

Confidential

Embedding Te kāpehu in Te Ama

Phase One Consultation Proposal

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GGM Commercial & Corporate
November 2023

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Tēnā koutou katoa,

Te Ama has commenced a three-year journey to embed Te kāpehu into the way we operate and help us ensure we enable Waka Kotahi to go further and faster, safely. This journey will focus on all our levers – process, systems, ways of working, culture and structure.

Over the last several months together we have made great progress in determining how Te Ama will embed Te kāpehu and ensure we have the right ama for the waka. When we think about the right ama we mean our ways of working, how we show up to the business, our commercial capability uplift and how we support the business to drive efficiency and effectiveness.

To ensure we can deliver and lift our capability for the future we need to have the right functions and structure, so I am proposing some changes.

Through this document and the briefing sessions, I am:

- Talking about why we need to change;
- Introducing our proposed changes;
- Detailing the proposed structural changes for my Leadership Team, Enterprise Change, EMPO, organisational performance and a new corporate and capability support function; and
- Outlining the proposed timeline for implementation of the proposed changes.

While we will only be formally consulting with the people and teams whose roles are directly impacted by the proposed changes, I want all of Te Ama to know what we are proposing and to have an opportunity to ask us any questions and make suggestions.

Please take your time to read and understand the proposal and provide your feedback. My leadership team and I will make ourselves available during the consultation period to answer questions you may 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

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

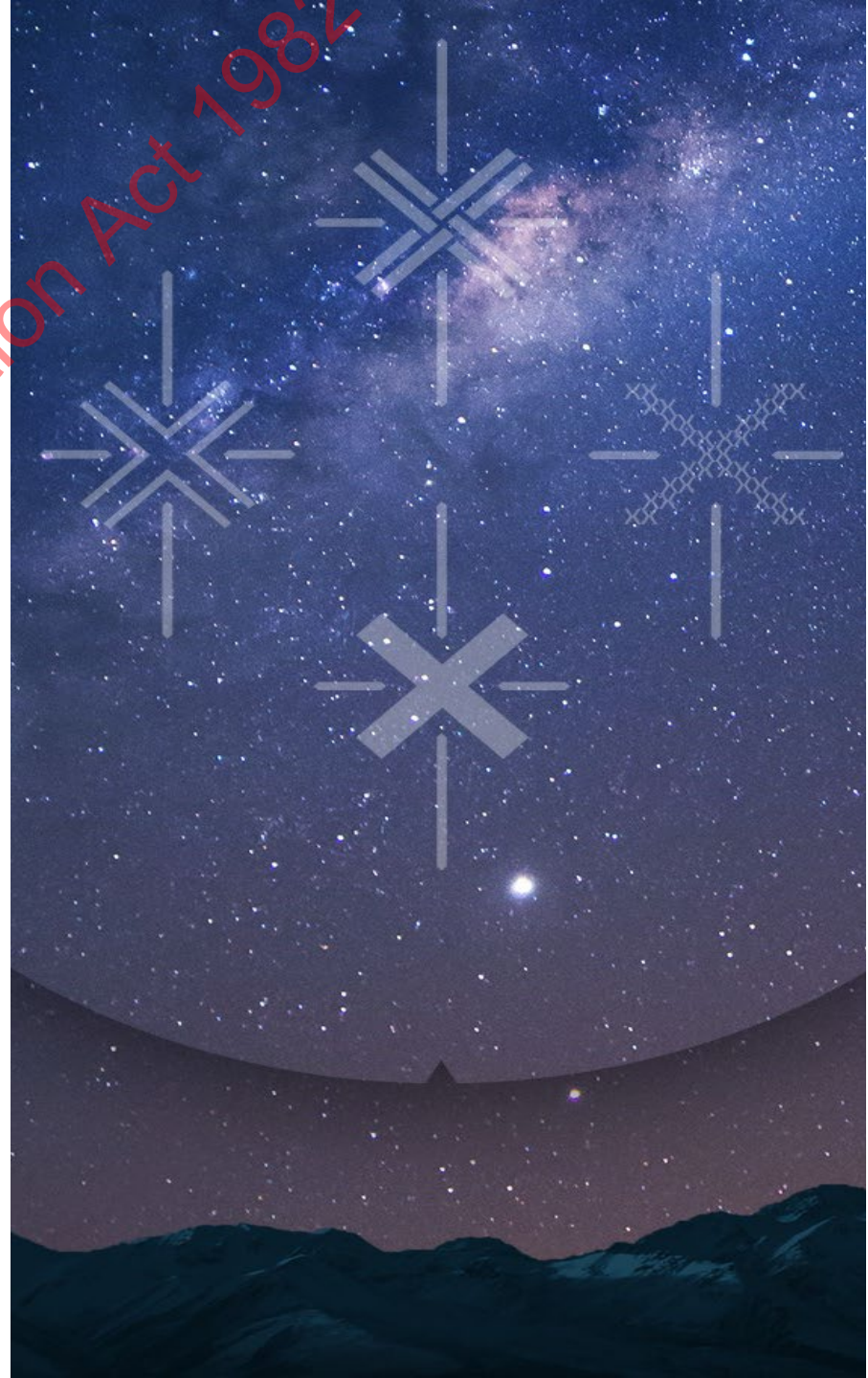
Implementing change and initiatives in way that is do-able, recognising our internal capacity, the external environment, stakeholder demands and critical deliverables



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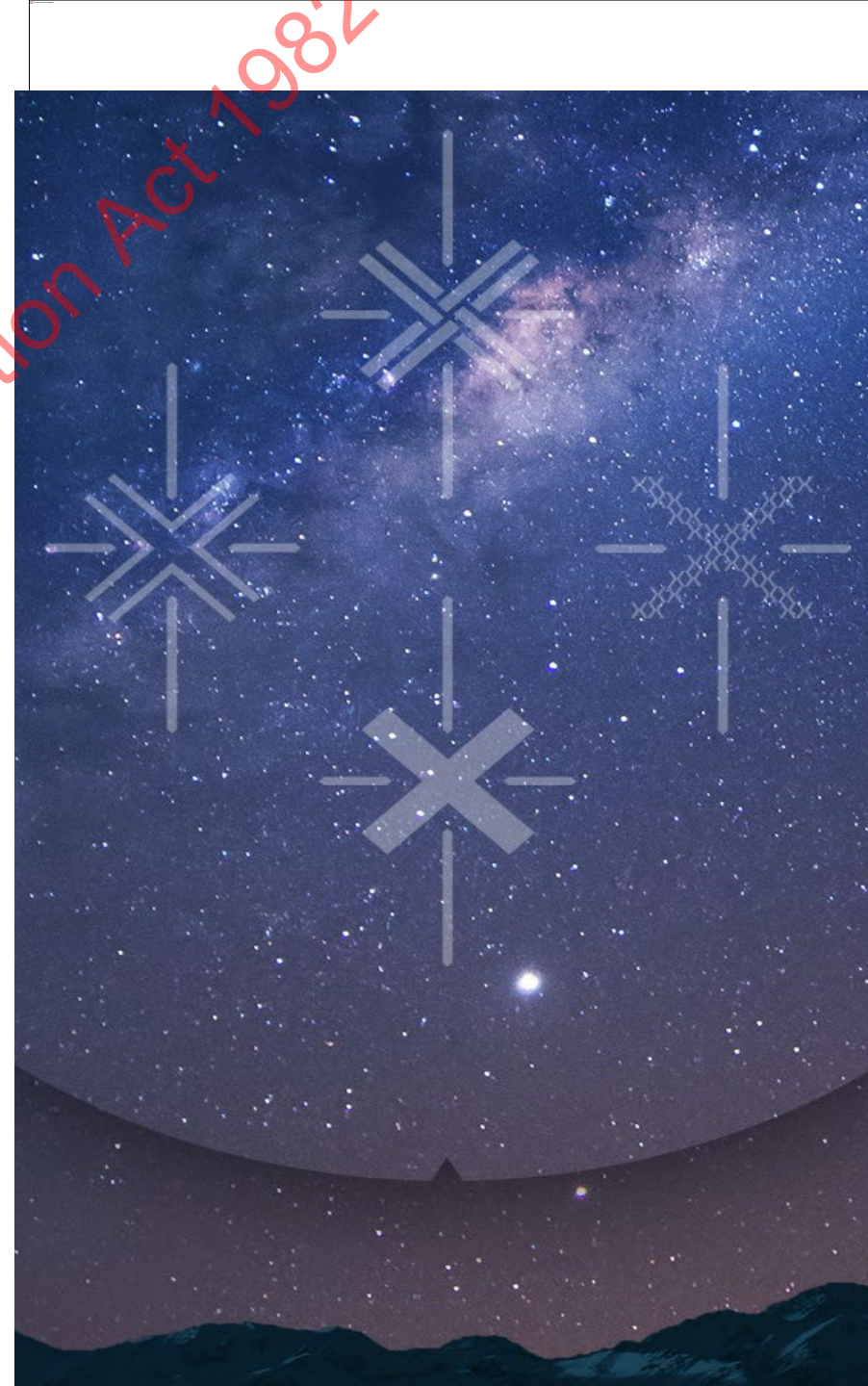


Why we need to change

Te Ama was established as a new business group through the [August 2022 Te kāpehu decision document](#). As part of the 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 Te kāpehu decision document set out clear expectations for what Te Ama would deliver:

- a) driving a more commercial approach to investment and funding and procuring and managing contracts.
- b) accountability for ensuring we have a commercial and procurement strategic framework in place and for assuring that it is being used appropriately, resulting in improved value for money from service providers and favourable long-term commercial outcomes for Waka Kotahi.
- c) developing outcome-focused, funded, national improvement programmes and place-based packages with our partners that are underpinned by shared evidence, sufficient business casing and national diagnostic and prioritisation tools.
- d) making it easier for others to work with us, our investment policies, business casing and investment assurance practices will become outcome focused and fit for purpose.
- e) investing in whole of Government outcome based, multi-year packages and programmes with our partners, including leveraging commercial opportunities where appropriate. This will enable us to increasingly provide clear, certain and stable transport investment programmes and packages.
- f) ensuring corporate functions are future focused which apply best practice and are effective enablers of operational excellence by delivery teams.
- g) delivering enterprise wide, strategically led business planning and budgeting to drive our strategy into action and support operational excellence and efficiencies.



The case for change

Our big moves

- The ‘big moves’ have been developed from the recommendations of the December 2022 Te kāpehu decision document, along with work completed by the extended leadership team in June.
- They have been refined following input from the co-design drop-in sessions in September.
- They represent the key workstreams Te Ama need to focus on to successfully embed Te kāpehu.
- Driving value for money underscores all of these workstreams.

Commercial Approach	To embed a commercial approach to our end-to-end processes, decision making and culture in fulfilment of our role as kaitiaki of how Waka Kotahi spends public money
Funding & Investment Management	To implement step changes from PIF design and optimise (<i>i.e., simplify but still following robust, best practice</i>) our funding management and assurance operations
Corporate Excellence	To ensure Te Ama has joined-up, proactive corporate services that effectively enable our people to deliver value and do the right thing
Performance Measures & Management	To enable insights-driven decision making, supported by robust performance measures aligned to our strategy and with clear accountability for outcomes, across Te Ama and the organisation.

WHAT IS THE IMPROVEMENT REQUIRED TO ACHIEVE TE KĀPEHU?

Our drivers for change

As Te Ama, we need:

- Simplified, consistent, and sustainable operating models for our commercial and corporate functions which drive efficiency.
- 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.
- To address our spans of control, layers and the composition of the Group Leadership Team to enable effective leadership and efficient operation.
- To drive efficiency through investigating opportunities to replace contractors working on change projects with existing permanent staff, especially in change delivery.
- To capitalise opportunities for our corporate and commercial functions to be more aligned and integrated with each other and other Groups and functions across Waka Kotahi, while reducing duplication and enhancing efficiency.
- Accountability for delivery of outcomes sits with the right people, in the right part of the business.
- To 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.
- To build appropriate growth opportunities for our people into how we change and how we deliver our services.
- Additional 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.

Delivering with kotahitanga

- It is our intent to be transparent with our people and genuinely listen to the views of our teams.
- As part of the design process, co-design drop-in sessions with all of Te Ama were held in September which allowed us to share and learn more about the challenges and options we should consider through this process.
- Initial design options were shared and a te ao Māori change approach drop-in gave the opportunity for kōrero around how we can improve the way we deliver on change with ngākau aroha, care for our people at the centre.
- We collaborated with the parts of the business that use our change delivery services to develop our proposed changes.
- The inputs from these sessions were summarised and themed, and incorporated into the design process and proposals that are being put forward.



Our Te ao Māori approach to consultation

We have adopted a growth approach, starting with activities we can implement now while we develop a workstream to lift capability across Te Ama and deliver on Te Ara Kotahi our Māori Strategy.

In Phase 1 we will focus on the wellbeing of our people. This holistic approach aligns with the Te Whare Tapa Whā model and recent change research that highlights the recognition and management of the emotional side of change as critical for success.

