

Confidential

# Digital | Te Aukaha Consultation Proposal

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Chief Digital Officer  
May 2024

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# Table of contents

Foreword to the proposal	3
How we will navigate change	4
The case for change	5
Domain Leadership	10
Chapter Model	13
Data Management	16
Impact of our proposed changes and org structure changes	19
Change Definitions	20
Domain Leadership - <a href="#">Domain Leadership (Proposed Org Structure Changes)</a>	21
Chapter Model - <a href="#">Chapter Model (Proposed Org Structure Changes)</a>	25
Data Management - <a href="#">Data Management (Proposed Org Structure Changes)</a>	29
<a href="#">Proposed Digital High Level Org Structure</a>	33
Consultation and feedback process	34
Selection process	37
Getting advice and support	40
Appendix	
Financial Impact of proposed change	
Org Design Principles	



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Tēnā koutou kātoa

New Zealand Transport Agency Waka Kotahi (NZTA, we, us, our) has been directed by the Government to work towards a savings target of 7.5%, across all the entire agency. NZTA has consulted on proposed organisational change across several business groups in the agency, as we work towards that target.

As it continues to consider where costs may be reduced, the ELT has taken into account the broader direction of the current government, including the draft Government Policy Statement (GPS) and the letter of expectation from the Minister of Transport. While we acknowledge that the GPS remains in draft form, the government has clearly indicated its overall strategy for land transport in 2024, and its transport priorities.

The draft GPS provides for a reduced budget for across the entire agency, including Digital | Te Aukaha. In light of this, we have had to review our resourcing requirements, so we can implement the Government's required changes efficiently and effectively. As a result, we are now proposing changes to our existing baseline, our agile operating model and resourcing and current business structure.

**This proposal to change NZTA's current structure has the potential to affect your current position.**

We would like to consult with you about this proposal. While we will only be asking for feedback from those people whose positions may be directly impacted by the proposed changes, I want all of Digital | Te Aukaha to understand what is being proposing and to have an opportunity to ask us any questions.

All feedback must be provided by **5pm, Tuesday 28 May 2024**. There are a number of ways for you to provide feedback, as set out in this consultation document. Before any decision is made, we will carefully consider all feedback. Please take the time to look at this proposal and consider what makes sense and if there may be potential oversights.

In this consultation document you will find:

- The business rationale for the proposed change;
- The proposed structural changes and an impact assessment;
- The consultation process timeline .

You are entitled to seek employment advice on this proposal and to bring a legal representative and/or support person to any meeting or have them involved at any stage. If you are a union member, your union will also be able to provide you with support.

Ngā mihi nui

Liz Maguire  
Chief Digital Officer



# How we will navigate change

Our values and behaviours shape our culture and guide the way. We will be guided by these in our work on changes to our organisational structure



## **Ngākau aroha – have heart**

Putting our people at the centre of what we are doing and providing support to those affected by this change.



## **Kotahitanga – better together**

Being upfront about what we want to achieve and genuinely listening to the feedback.



## **Kia māia – be brave**

Approaching the situation with understanding of different perspectives and seeking the right outcome.



## **Mahia – nail it**

Successfully implementing a change that achieves our objectives and recognises our current environment.

You can find further information about our approach to organisational change and guiding principles in NZTA's 'Change Management Protocol' in our Digital Change [SharePoint Page](#).

