

Confidential

Embedding Te kāpehu in Te Ama

Phase One Consultation Proposal

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Agenda

Today I will talk to you about:

- Our drivers for change
- Our proposed changes for Enterprise Change, EMPO, Organisational Performance, a new Corporate Capability & Support function, and my Leadership Team
- How the consultation process will work
- The proposed timeline for implementation of the proposed changes

How we will navigate

Reshaping the ama...

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.



The case for change

Our drivers for change

Simplified, consistent, efficient, and sustainable corporate and commercial functions.

Accountability for delivery of outcomes sits with the right people.

Build appropriate growth opportunities for our people.

Focus on the delivery of improvement and change that drives effective and efficient services.

Agility of our services and workforce.

Drive commercial value for Waka Kotahi.

Reduction of duplication and enhanced efficiency.

Demonstrating kotahitanga in how we deliver our work and show up to the business.

Uplift capability and maturity that drives effective and efficient services.

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	WHAT IS THE IMPROVEMENT REQUIRED TO ACHIEVE TE KĀPEHU? 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.

The proposed changes

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 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.



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

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,
 - ensure the least disruption to delivery excellence and
 - make 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.

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 functions and capability within the following business groups:
 - Transport Services
 - Te Aukaha | Digital
 - Te Rōpū Waeture | Regulatory
- Establishing a Corporate change delivery function in Te Ama that would supporting change delivery requirements in:
 - Te Ama
 - Pūmanawa Tāngata | People & Safety
 - System Leadership
 - Te Waka Kōtuia | Engagement & Partnerships
 - Te Mahau | Customer & Services
 - Office of the Chief Executive

Summary of proposed changes

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.

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

- Portfolio Director x 3
- 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

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

What we are proposing

We propose to strengthen the EPMO by:

- establishing a capability and practice team within the EPMO
- establishing a governance and assurance team within the EPMO
- enhancing benefits management and business planning capability and capacity.
- adding accountability for ensuring active Communities of Practice for change delivery disciplines are in place to ensure ongoing connection, growth and development for our change delivery people.

We are not proposing any change for Project Risk in this consultation.

Summary of proposed changes

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)

Corporate Capability & Support

What we are trying to achieve - Corporate Capability & Support

A Corporate Capability & Support function will enable Te Ama to:

- 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 by leading the improvement of processes and ways of working, to simplify our business and drive efficiencies.
- Measure and drive efficiency and effectiveness through leveraging 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 by establishing a new Head of Commercial Capability & Support role, leading the following functions:
 - Service and Support – supporting the delivery of efficient and effective share services and support functions
 - Corporate Property – delivering safe, productive and sustainable office accommodation solutions
 - Corporate Change Delivery - providing strategic portfolio planning focus and specialist resources
 - A new Business Improvement & Efficiency team – leading and embedding effectiveness, efficiency, and continuous improvement initiatives, driving a culture of change, and giving effect to capability uplift roadmaps

Summary of proposed changes

We propose to establish five new roles:

- Senior Manager, Service and Support
- Manager Corporate Business Improvement & Efficiency
- Three Business Improvement Specialists
- Principal Analyst, Corporate Capability
- Principal Analyst, Efficiency

We propose to disestablish one role:

- Senior Manager, Business Support

We are proposing to update three position descriptions to change reporting lines:

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

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 – Organisational Performance

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.

Summary of proposed changes

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

Te Ama Leadership Team

What we are trying to achieve with the new LT structure

With the proposed embedding of change delivery functions within business groups, there is an opportunity to realign the Te Ama leadership structure with current and future priorities.

We need to ensure the Leadership Team has:

- the right capabilities, experience and thought leadership
- an increased focus on driving effectiveness and efficiency and a performance culture with care
- the right level of strategic leadership and kotahitanga across Te Ama and the wider business on the key organisational priorities.

What we are proposing

We propose to:

- Align our leadership team roles with two new roles that will focus on the key organisational priorities of driving efficiency and effectiveness and supporting a performance culture with care.
- Reduce the number of direct reports to the Chief Financial Officer.
- Refine the job description of the Head of the EPMO.

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.

Consultation process

Your opportunity to provide feedback

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Our te ao Māori approach to consultation

We will focus on the wellbeing of our people by using a holistic approach that aligns with the Te Whare Tapa Whā model.

Examples of how we will embrace this approach during this process include:

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



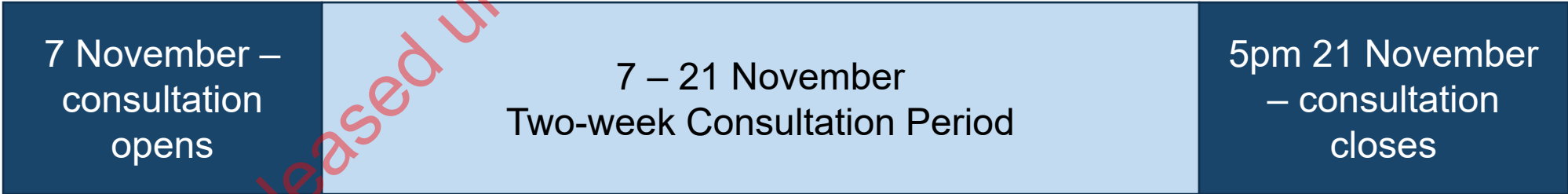
Feedback process and timeline

We want to hear your thoughts about the proposed changes. You can do this in the following ways:

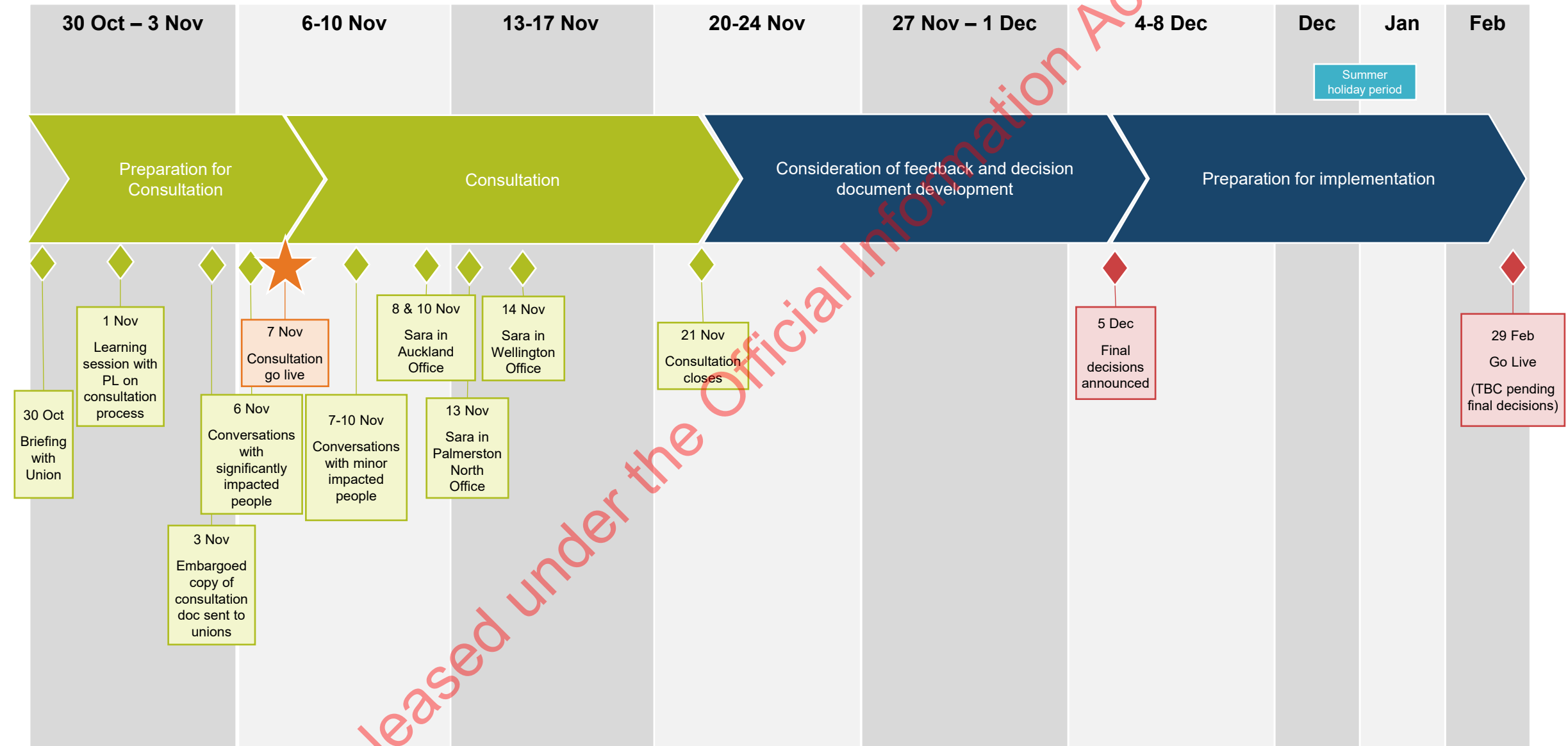
ConsiderThis	Face-to-face	Teams	Email
<ul style="list-style-type: none">For our impacted peopleOnline toolConfidential commentsAbility to have private commentsHR team and Marilyn only people who will be able to see who comments	<ul style="list-style-type: none">Primarily for our impacted peopleSara has time reserved in Auckland, Wellington and Palmerston North to meet with people	<ul style="list-style-type: none">For all of Te Ama, but primarily for those not impactedComments visible to all of Te Ama	<ul style="list-style-type: none">For all of Te AmaIf you don't want to use the other Channels, you can email the HR team or Marilyn

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

Consultation timeline:



Indicative timeline



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.
- 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**



The background is a deep blue night sky filled with stars. At the bottom, there is a dark, silhouetted mountain range. A large, semi-transparent circular inset is positioned in the upper left quadrant. Inside this circle, a star map is overlaid, featuring four distinct asterisk-like symbols at the corners of a square. The symbols are white and have a cross-like center with radiating lines. A diagonal red watermark is visible across the lower half of the image, reading "Released under the Official Information Act 1982".

Questions?