Examples of how we will embrace this approach immediately include:

1. Getting Māori support for GGM, Te Ama leadership and Te Ama change design team.
2. Engagement and education of our people leader community to ensure they can lead our people through change
3. Face to face consultation opportunities.
4. Dedicated section for feedback on our Māori approach in *Consider This* online consultation tool.
5. Forums dedicated to the emotional and social aspects of wellbeing as part of the change process.
6. Events that celebrate past successes and set the tone / welcome the formation of new teams.

Enterprise Change

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What we are trying to achieve with change

The Te kāpehu decision document signalled the need to “raise our organisational change maturity and capability, using Enterprise Change (EC) and the EPMO as the drivers for this”

Change is constant and we want to ensure that Waka Kotahi is able to adapt quickly to shifting stakeholder demands, with the least disruption to delivery excellence and making it easy for our people and for the sector to absorb the change

We considered a number of options to support effective change delivery, with the intent to ensure that leaders accountable for delivering large programmes of change can better manage project delivery and embed the work into BAU operations.

EC offers a change delivery function providing focus, dedicated and/or specialist resources to assist the business to make sense of complex environments and identify better ways of working, or when to do things differently. They help ensure that Waka Kotahi is making the right change that will deliver the best value and outcome, and that the change is being managed in the right way to reduce impact and make it easier for people to absorb.

Te kāpehu decision document, December 2022

What you have already told us:

- Support for embedding change delivery functions within the business, enabling stronger accountability
- Some support for a Transformation Centre model
- Need to keep professional development of our people in mind as we design, especially if change delivery functions are not centralised
- Accountability is important – but need to be careful this does not lead to a more siloed environment

What we are proposing

We are proposing:

- 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 for the following groups:
 - Transport Services
 - Te Aukaha | Digital
 - Te Rōpū Waeture | Regulatory
- A Corporate change delivery function would sit in Te Ama and support change delivery requirements in Te Ama | Commercial and Corporate, Pūmanawa Tāngata | People & Safety, System Leadership, Te Waka Kōtuia | Engagement & Partnerships, Te Mahau | Customer & Services and the Office of the Chief Executive
- Embedded Change Delivery capability will provide 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 that the change is being managed in the right way to reduce impact and make it easier for people to absorb.
- To ensure ongoing connection, growth and development for our change delivery people, the EPMO will be accountable for ensuring active Communities of Practice for change delivery disciplines are in place.

EPMO

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What we are trying to achieve with EPMO

Based on the proposal to embed change delivery across several groups, there is a need to strengthen the EPMO function. The EPMO function needs to facilitate alignment between projects and enterprise strategies and undertake perpetual business planning to support alignment with internal and external planning cycles.

The EPMO should also provide effective governance, enabled by insights, driving project outcomes, standards and deliverables. It has accountability to ensure consistency of practice, through provision of frameworks, coaching and advice to drive efficiency.

What you have already told us:

- Support for a strong, central EPMO practice that provides processes, tools, upskilling is key – but needs to be flexible enough to allow for different ways of project delivery
- A need for improved reporting and real-time dashboards across change projects
- A benefits framework and benefits realisation reporting is essential
- Mixed feedback on where programme and project risk should sit

EPMO offers a function that sets 'the way we should do things' and then provides assurance 'that we did what we say we would'. The first part sets frameworks and quality standards for how we deliver projects to ensure a consistent and effective portfolio, programme, and project management practice. The second part provides assurance to the Crown and our investors via meeting Treasury needs, and sound benefits management that align to our strategy.

Te kāpehu decision document, December 2022

What we are proposing

- To support the proposal to create embedded change delivery teams across a number of groups, we propose to strengthen the EPMO to enable the function to provide the appropriate organisational guidance and assurance on how we deliver change.
- We would achieve this by establishing teams within the function - one team focusing on capability and practice, and one team on governance and assurance.
- We also propose to enhance capability with regards to benefits management and business planning.
- With this structure, the EPMO will be able to provide appropriate support and oversight to our change delivery functions by having an increased focus on governance and assurance, change maturity and our practices and capabilities.
- To ensure ongoing connection, growth and development for our change delivery people, the EPMO will be accountable for ensuring active Communities of Practice for change delivery disciplines are in place.
- It is important to note that all leader roles in the proposed structure will also have significant delivery accountabilities alongside people leadership accountabilities.
- We are not proposing any change for Project Risk in this consultation.

Corporate Capability & Support

What we are trying to achieve with Corporate Capability & Support

Te kāpehu calls for Te Ama to support operational excellence and efficiencies and provide the foundational enablers to ensure Waka Kotahi achieves our four strategic priorities. It calls for corporate services that underpin effective performance, including through simplifying and modernising practices.

A combination of audit findings and self-assessments have consistently reinforced that some corporate functions require considerable and sustained investment and improvement to establish the foundations necessary to support Eke panuku | Delivery excellence.

We need to establish consistency and alignment in how corporate functions show up to the business, including through the delivery of shared support services across Waka Kotahi. Te Ama is responsible for leading an integrated, whole of agency approach to uplifting corporate and commercial capability and driving organisational efficiency and effectiveness, and this accountability will sit within Corporate Capability & Support.

We propose to establish a Corporate Capability & Support function within Te Ama that will:

- Uplift commercial and corporate functional capability: through developing and delivering an integrated, multi-year programme of investment and improvement for the business functions within Te Ama and the wider portfolio.
- Invest in the continual improvement of Corporate business functions: lead the improvement of processes and ways of working, to simplify our business and drive efficiencies.
- Measure and drive efficiency and effectiveness: leverage the strengths across Te Ama teams to maintain an objective, central view of Value for Money from Waka Kotahi activity.
- 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.

What you have already told us:

- Clearly defined purpose, with clear roles & responsibilities and service offerings
- Clarity on relationships and integration with other parts of the business key
- Use secondments to build internal capability
- Need to build the organisational culture of continuous improvement for success
- Priorities set based on clear benefits and alignment with organisation objectives
- Use a risk-based approach to identify initiatives that help mitigate risks to achieving our objectives
- Use Lean and Agile capabilities
- Use of 'rapid response' squads

What we are proposing

We propose to establish a Corporate Capability & Support function within Te Ama. This includes establishing a new 'Head of Commercial Capability & Support' role with the following functions reporting to it:

Service & Support

- Support the delivery of efficient and effective shared services and support functions to Waka Kotahi, including but not limited to Travel, Fleet, Workplace Services and general administration

Corporate Property

- Deliver safe, productive and sustainable office accommodation solutions

Change Delivery

- Provide 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 that the change is being managed in the right way to reduce impact and make it easier for people to absorb.

Business Improvement & Efficiency

- Work across Corporate business functions to make changes and improvements to processes and ways of working:
- Accountable for leading and embedding effectiveness, efficiency, and quality assurance into all operational policy, processes, and procedures across Te Ama. This team will also play a critical role in driving a culture of change and embedding a continuous improvement ethos across the entire Group's functions to achieve the Waka Kotahi purpose and objectives.
- Help give effect to capability uplift roadmaps, achieve internal efficiencies, and support Te Ama to respond to external changes.

Organisational Performance

What we are trying to achieve with Organisational Performance

The Te kāpehu decision document signalled the need for Waka Kotahi to have:

- evidence-based insight into its performance
- effective corporate services that underpin performance
- assurance that intended benefits of its activities and investments are being realised.

These factors enable effective decision making and our ability to ensure value for money, and to deliver on this, we would need a strengthened organisational performance function.

One of our 'big moves' is around Performance Measures and Management. The Organisational Performance Team is a key contributor to this big move by enabling insights-driven decision-making, supported by robust performance measures aligned to our strategy.

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

What we are proposing

We propose to strengthen our organisational performance team by:

- Moving management of this function into the senior leadership team to increase its visibility within the organisation by establishing a Head of Organisational Performance role.
- 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.

Te Ama Leadership Team

What we are trying to achieve with the new LT structure

- We need to ensure the Te Ama leadership 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.
- With the proposed embedding change delivery functions within business groups, there are opportunities to realign the Te Ama leadership structure with current and future priorities.
- We also want to ensure the Te Ama leadership structure and roles are consistent with Te kāpehu design principles and emerging organisational design principles (available in the Appendix), especially around spans of control, layers of management and enabling effective leadership and efficient operation.

What we are proposing

We propose to make the following changes to the leadership team:

Corporate Capability & Support

- New role & function – Head of Corporate Capability & Support
- Replaces current Corporate Services Manager role & function
- Ensures corporate and commercial business functions are strategically aligned and, collectively, capable of meeting the current and future needs of Waka Kotahi.
- Drives improved efficiency and effectiveness from Waka Kotahi operations, and lead the delivery of shared and enabling business support services across Waka Kotahi

Organisational Performance

- New role – Head of Organisational Performance
- Enables appropriate strategic leadership and support for a performance culture with care.

Investment & Finance

- Reduce the number of direct reports to the Chief Financial Officer by removing the Organisational Performance team from line of management.

EPMO

- Update the Head of EPMD position description to more accurately reflect accountabilities

Enterprise Change

- Senior Manager Enterprise Change role proposed to be disestablished as change delivery is proposed to be embedded into business groups.

No changes are currently proposed for the rest of the Te Ama Leadership Team

Impact of our proposed changes

People Impact Definitions

People impacts fall into two categories:

Significant change

- A more substantial change to the accountabilities, knowledge, skills and/or experience which overall constitutes more than a 20% change in role.

Minimal change

- Change of reporting line - Where the people leader the role reports into changes (can include change in business unit).
- Minor change in position - Reflects minor adjustments to the role, accountabilities or scope, can include a change in position title.

The impacts on people will fall within one of the following three descriptors:

Disestablishment

- There is no longer a business need for the role, or there is significant change to the accountabilities, knowledge, skills and experience and is significantly different. In this instance we will work with individuals to look for redeployment opportunities.

Redeployment

- If it is determined that a new role is not the same or substantially similar but is nevertheless a suitable alternative to a person's current role, then the proposal will be for redeployment.
- In a situation where there are more permanent people in suitable alternative roles then a transparent selection process will be used (Expression of Interest (EOI) process).

Reconfirmation

- If there are minimal changes to a role, an individual will be reconfirmed in their role.

Enterprise Change

Summary of proposed 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.

We are proposing to disestablish 15 roles:

- 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 BA x2

We are proposing to update 15 position descriptions to clarify accountabilities and/or change position title and there will be an update in reporting lines for 55 roles (minor changes)

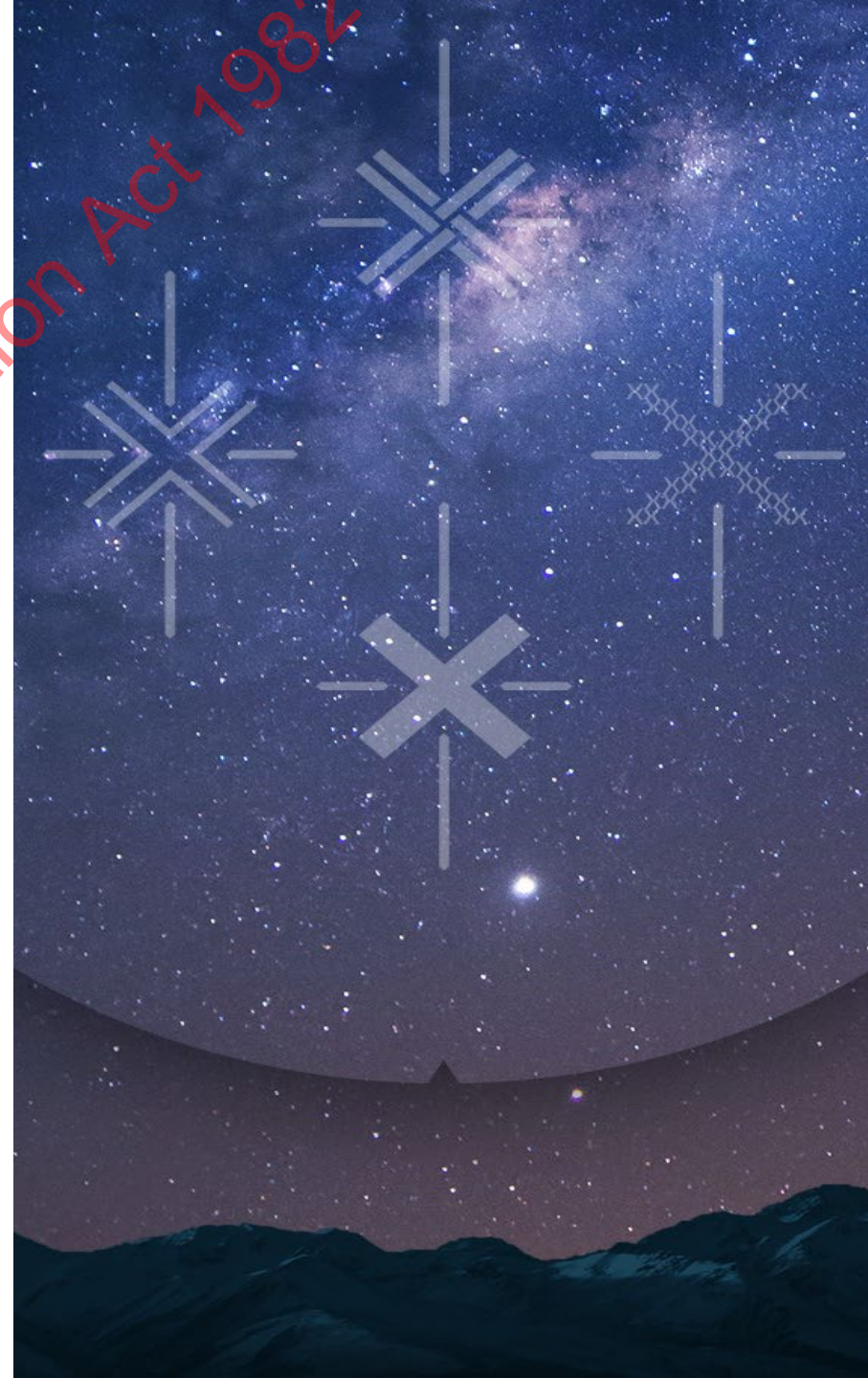
We are proposing to establish 10 roles with greater than 20% change in the position descriptions (suitable for redeployment):

