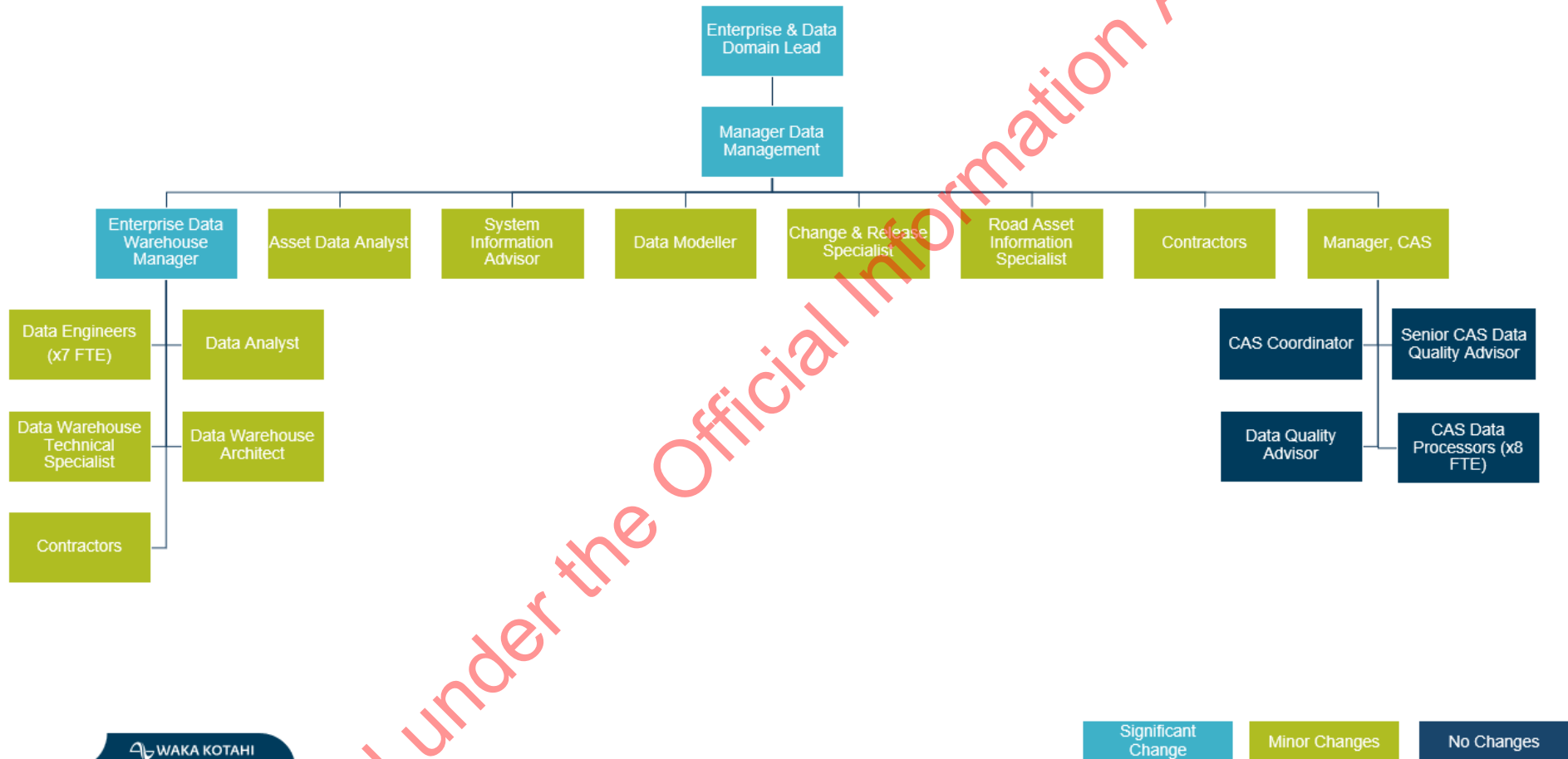
CP#2 | Current Structure CTO | Domain



CP#2 | Current Structure CTO | Domain



Current Structure – Data Management



Appendix 2: Selection Criteria for Contestable Reconfirmation Process for Affected Employees

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

Grouping	Weighting
Knowledge, experience, and skills	50%
Demonstrated behaviours and values	30%
Employee File (Employment records ie disciplinary level of action taken)	20%

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.

