

Confidential

CAS Team | Te Aukaha Revised Consultation Proposal

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Chief Digital Officer
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Tēnā koutou kātoa

This pack is an opportunity for NZTA to share a revised version of the Digital Change proposal as it related to Crash Analysis System (CAS) team and enable affected employees to consider these revised changes and provide feedback.

In response to early questions and feedback, we have held several sessions during the consultation period with the CAS team– this has included ensuring we have a detailed understanding of the CAS roles; a view of broader team activity; and a demo of the CAS system in action.

We have carefully considered the feedback received to date, and specifically how the work is performed by the CAS team. We now appreciate that automation may take some time, and as a result we have developed a revised change proposal for the CAS team.

We have scheduled this session to talk through the details of this revised change proposal and the operational improvements we consider this would deliver. After that, we will add a copy of this revised proposal to our sharepoint page as well as emailing a copy to all affected people.

As a good employer, we are committed to providing a meaningful opportunity for our people to provide feedback on the revised change proposal – we will therefore extend the consultation period until **5pm Monday 3rd June**.

Following this extended consultation, we will analyse and carefully consider all feedback, before providing final decisions on Thursday 6 June.

Ngā mihi

Liz Maguire
Chief Digital Officer

Revised proposal and change

The CAS team is funded out of the operational Digital Group budget and has been identified as an area where we can possibly drive cost efficiencies by automating current processes, systems and reviewing workflows to reduce data volumes handled by the team.

The work of the CAS team is currently largely manual and is effort intensive. Over the past 9 months, the team have been exploring options to automate their work. We are proposing to expedite the automation and digitisation of these functions, which will impact the volume of manual data entry and handling required.

Additionally, as part of this consultation we have reviewed the key activities performed by the team and using a Te Kāpehu design view are recommending a lift and shift approach to better clustering of operational and data capabilities.

We consider that the revised changes proposed will:

- 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.

As a result, we are further consulting on a revised proposal and encourage feedback from the team.



Change Process #3: CAS Team Revised Proposal

CAS Team | What we are proposing

We will support our CAS activities by clustering our data and operational capability, investing in automating workflows and digitising CAS platforms.

Current State

We have held several sessions during the consultation period with the CAS team to ensure we have a detailed understanding of the CAS roles; a view of broader team activity; and a demo of the CAS system in action. Through these conversations it's become clear that there are two functions within the CAS team:

1. Data quality and analytics
2. Operational data processing

As a result of this consultation, we have revised our initial proposal:

- We propose to lift and shift the CAS Processor Manager, CAS Data Processor (8 FTE), CAS Coordinator from Digital's Data Management team into the Head of Customer Operations structure within Te Mahau | Customer & Services Group
- Propose a change of role accountabilities and reporting line into Chapter Lead Data for the following roles:
 1. CAS Data Quality Advisor - [proposed revised PD](#)
 2. Senior CAS Data Quality Advisor - [proposed revised PD](#)

The advisory roles will be focused on automation efforts and providing CAS SME support.

12 FTE Digital Group

Proposed Future State

Following Te Kāpehu design principles of clustering capabilities (expertise/ functions) across Waka Kotahi to provide clear focus, accountabilities, and deliverables, we propose to

- Align the CAS Processing Team (Manager, Data Processor and CAS Coordinator) to similar capabilities and function within Te Mahau | Customer & Services structure under Head of Customer Operations to deliver great transactional products and services through operational excellence
- Review the CAS Advisor and CAS Senior Analyst responsibilities to better support the CAS automation efforts and propose to change reporting lines to Chapter Lead Data.
- Invest in AI and automation resources by assigning a Platform Lead to support CAS platforms

2 FTE Digital Group

10 FTE Customer & Services (Customer Operations) Group

What we are trying to achieve with CAS Team revised changes

We acknowledge the importance of CAS team as a function by providing a revised proposal for the team to reconsider which best aligns with the purpose of the team and operational activities.