- Portfolio Director x 3 (one vacant)
- Portfolio Delivery Manager x3
- Portfolio Change Manager x3
- Practice Lead x1

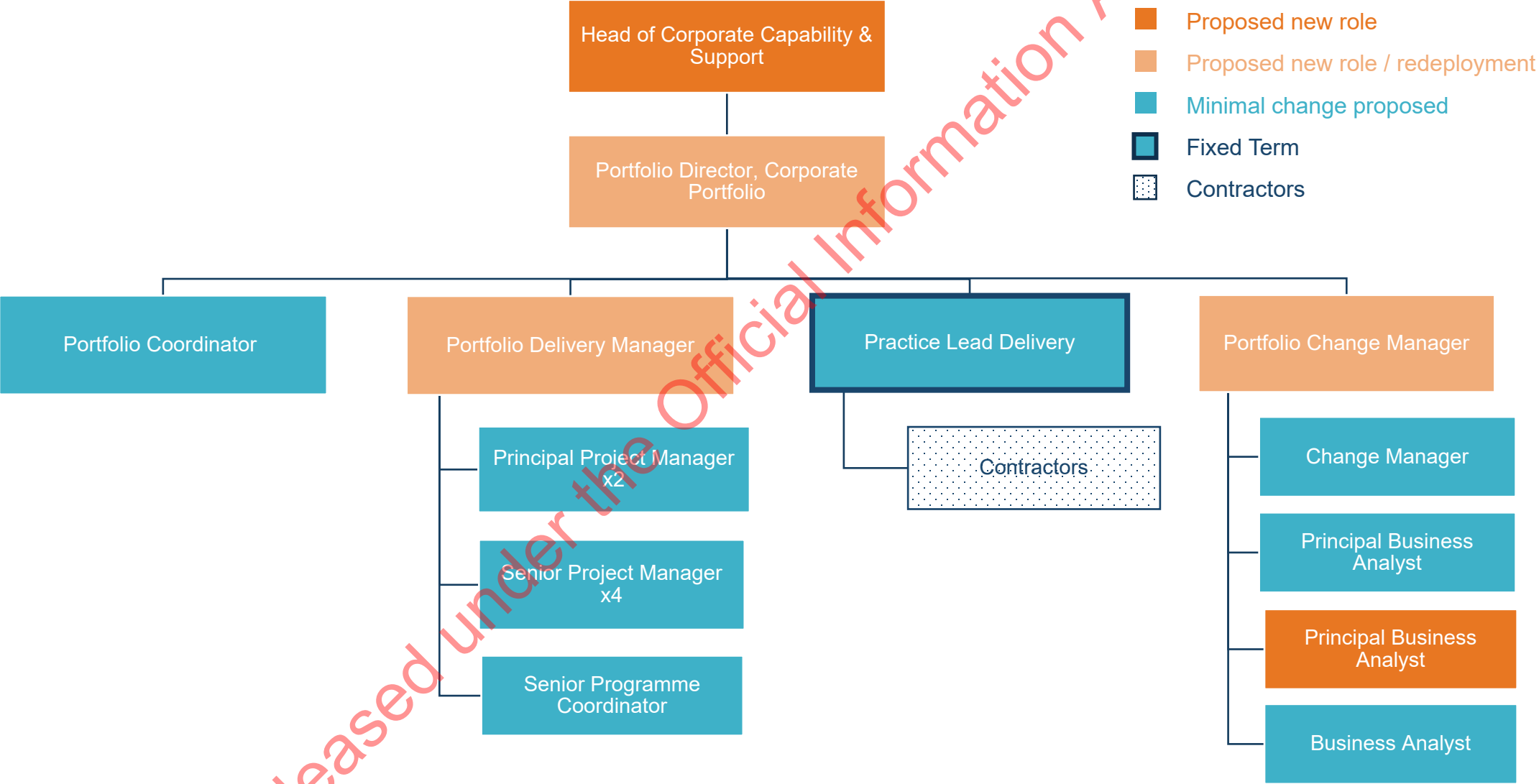
We are proposing 1 role will have a greater than 20% change in the position description but position title will remain the same (suitable for redeployment)

- Portfolio Change Lead x1

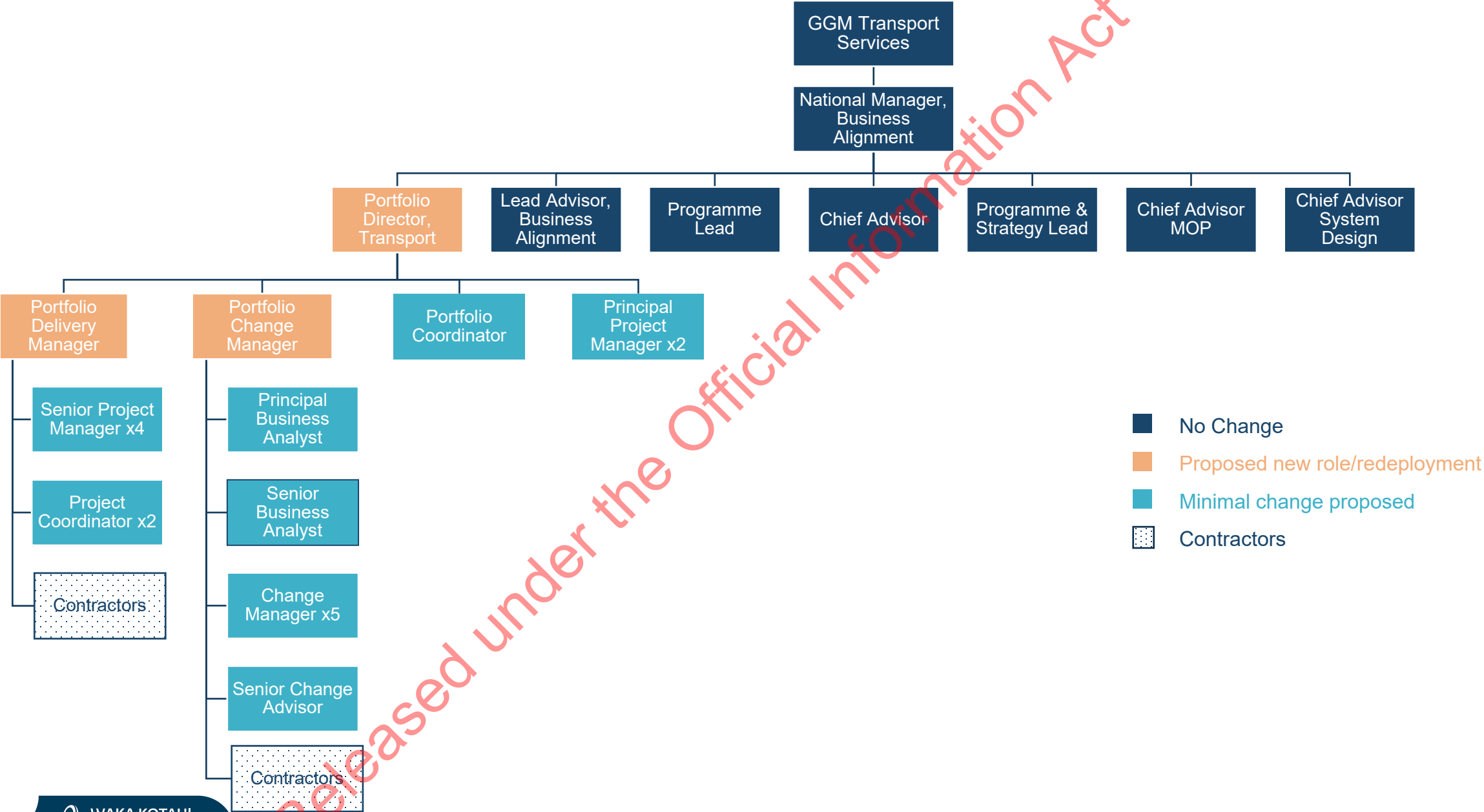
Proposed Structures



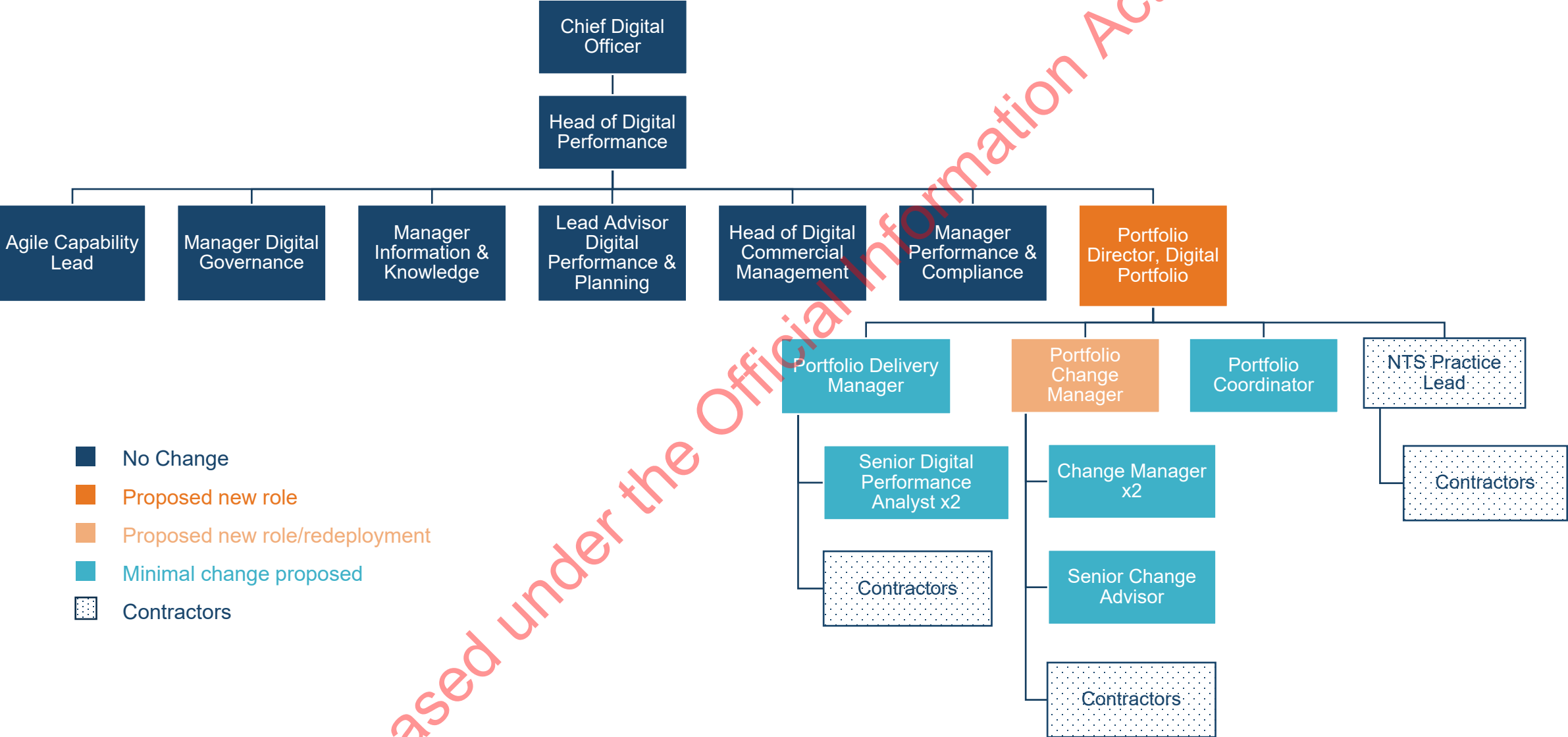
Proposed structure – Corporate change delivery function