Selection Criteria for confirmed roles

Confirmed Role	Link to Selection Criteria
Domain Lead – Regulatory, Customer & Corporate	here
Domain Lead – Transport / IoT	here
Domain SME – Regulatory, Customer & Corporate	here
Head of Data	here
Chapter Lead – Project Delivery	here
Chapter Lead – Technical Stream	here
Contingent Workforce Manager	here
Platform Lead - Engineering	here

Appendix 3: Selection Criteria example – Chapter Lead Technical stream role

The following Proposed Selection Criteria was developed using the **Chapter Lead Position Description**. The Criteria is broken down into 3 parts:

- Knowledge, skills and experience required
- Demonstrated behaviours needed/alignment to the NZTA/Waka Kotahi values
- Any employment records (i.e disciplinary)

Chapter Lead – Technical Stream	Specific/Expertise Skills
Chapter Lead Design	Demonstratable knowledge and experience in UX/UI and Service Design Extensive knowledge and experience with driving and applying user-centered design processes while working collaboratively with cross-functional teams including engineering, product, architecture
Chapter Lead Technical Engineering	Demonstrated knowledge and experience in Technical Engineering: Solid understanding and experience of DevOps Ability to mentor and guide engineering practices on newer technologies. Ability to understand business problems and decomposition of them.
Chapter Lead QA	Demonstratable knowledge and experience in QA Engineering The ability to understand of how solutions are architected and integrated internally and with external third-party software. Solid understanding of different testing types (e.g. Regression testing, Smoke testing, Integration testing, etc.).
Chapter Lead Architecture	Demonstrated knowledge and experience in architecture methodology Proven track record in architecture on large-scale enterprise transformation programmes Track record of architecture team leadership
Chapter Lead Data	Demonstrated knowledge and experience f leading data science and analytics teams Possess over 10 years of hands-on development experience and expertise in data analysis, predictive modelling, machine learning, and AI. Have a solid grasp of data engineering concepts, data architecture, and cloud-based database management systems.
Chapter Lead Analysis	Demonstrated knowledge and experience in Technical Business Analysis Leading the business analysis effort on high-value and complex strategic initiatives using advanced analysis techniques and skills such as Data Mapping/ETL, Data Modeling and Data Analysis.

CRITERIA	DESCRIPTION	MEASURE			
Knowledge, skills and experience 50%	Relevant experience/time in similar role	<2 years (1)	2– 3 years (2)	3– 5 years (3)	>5 years (4)
	Demonstrated ability to lead teams and inspires, motivates, and guide chapter members. You will have a clear vision for the chapter and be able to articulate it effectively. Also be able to build consensus around common process and practices when necessary.	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	Proven track record of delivery and able to set the chapters capability strategy, uplifting and professionalising the craft, creating a community (CoP), workforce management for permanent staff, defining performance standards, process standards, reusable tooling/templates and providing a level of assurance.	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	At least 10 years of relevant work experience in the industry with deep understanding of your technical area of focus (deep rooted knowledge of industry best practice). This will allow you to provide guidance, development and support to their team members, as well as represent the chapter to external stakeholders.	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	Able to communicate effectively with a variety of audiences, including domain leadership, team members, and broader stakeholders. Strong interpersonal skills - excellent communication both verbal & written; active listening; patience when dealing with difficult people or situations; comfortable working independently & collaboratively on multiple tasks simultaneously while managing tight deadlines successfully.	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	Able to manage their time effectively and juggle multiple responsibilities. They should be able to plan and organise events, manage budgets, and keep track of deadlines.	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)

	Able to build relationships with their team members and other stakeholders. They should be able to listen effectively, resolve conflict, and create a positive and supportive work environment.	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
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CRITERIA	DESCRIPTION	MEASURE			
Demonstrated Behaviours 30% Show cases NZTA Waka Kotahi values and behaviours Waka Kotahi values and behaviours underpin everything we do and form the core behavioural expectations for all roles	NGĀKAU AROHA Have heart means we respect and have the wellbeing of our people, community and planet at the heart of everything we do.	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	KOTAHITANGA Better together means we achieve great things when we work together to build trusted relationships inside and outside of Waka Kotahi.	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	KIA MĀIA Be brave means our outcomes are better when we bring courage and self-belief to our passion and purpose. We challenge to achieve the right outcome.	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	MAHIA Nail it means we create enduring legacy, delivering our best work every day. We celebrate success.	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	Foundational expectations of People Leaders Health Safety and Wellbeing Essentials People Leadership Essentials Management Essentials	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)

CRITERIA	DESCRIPTION	MEASURE		
Employee File 20%	Employment Records (i.e disciplinary level of action taken)	Final written warning (1)	Written warning (2)	No warnings (3)

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