As part of this revised proposal, we have looked at the CAS team activities and approached it in two parts:

1. A Te Kāpehu View - Better clustering and alignment of team activity and data capability

- Align team function and activities and propose to lift and shift the CAS processing and operational activities of the team into Customer Operations (Te Mahau | Customer & Services Group)
- By applying a Te Kāpehu lens to the lift and shift we will align the CAS activities with Customer Operations capabilities to provide clear focus on operational excellence and delivery.
- Further 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 team. Assign a Platform Lead and propose revision of CAS Advisor and CAS Senior Analyst accountabilities to support automation efforts
- With the proposed 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

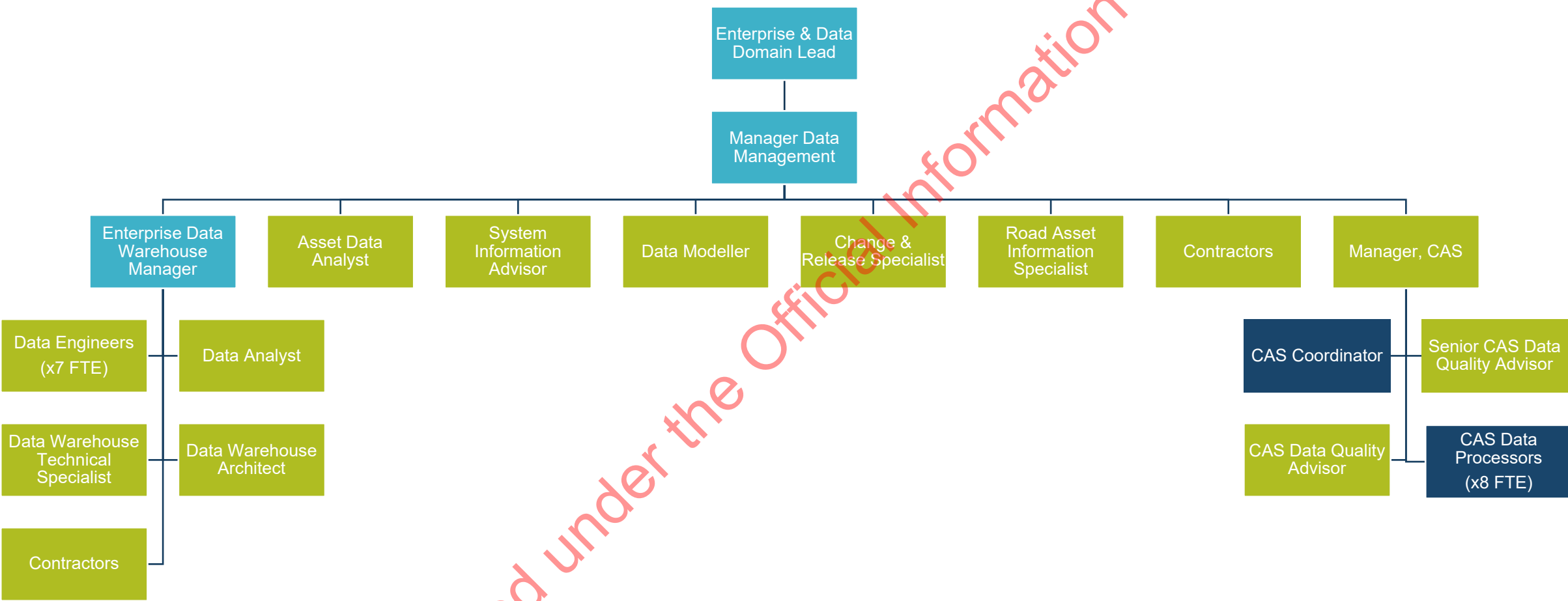
Opportunity for automation and improvements

Through our conversations with CAS team they have indicated that there are opportunities for improvements and automation across the following areas of the CAS team activities:

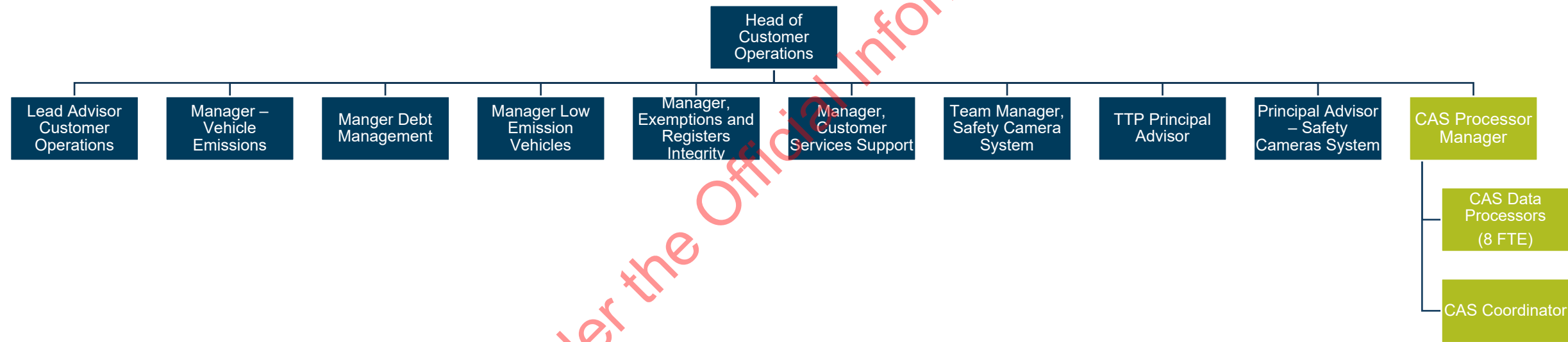
Activity	Current Workflow	Opportunity	Outcome sought
Watch House non injury traffic crash reports (tcrs)	currently received by paper or pdf	Review how we receive these tcrs from NZ Police – consider receiving these digitally OCR Capabilities	This cuts out manual handling, scanning, filing and data entry to create a digital record for processing like other non-injury tcrs. This saves 20 mins per tcr on 5000 tcrs per annum
Coding Support Application	manually apply movement and factor codes to crash reports. Choosing the most appropriate codes can rely on understanding a police officer's written narrative describing how and why the crash happened	Set up a squad to use Artificial Intelligence automation in order to develop ways for the Coding Support Application (CSA) to apply movement and factor codes to crash reports automatically therefore minimising human interventions	This would be complex and require time, money, and CAS SME guidance around what needs to be true before applying the 92 movement codes or the 327 factor codes
CAS Reporting Application	When the platform was introduced in 2019, it was with a number of known bugs and missing expected features i.e manual onboarding and offboarding users	A complete review of CAS Reporting Application ensuring continuing performance, support, and development of the application. Automate the process of on-boarding and off-boarding users of the CAS Reporting application	Team is in process of moving from OKTA to Azure AD for authentication. Then we will be looking for ways to improve the workflow for this platform and remove as much manual handling as possible