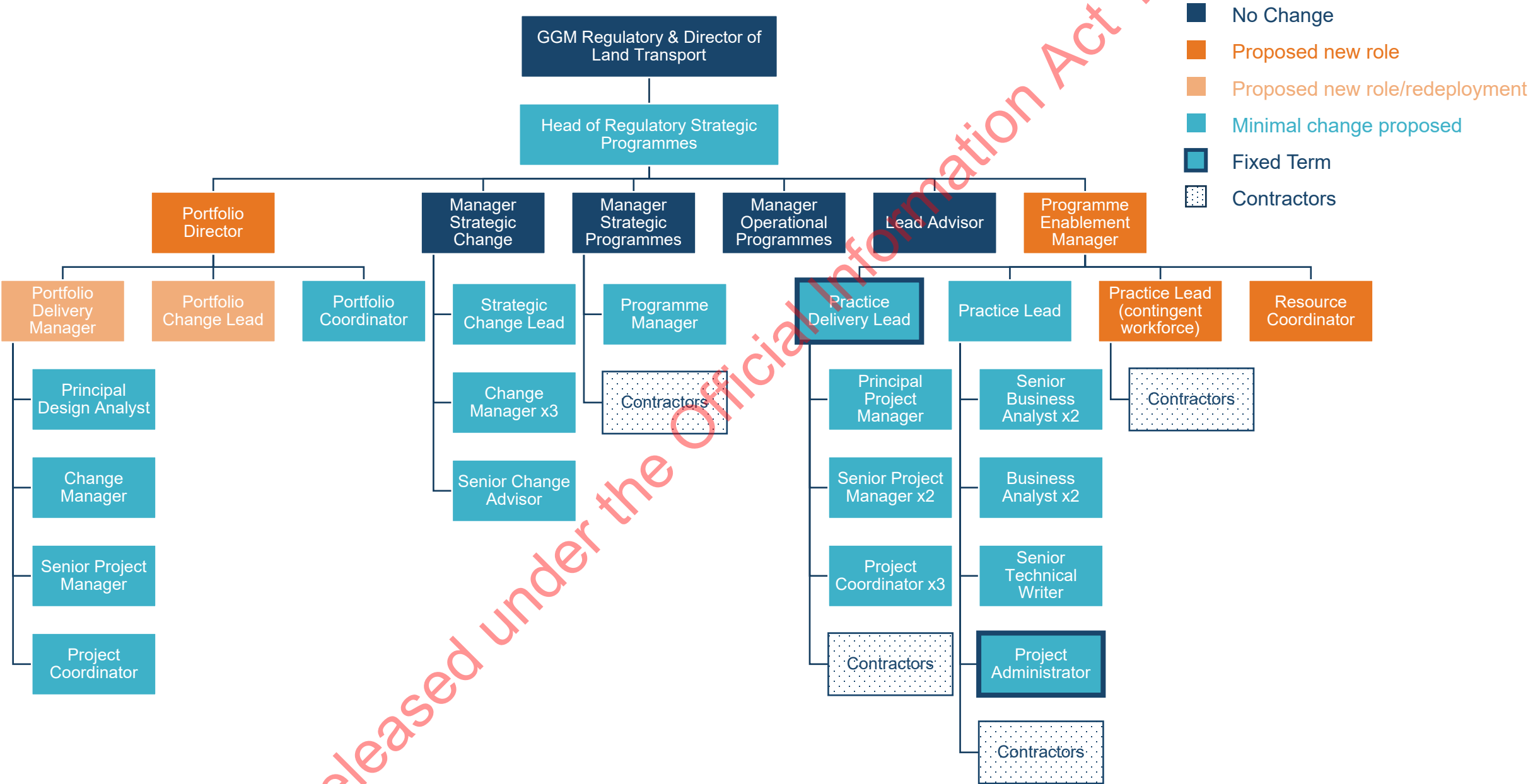
Proposed structure – Transport Services change delivery function



Proposed structure – Digital change delivery function



Proposed structure – Regulatory change delivery function

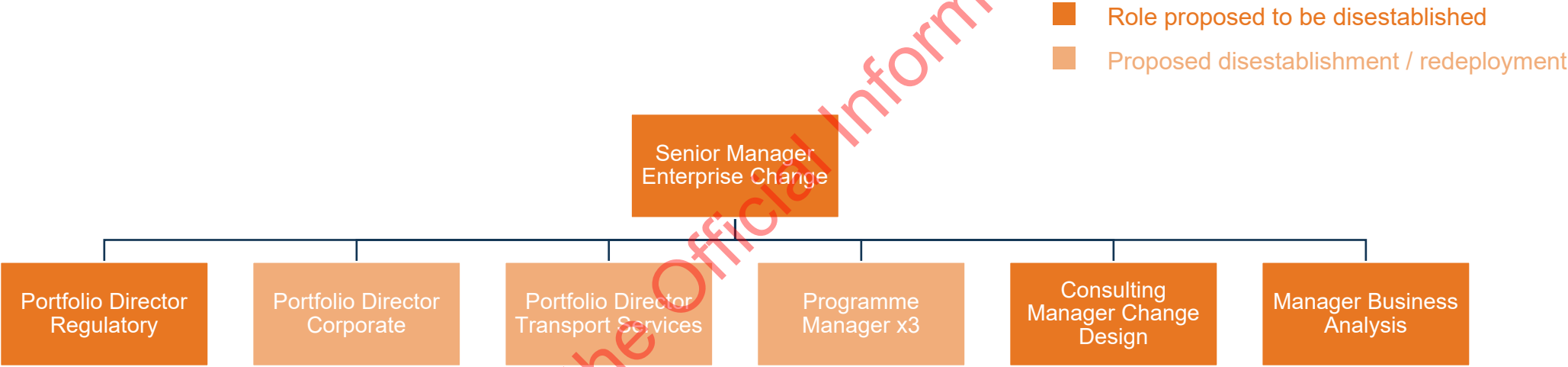


Current Structures

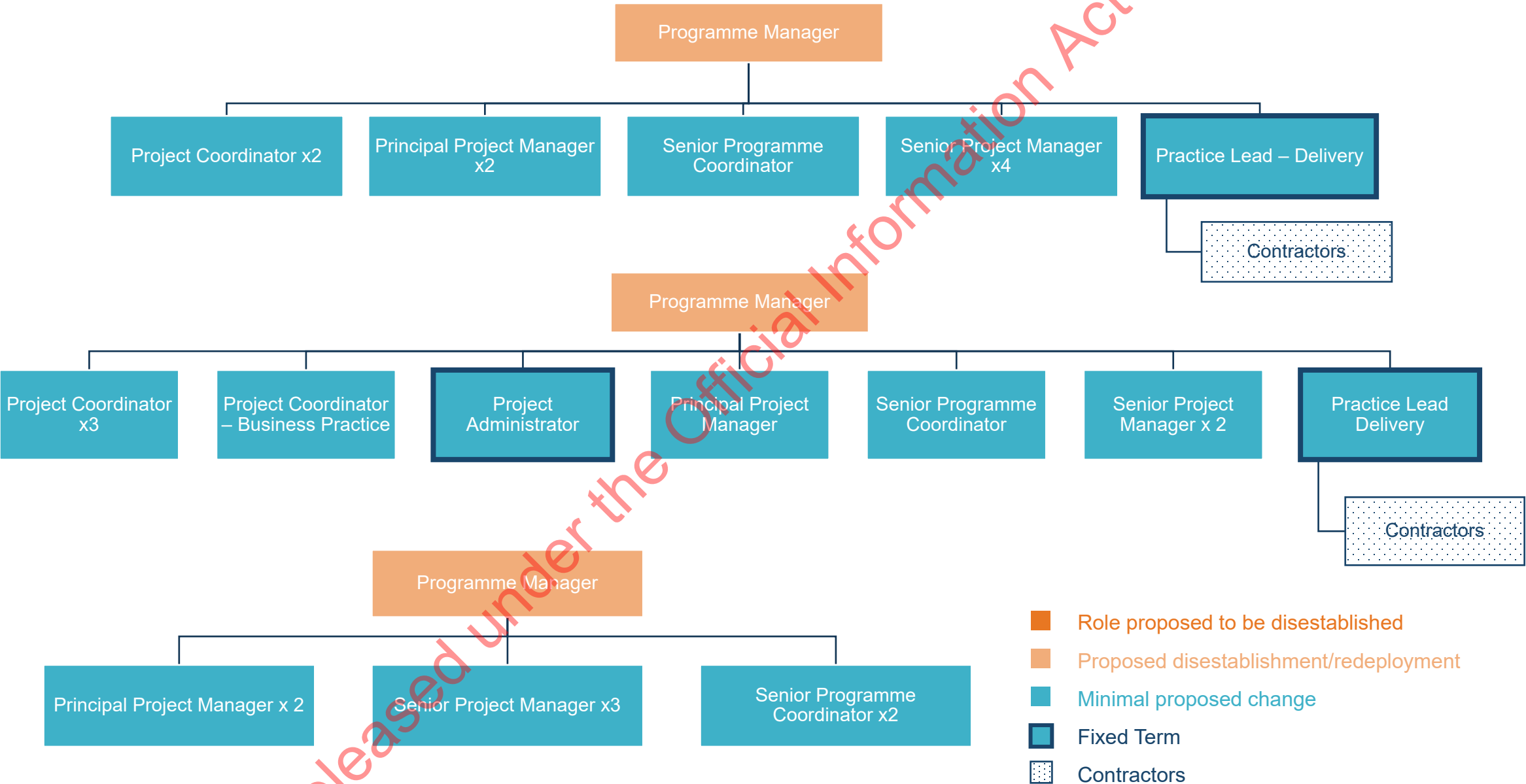


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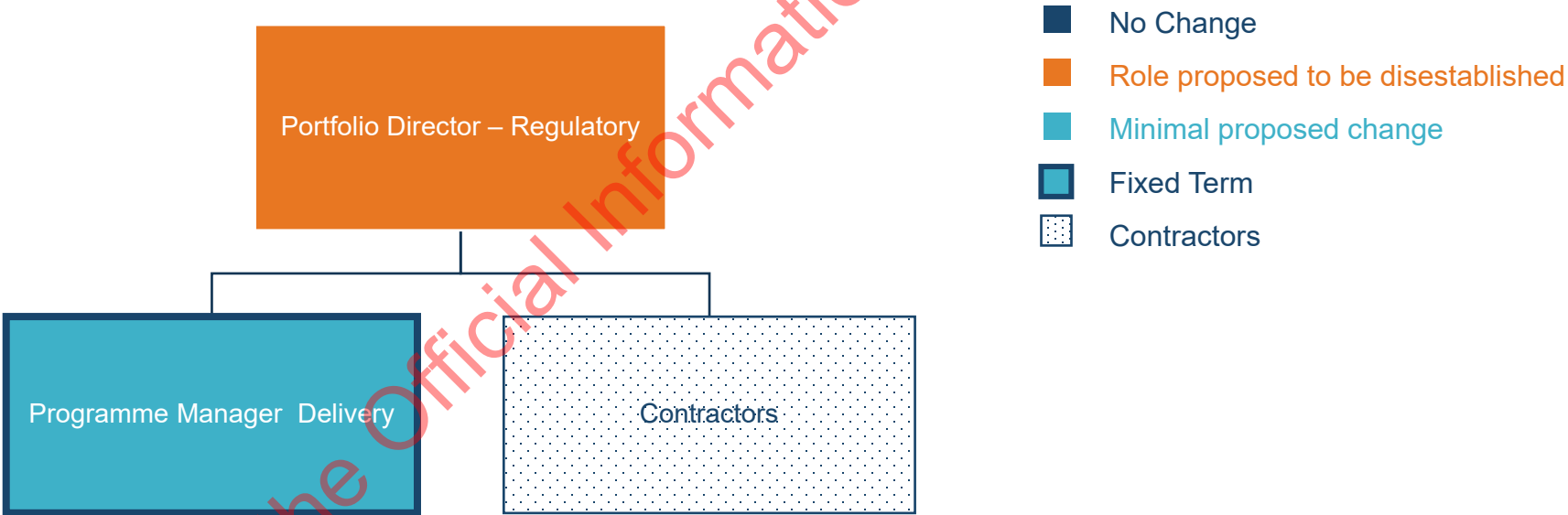
Current Structure Enterprise Change Leadership Team



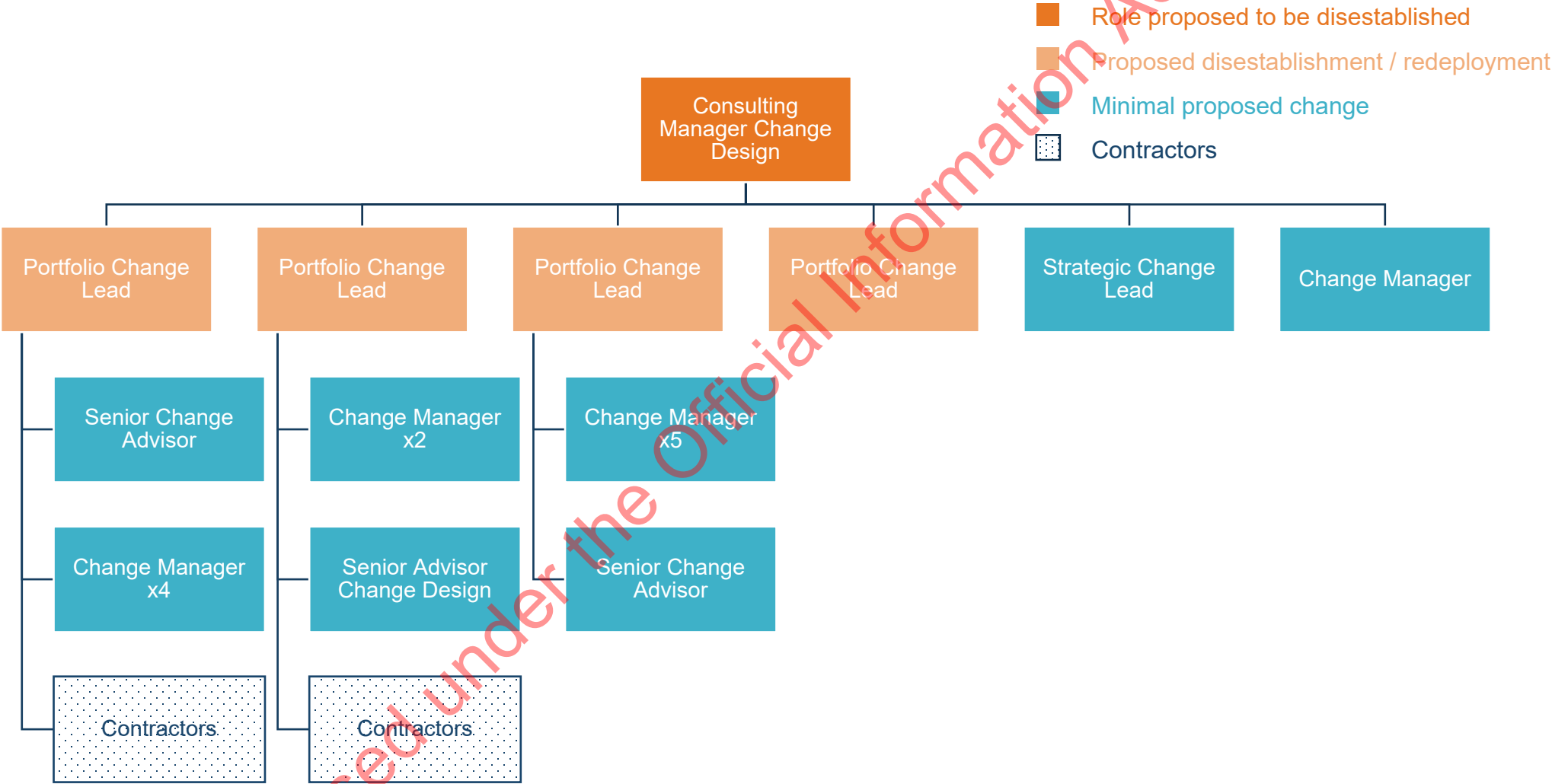
Current Structure Enterprise Change - Delivery Team



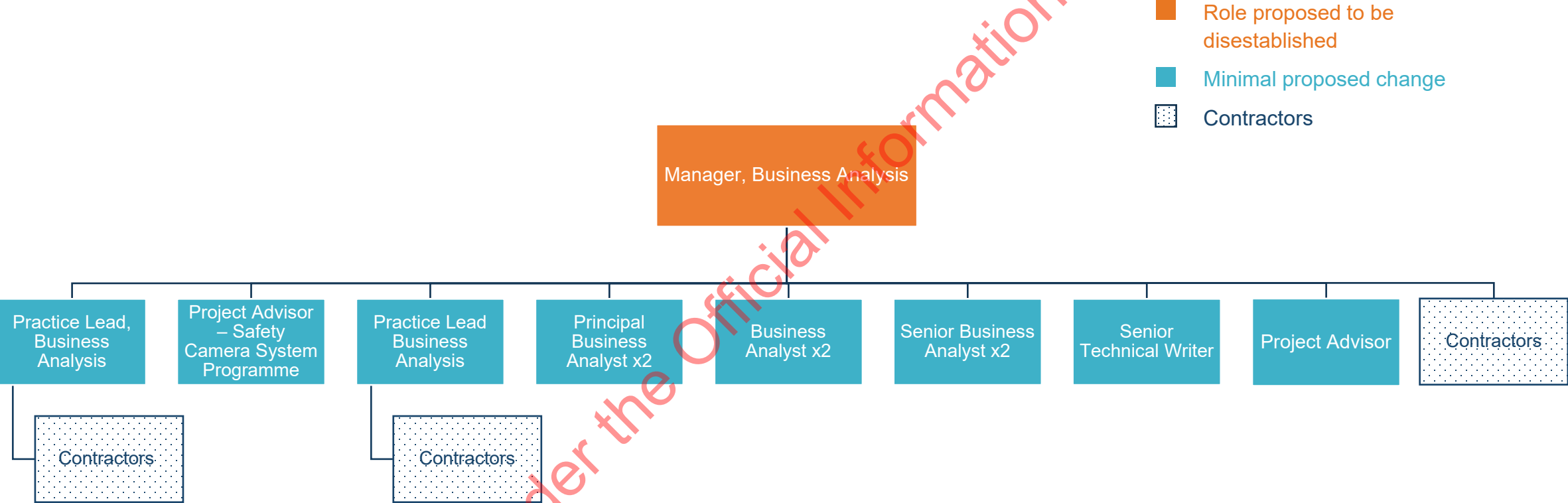
Current Structure Enterprise Change – Regulatory Portfolio



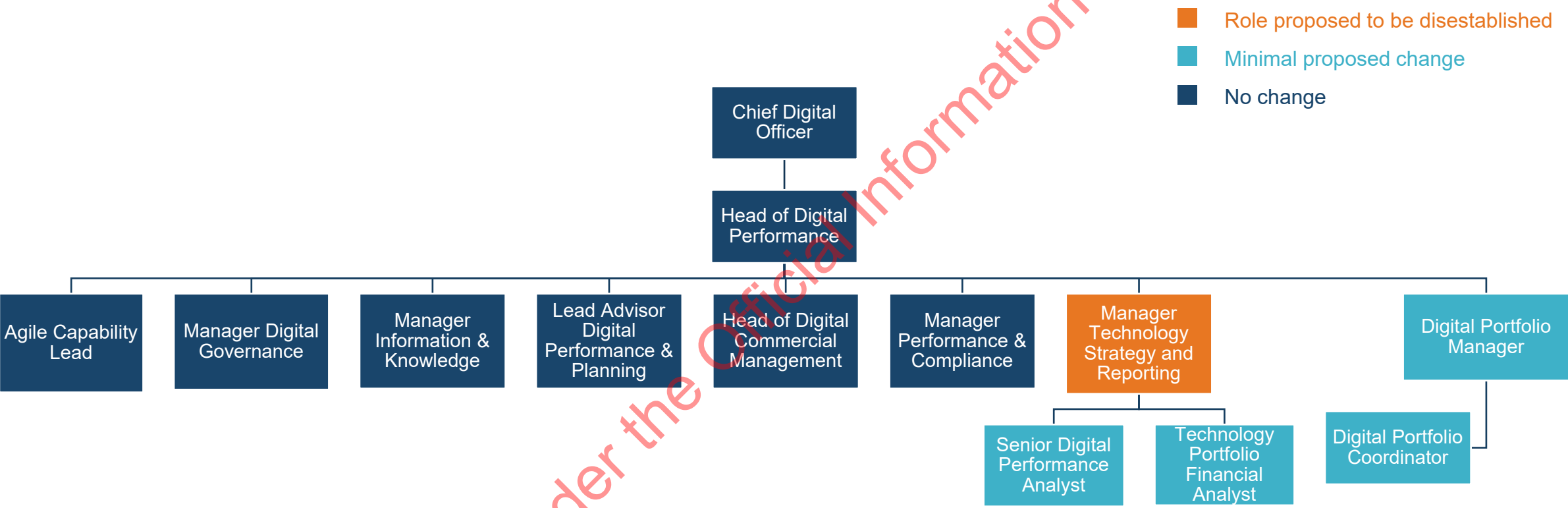
Current structure Enterprise Change – change design



Current Structure Enterprise Change – Business Analysis



Current structure Digital Performance



EPMO

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Summary of proposed changes

EPMO

We are proposing to disestablish five roles:

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

We are proposing to establish seven new roles:

- Lead Advisor Change Maturity
- Senior Advisor (PPM Toolsets)
- Senior Advisor (Business Process)
- Senior Advisor (Portfolio Management)
- Senior Advisor (Benefits Management)
- Senior Advisor (Business Planning)
- Senior Advisor (Governance & Assurance)

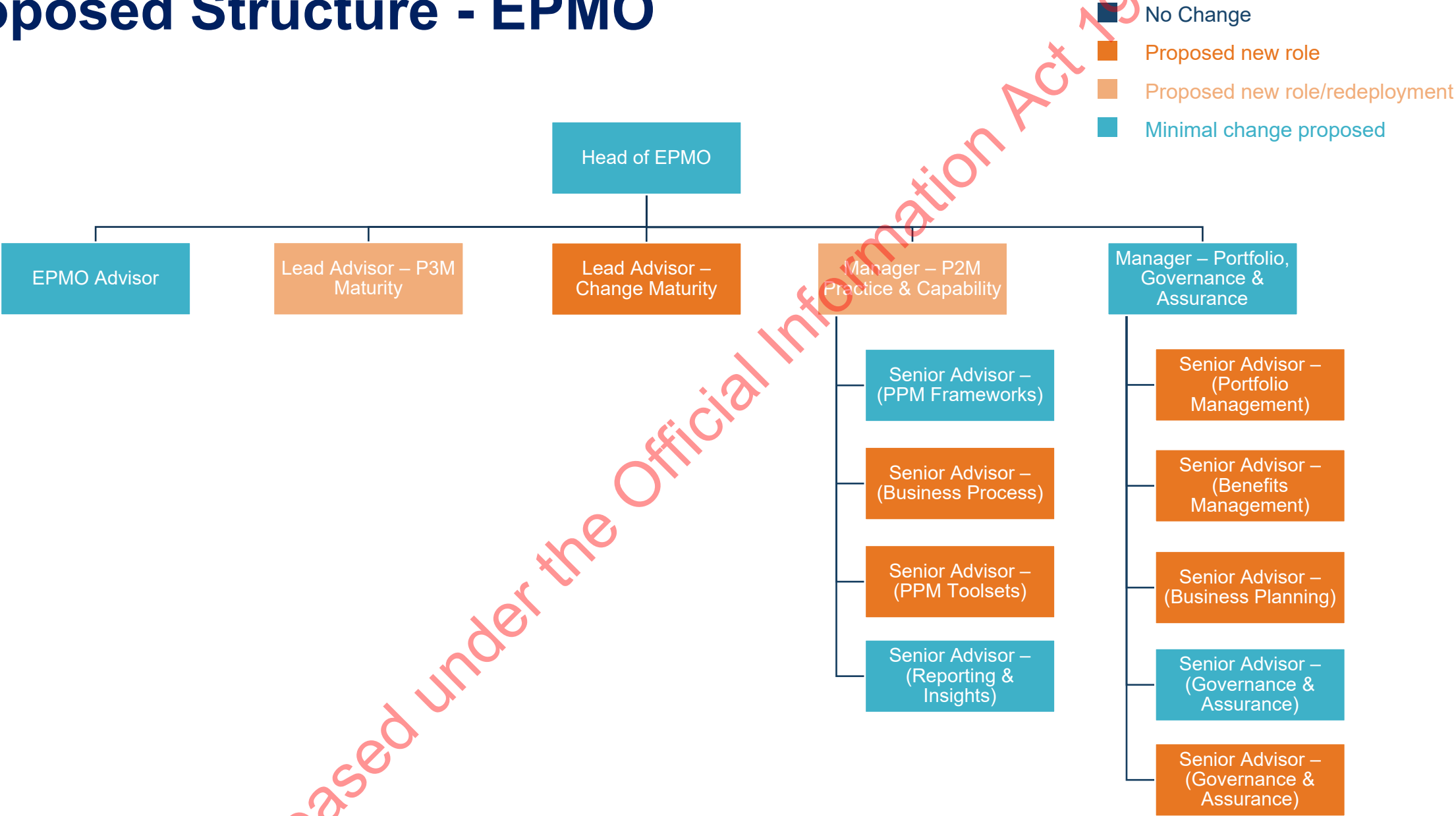
We are proposing to establish three roles with greater than 20% change in the position descriptions (suitable for redeployment):

- Lead Advisor P3M Maturity
- Manager P2M Practice & Capability
- Senior Advisor (PPM Frameworks)