Impact of our proposed changes

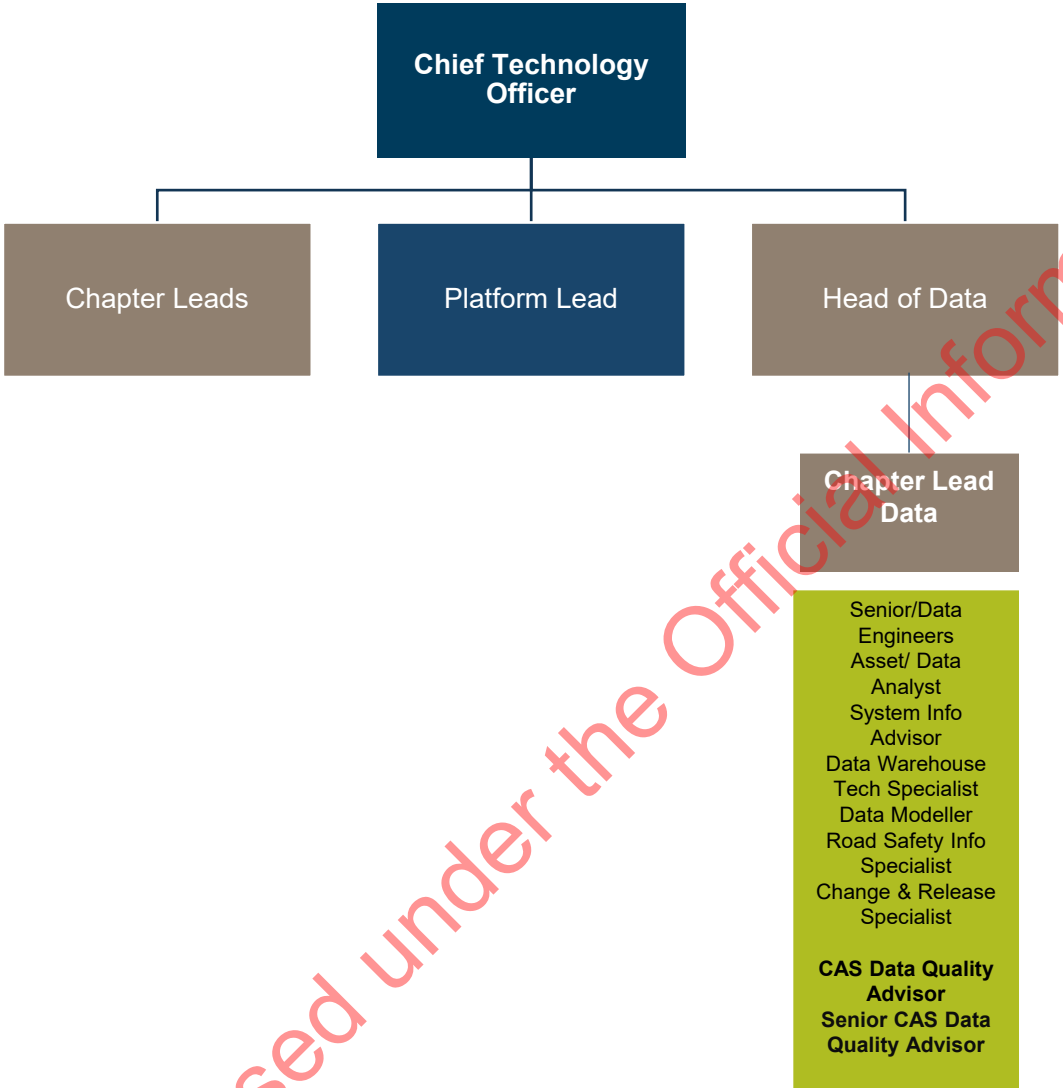
Current Structure – Data Management Team



CAS Processing Team | Proposed Structure Customer Operations



CP#2 | Proposed Structure CAS Data Advisory roles



Summary of proposed impact | CAS Team

12 permanent staff within the CAS team will be impacted by this proposed change, but the level of impact varies.

Proposal to lift and shift CAS team:

Role	Staff impacted	Current team	Potential impact of proposed changes
CAS Processor Manager	1	Data Management team [within Enterprise & Data Domain]	Change of reporting line into Head of Customer Operations
CAS Coordinator	1	Data Management team [within Enterprise & Data Domain]	Change of Group to Customer & Services
CAS Data Processor	8	Data Management team [within Enterprise & Data Domain]	Change of Group to Customer & Services
CAS Data Quality Advisor	1	Data Management team [within Enterprise & Data Domain]	Change of role accountabilities and reporting line into Chapter Lead Data
Senior CAS Data Quality Advisor	1	Data Management team [within Enterprise & Data Domain]	Change of role accountabilities and reporting line into Chapter Lead Data

Consultation & Feedback Process

Your opportunity to provide feedback if you're impacted by the proposed changes

Feedback process and timeline

We want to hear your thoughts. To provide written feedback, please submit via email to digitalrealignment@govt.nzta.govt Your response will only be visible to our HR Business Partnering team - Kushla, Laurie and Lauren. 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).

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 digitalrealignment@nzta.govt.nz email	Liz Maguire
Monday 3 June 2024	Feedback closes for CAS revised proposal changes	Feedback due by CoB	CAS team

Indicative timeline

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

Date	Step	Action	Who
28 May – 5 June 2024	Feedback considered	Consolidate feedback and then review	Liz Maguire and People Group
6 June 2024	Final Decision	Decision released. All individuals advised on any individual impact	Liz Maguire
6 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**
- This revised proposal will be shared with CAS team and uploaded to the Digital Change **[Sharepoint Page](#)** – a site dedicated to providing our impacted people with the resource and support you may need.