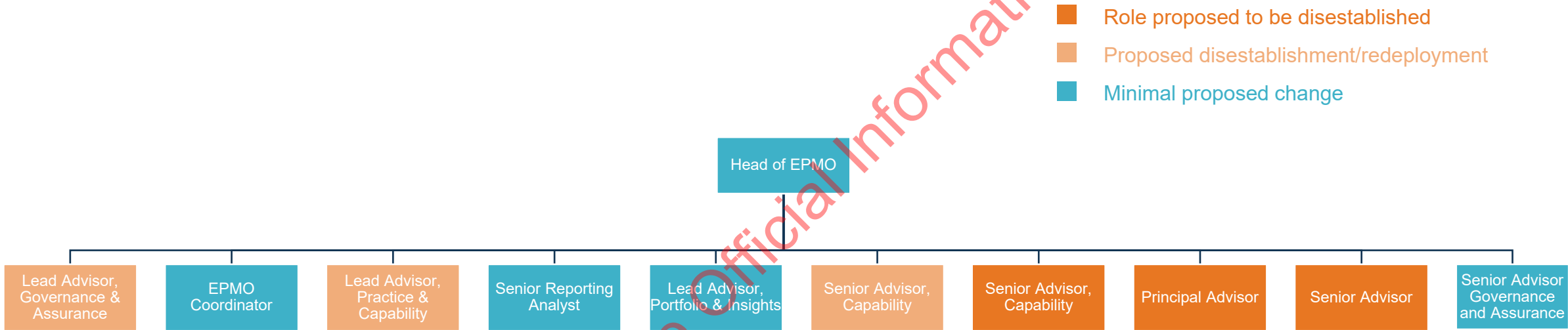
We are proposing to update five position descriptions to clarify accountabilities and/or change reporting lines (minor changes):

- Head of EPMO
- EPMO Advisor
- Manager Portfolio Governance & Assurance
- Senior Advisor (Reporting & Insights)
- Senior Advisor (Governance & Assurance)

Proposed Structure - EPMO



Current Structure - EPMO



Corporate Capability & Support

Summary of proposed changes

Corporate Capability & Support

We propose to establish a dedicated team of four new roles that will work across Corporate business functions to make changes and improvements to processes and ways of working:

- Manager Corporate Business Improvement & Efficiency
- Three Business Improvement Specialists

We propose two new roles, reporting to the Manager Corporate Business Improvement & Efficiency, to enable an enduring focus on developing corporate and commercial capability and measuring and driving organisational efficiency:

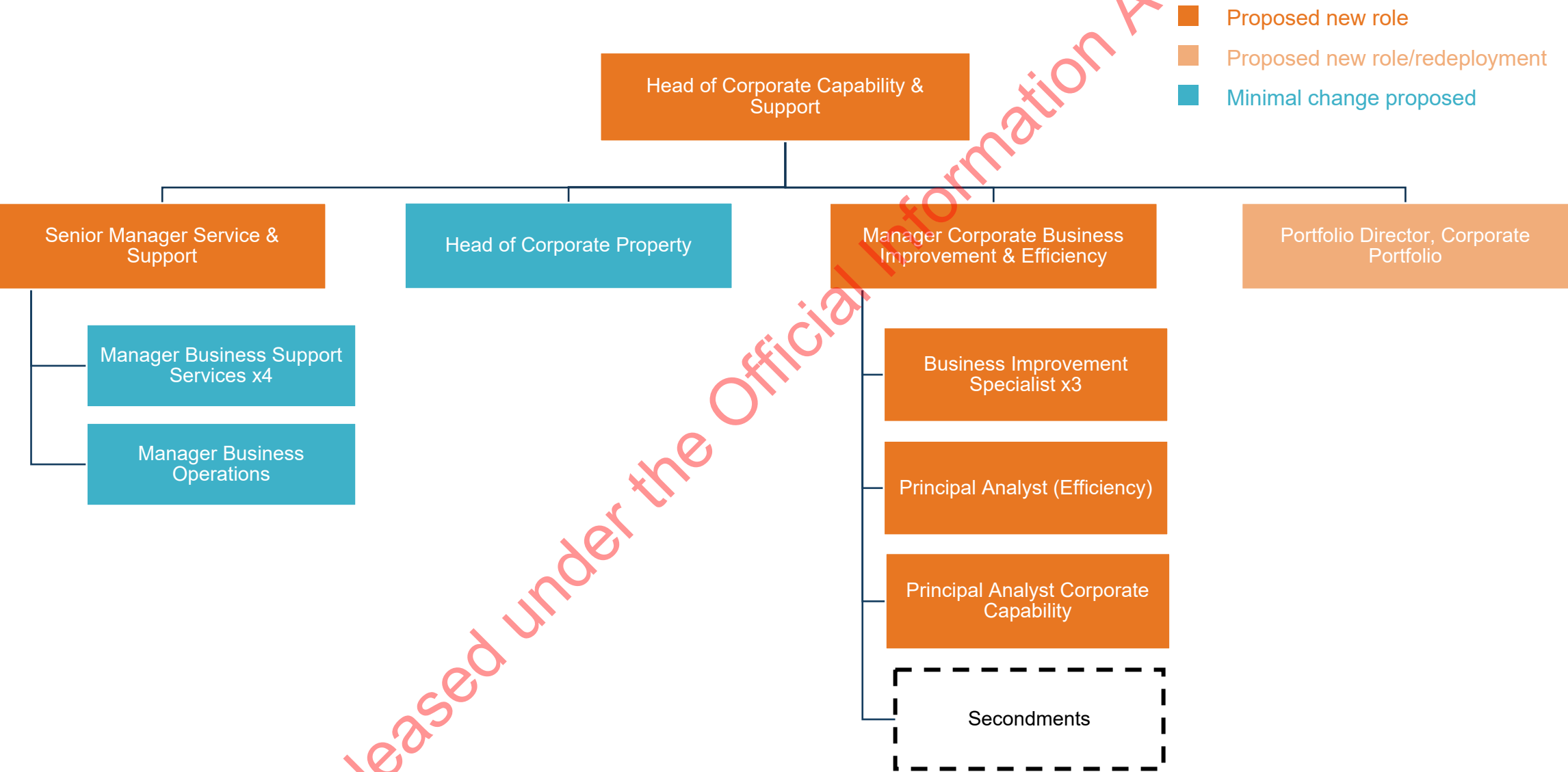
- Principal Analyst, Corporate Capability.
- Principal Analyst, Efficiency

We propose disestablishing the Senior Manager, Business Support and creating a new role of Senior Manager, Service and Support.

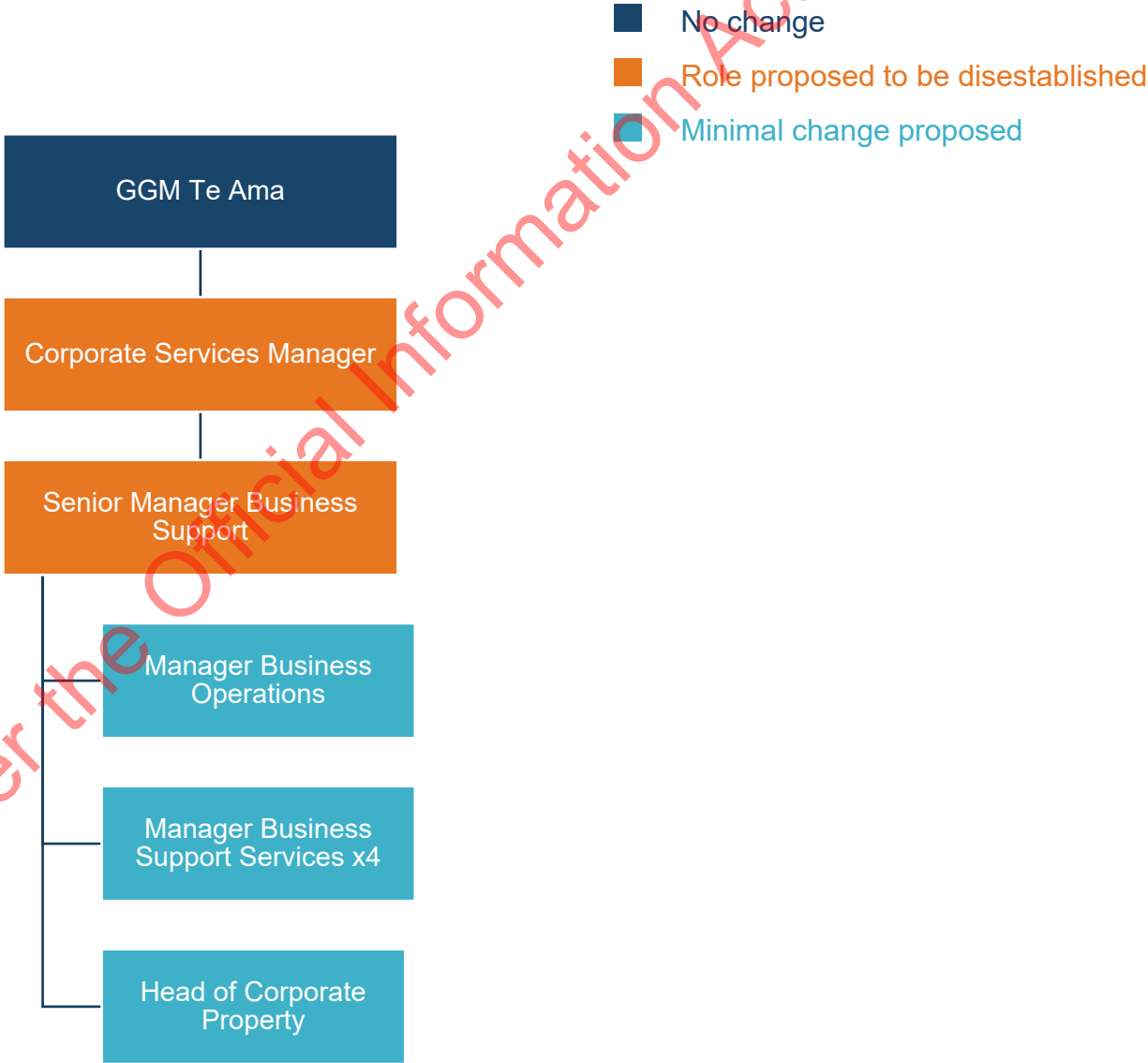
We are proposing to update reporting lines for six roles (minor changes):

- Head of Corporate Property role to report to Head of Corporate Capability & Support
- Manager, Business Operations role to report to Senior Manager, Service and Support
- Manager, Business Support Services (x4) to report to Senior Manager, Service and Support

Proposed Structure Corporate Capability & Support



Current structure Corporate Services



Organisational Performance

Summary of proposed changes

Organisational Performance

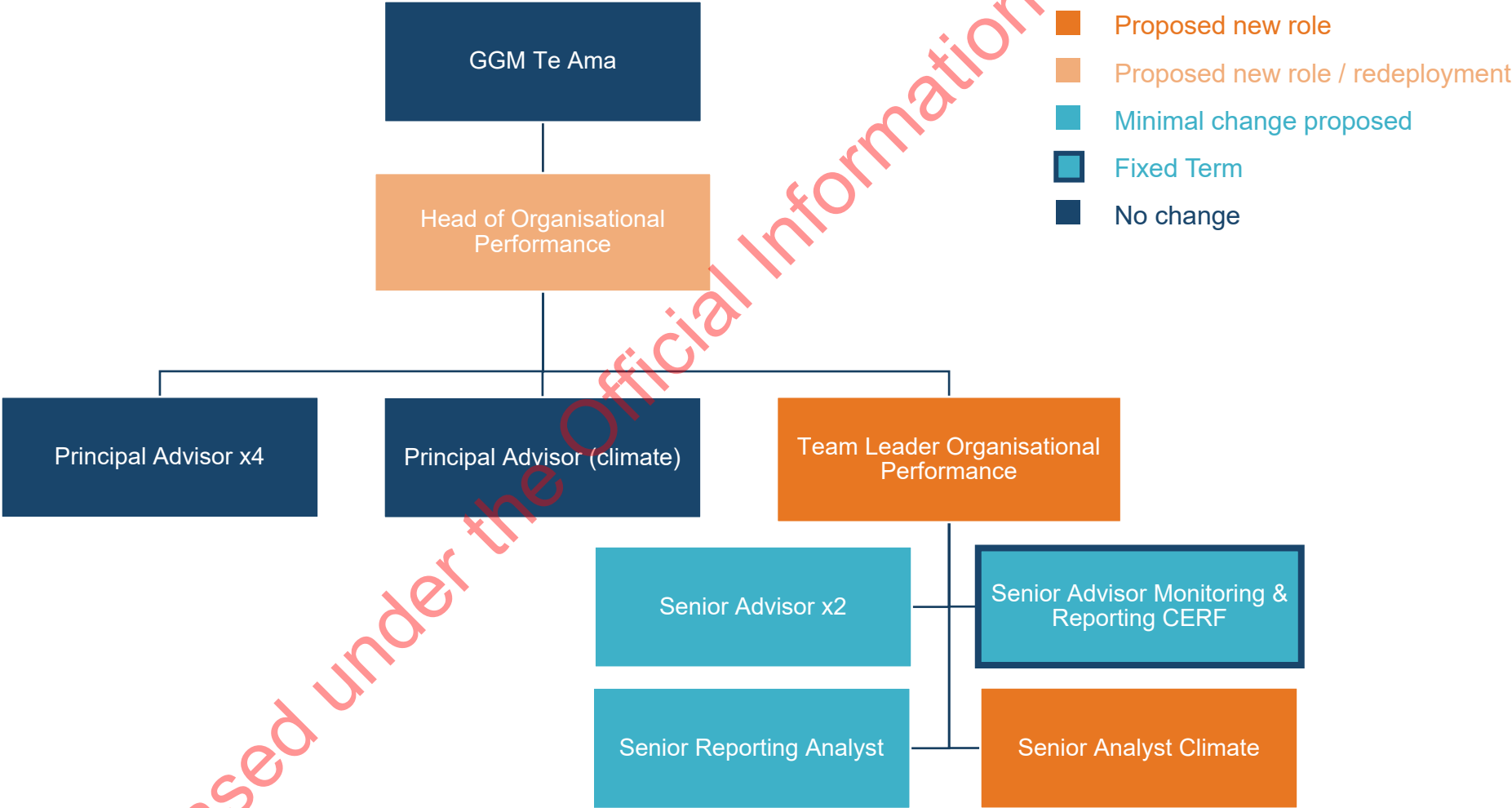
We are proposing to establish two new permanent FTE:

- Senior Analyst (climate)
- Team Leader Organisational Performance

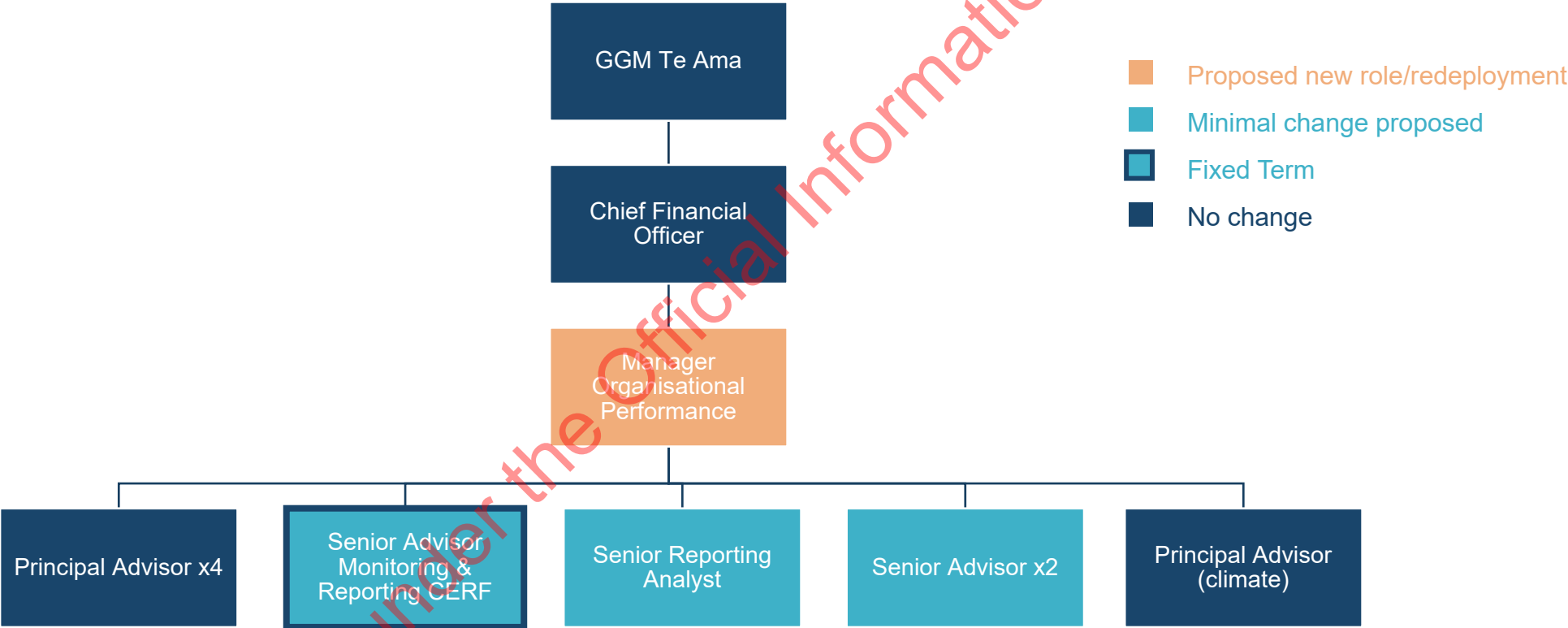
We are proposing to update reporting lines for four roles (minor changes):

- Senior Advisor role (x3) to report to the Team Lead Organisational Performance
- Senior Reporting Analyst role to report to the Team Lead Organisational Performance

Proposed Structure - Organisational Performance



Current Structure - Organisational Performance



Te Ama Leadership Team

Summary of proposed changes

We are proposing to disestablish two roles:

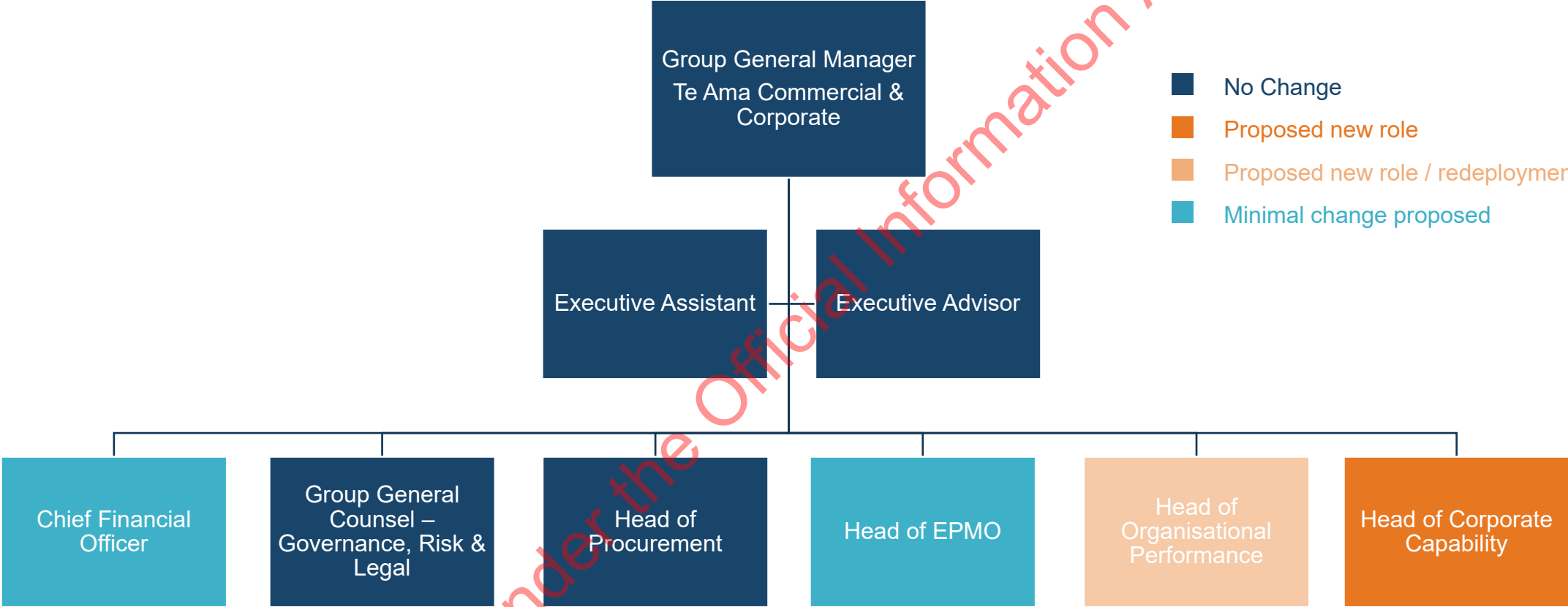
- Corporate Services Manager
- Senior Manager Enterprise Change

We are proposing to establish two new roles:

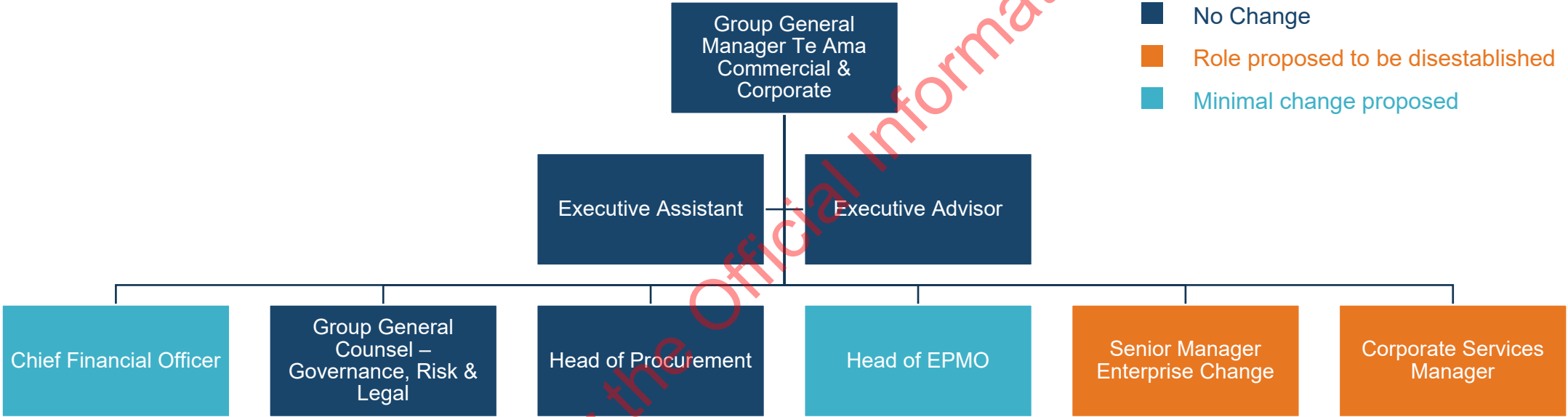
- Head of Corporate Capability and Support
- Head of Organisational Performance

We are proposing minimal or no change for other leadership roles.

Proposed Structure for Te Ama Group Leadership Team



Current structure for Te Ama Group Leadership Team



Proposed changes to current roles

Proposed Change to current roles

Filled roles that are directly impacted through change

Role	No. of Staff impacted	Current team	Potential impact of proposed changes	New proposed role	New Proposed team
Consulting Manager, Change Design	1	Enterprise Change	Role is disestablished. Will look for redeployment opportunities		
Manager Business Analysis	1	Enterprise Change	Role is disestablished. Will look for redeployment opportunities		
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 – is a major change in role, however, is a suitable alternative.	Portfolio Change Lead	Regulatory Strategic Programmes
Practice Lead - BA	2	Enterprise Change	One role disestablished. One suitable alternative. EOI process.	Practice Lead	Regulatory Strategic Programmes

Proposed Change to current roles

Filled roles that are directly impacted through change

Role	No. of Staff impacted	Current team	Potential impact of proposed changes	New proposed role	New Proposed team
Senior Advisor - Capability	2	EPMO	One role disestablished. One suitable alternative. EOI process.	Senior Advisor – PPM Frameworks	EPMO
Lead Advisor, Practice & Capability	1	EPMO	Redeployment - Role is disestablished, however is a suitable alternative.	Manager – P2M Practice & Capability	EPMO
Lead Advisor, Governance and Assurance	1	EPMO	Redeployment - Role is disestablished, however is a suitable alternative.	Lead Advisor – P3M Maturity	EPMO
Senior Manager Business Support	1	Business Support	Role is disestablished. Will look for redeployment opportunities		
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		

Vacant roles that are directly impacted through change

Role	No. of roles impacted	Current team	Proposed 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

Proposed Minor Changes

Current role	No. of staff impacted	Current team	Potential impact of proposed changes	Proposed new Position Title	Proposed new reporting manager	New proposed 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 – Portfolio, Governance & Assurance		EPMO
Senior Advisor, Governance and Assurance	1	EPMO	Change in reporting line		Manager – Portfolio, Governance & Assurance	EPMO
Senior Reporting Analyst	1	EPMO	Change in reporting line, minor change in PD and position title	Senior Advisor – (Reporting & Insights)	Manager – P2M Practice & Capability	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

Proposed Minor Changes

Current role	No. of staff impacted	Current team	Potential impact of proposed changes	Proposed new Position Title	Proposed new reporting manager	New proposed team
Project Coordinator	2	Enterprise Change	Change in reporting line, minor PD change		Portfolio Delivery Manager	Business Alignment (TS)
Change Manager	5	Enterprise Change	Change in reporting line, minor PD change		Portfolio Change Manager	Business Alignment (TS)
Principal Business Analyst	1	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 Director, Transport	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	4	Enterprise Change	Change in reporting line, minor PD change		Portfolio Delivery Manager	Business Alignment (TS)

Proposed Minor Changes

Current Position	No. of staff impacted	Current team	Potential impact of proposed changes	Proposed new Position Title	Proposed new reporting manager	New proposed 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		Portfolio Change Manager	Corporate Capability & Support
Change Manager	1	Enterprise Change	Change in reporting line, minor PD change		Portfolio Change Manager	Corporate Capability & Support
Practice Lead	1	Enterprise Change	Change in reporting line, minor PD change, change in job title	Practice Lead Delivery	Portfolio Director, Corporate	Corporate Capability & Support

Proposed Minor Changes

Current Position	No. of staff impacted	Current team	Potential impact of proposed changes	Proposed new Position Title	Proposed new reporting manager	New proposed team
Principal Business Analyst	1	Enterprise Change	Change in reporting line, minor PD change		Portfolio Change Manager	Corporate Capability & Support
Principal Project Manager	2	Enterprise Change	Change in reporting line, minor PD change		Portfolio Delivery Manager	Corporate Capability & Support
Senior Program Coordinator	1	Enterprise Change	Change in position title, change in reporting line, minor PD change	Portfolio Coordinator	Portfolio Director, Corporate	Corporate Capability & Support
Senior Programme Coordinator	1	Enterprise Change	change in reporting line		Portfolio Delivery Manager	Corporate Capability & Support
Senior Project Manager	4	Enterprise Change	Change in reporting line, minor PD change		Portfolio Delivery Manager	Corporate Capability & Support

Proposed Minor Changes

Current Position	No. of staff impacted	Current team	Potential impact of proposed changes	Proposed new Position Title	Proposed new reporting manager	New proposed team
Business Analyst	1	Enterprise Change	Change in reporting line, minor PD change		Practice Lead	Regulatory Strategic Programmes
Change Manager	3	Enterprise Change	Change in reporting line, minor PD change		Manager Strategic Change	Regulatory Strategic Programmes
Change Manager	1	Enterprise Change	Change in reporting line, minor PD change		Portfolio Delivery Manager	Regulatory Strategic Programmes
Practice Lead – Delivery	1	Enterprise Change	Change in reporting line, minor PD change		Programme Enablement 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		Practice Lead Delivery	Regulatory Strategic Programmes
Programme Manager - Delivery	1	Enterprise Change	Change in position title, change in reporting line, minor PD change	Programme Manager	Manager – Strategic Programmes	Regulatory Strategic Programmes

Proposed Minor Changes

Current Position	No. of staff impacted	Current team	Potential impact of proposed changes	Proposed new Position Title	Proposed new reporting manager	New proposed team
Project Administrator	1	Enterprise Change	Change in reporting line, minor PD change		Practice Lead	Regulatory Strategic Programmes
Project Coordinator	3	Enterprise Change	Change in reporting line, minor PD change		Practice Lead 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		Practice Lead	Regulatory Strategic Programmes
Senior Change Advisor	1	Enterprise Change	Change in reporting line, minor PD change		Manager Strategic Change	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		Practice Lead Delivery	Regulatory Strategic Programmes
Senior Project Manager	1	Enterprise Change	Change in reporting line, minor PD change		Portfolio Delivery Manager	Regulatory Strategic Programmes

Proposed Minor Changes

Current Position	No. of staff impacted	Current team	Potential impact of proposed changes	Proposed new Position Title	Proposed new reporting manager	New proposed team
Senior Technical Writer	1	Enterprise Change	Change in reporting line, minor PD change		Practice Lead	Regulatory Strategic Programmes
Strategic Change Lead	1	Enterprise Change	Change in reporting line		Manager Strategic Change	Regulatory Strategic Programmes
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

Consultation process

Your opportunity to provide feedback

Released under the Official Information Act 1982

Feedback process and timeline

We want to hear your thoughts about the proposed changes.

- If you are directly impacted by a change to your role in the proposed changes, you will receive a link to ConsiderThis for collection of your feedback. You can also provide feedback through a face-to-face meeting with Sara, the Te Ama Leadership Team, your people leader, or the HR Business Partner, Sarah Field.
- Your ConsiderThis feedback will only be visible to our HR Business Partnering team (Sarah Field, Charlotte Hunt and Brigitte Beilensohn) and the Te Ama Executive Advisor (Marilyn Jones). If you'd like your feedback to be presented anonymously, please let us know this in your response.
- If your role is not directly impacted by the proposed changes, you will not have access to ConsiderThis, but you will be able to provide feedback via our Teams channel or any of the other methods. Please let us know if you'd like your feedback to be anonymous when you provide it.

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 Sara, the Te Ama Leadership Team, your people leader or the HR Business Partnering team (Sarah, Charlotte and Brigitte).

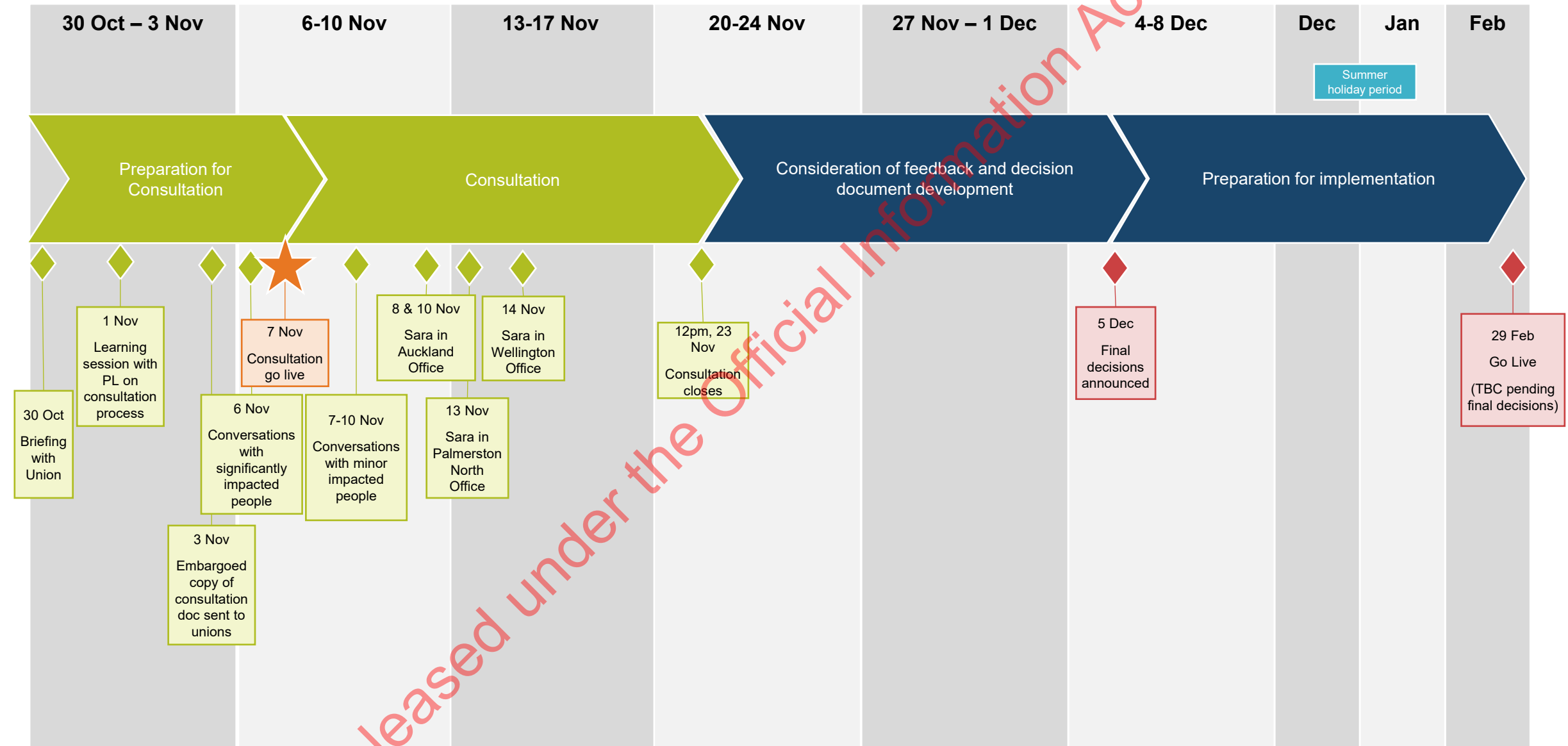
You can access all the Draft Position Descriptions via this [link](#).

We will not make any decisions until all the feedback we receive has been carefully considered.

Our indicative timeline is:

Date	Step	Action	Who
7 November 2023	Change proposal released	Proposal for input released Impacted individuals to provide feedback on proposal via ConsiderThis.	
23 November 2023	Feedback closes	Feedback due by close of business (12pm)	All

Indicative timeline



Proposed approach to recruitment

If the proposed changes go ahead, new roles on the two slides below will initially be available through an expression of interest or internal recruitment process.

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

External Recruitment will only occur if we are not able to fill these roles internally.

Indicative timeline:

Date	Step	Action
Dec 23 – mid Feb 23	Internal Recruitment process begins	Recruitment process for unfilled vacant positions
End of Feb	Internal Recruitment process complete	Confirm individuals into roles
Mid Feb	External recruitment	External recruitment for vacant/unfilled roles kicks off

Once feedback on the proposal has been considered and decisions are made, we will share a more detailed timeline of recruitment for any new roles confirmed, with the expression of interest process prioritised.

Expression of interest

Selection criteria and weightings

	Criteria	Measure/source	Weighting
1	Knowledge, experience, qualifications, and skills	<ul style="list-style-type: none">• Relevant experience/time in similar role• Relevant qualification, or equivalent experience• Relevant knowledge and skills	70%
2	Demonstrated behaviours	<ul style="list-style-type: none">• Values and behaviours• Expectations of our people leaders	20%
3	Potential, growth & development into new role	<ul style="list-style-type: none">• Interest, enthusiasm and commitment to development/upskilling (role/team)• Commitment to a new way of working• Skill gaps identified & what growth opportunities are required (noting potential for retraining – generally not exceeding a timeframe of three months on new or unfamiliar aspects of the role)	10%
			100%

New roles

If we go ahead with the proposal, we'll be recruiting for these roles:

New role	Team	No. of FTE	Proposed Process	Process for filling role
Head of Corporate Capability & Support	Corporate Capability & Support	1	Introduce new permanent role	Expression of Interest process
Practice Lead	Regulatory Strategic Programmes	1	Introduce new permanent role	Expression of Interest process
Senior Manager Service & Support	Corporate Capability & Support	1	Introduce new permanent role	Internal/external recruitment process
Manager Corporate Business Improvement & Efficiency	Corporate Capability & Support	1	Introduce new permanent role	Internal/external recruitment process
Business Improvement Specialist	Corporate Capability & Support	3	Introduce new permanent role	Internal/external recruitment process
Principal Analyst (Efficiency)	Corporate Capability & Support	1	Introduce new permanent role	Internal/external recruitment process
Principal Analyst (Corporate Capability)	Corporate Capability & Support	1	Introduce new permanent role	Internal/external recruitment process
Principal Business Analyst	Corporate Capability & Support	1	Introduce new permanent role	Internal/external recruitment process
Senior Analyst (Climate)	Organisational Performance	1	Introduce new permanent role	Internal/external recruitment process
Team Leader - Organisational Performance	Organisational Performance	1	Introduce new permanent role	Internal/external recruitment process

New roles

If we go ahead with the proposal, we'll be recruiting for these roles:

New role	Team	No. of FTE	Proposed Process	Process for filling role
Lead Advisor (Change Maturity)	EPMO	1	Introduce new permanent role	Internal/external recruitment process
Senior Advisor (Business Process)	EPMO	1	Introduce new permanent role	Internal/external recruitment process
Senior Advisor (PPM Toolsets)	EPMO	1	Introduce new permanent role	Internal/external recruitment process
Senior Advisor (Portfolio Management)	EPMO	1	Introduce new permanent role	Internal/external recruitment process
Senior Advisor (Business Planning)	EPMO	1	Introduce new permanent role	Internal/external recruitment process
Senior Advisor (Governance & Assurance)	EPMO	1	Introduce new permanent role	Internal/external recruitment process
Senior Advisor (Benefits Management)	EPMO	1	Introduce new permanent role	Internal/external recruitment process
Senior Advisor – PPM Frameworks	EPMO	1	Introduce new permanent role	Expression of Interest process
Portfolio Director Digital	Digital Performance	1	Introduce new permanent role	Internal/external recruitment process
Portfolio Delivery Manager	Digital Performance	1	Introduce new permanent role	Internal/external recruitment process

New roles

If we go ahead with the proposal, we'll be recruiting for these roles:

New role	Team	No. of FTE	Proposed Process	Process for filling role
Portfolio Director Regulatory	Regulatory Strategic Programmes	1	Introduce new permanent role	Internal/external recruitment process
Manager Strategic Change	Regulatory Strategic Programmes	1	Introduce new permanent role	Internal/external recruitment process
Manager – Strategic Programmes	Regulatory Strategic Programmes	1	Introduce new permanent role	Internal/external recruitment process
Manager – Operational Programmes	Regulatory Strategic Programmes	1	Introduce new permanent role	Internal/external recruitment process
Programme Enablement Manager	Regulatory Strategic Programmes	1	Introduce new permanent role	Internal/external recruitment process
Resource coordinator	Regulatory Strategic Programmes	1	Introduce new permanent role	Internal/external recruitment process
Practice Lead (fixed term)	Regulatory Strategic Programmes	1	Introduce a new fixed term role	Internal/external recruitment process

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 Sarah Field.
- You are entitled to seek advice and support from your union if you are a member. We have advised the PSA of this change proposal, including the timeframes for consultation.
- You can find the [PSA Collective Agreement](#) on OnRamp (refer to Section H, page 30 in the agreement).
- 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



Appendix

Organisational design principles

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