# The case for change



# Why we need to change

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

## The proposed changes will position us to:

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

## The proposed changes will support our Agile Operating Model by:

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



# Current Functional Design

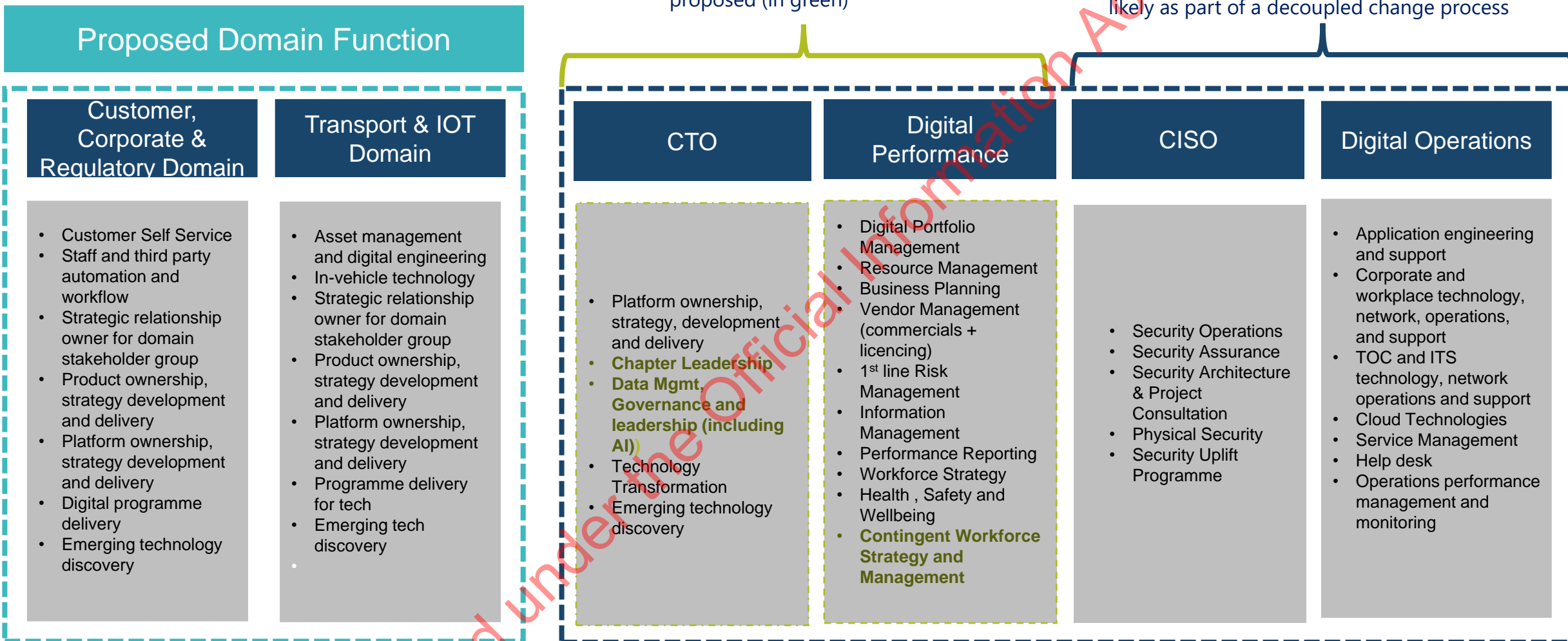
## Digital Domain Function

Enterprise & Data	Customer & Regulatory Domain	Transport Domain
<p>Govern and manage data assets support the NLTP process through the support and enhancement of TIO. Maintain, enhance and implement Asset Management Data Standard (AMDS).</p>	<p>Deliver digital solutions for stakeholders within the Regulatory and Customer portfolios. Establish and run the core business platforms - Consumer Hub, Business Hub and Regulatory and Customer Workbench.</p>	<p>Deliver digital solutions to create value and business outcomes for Transport portfolio. Establish and run the core business platforms for Transport and Digital Engineering.</p>
<p>Work with our stakeholders to understand needs and priorities. plan for and enable platform health. Deliver digital change in a safe and secure way to meet stakeholder needs. Maintain the technology we are responsible for and look for ways to continually improve.</p>		

## Central Digital Functions

CISO	Digital Performance	CTO	Digital Operations
<ul style="list-style-type: none"><li>Security Operations-Security Advisory (PSR).</li><li>Security Platform</li><li>Security Assurance</li><li>Office of the CISO</li></ul>	<ul style="list-style-type: none"><li>Digital Portfolio Management</li><li>Resource Management</li><li>Business Planning</li><li>Vendor Management (commercial + licencing)</li><li>1<sup>st</sup> line Risk Management</li><li>Information Management</li><li>Performance Reporting</li><li>Workforce Strategy</li><li>Health , Safety and Wellbeing</li></ul>	<ul style="list-style-type: none"><li>Provide foundational platforms that power our digital products. These platforms are operated by cross functional teams that focus on making our core systems:<ul style="list-style-type: none"><li>Accessible, reusable and easy to use.</li><li>Cost effective, feature rich and fit for purpose.</li><li>Well managed, secure and resilient.</li><li>UX/UI, Architecture, Engineering, QA and Site Reliability Engineering practices</li></ul></li></ul>	<ul style="list-style-type: none"><li>Maintain systems</li><li>Provide required services and functions to be a well-managed Digital Operations shop, focusing on the Support and Maintenance of our systems.</li><li>Use ITIL as a basis for our Support Service and provide technical management of the technical share services used across the Agency.</li><li>Support all the Digital Domains with consistent services to support their platforms and squad approach.</li></ul>

# Proposed Functional Design



Digital plays a major role in shaping the land transport system by providing users with the data and digital tools needed to help them access transport choices and interact with the system. Our **Digital strategy** actively aligns and supports Te kāpehu, establishing our outcomes, objectives and how we take action to deliver. This proposed and evolved functional design will support Digital | Te Aukaha to deliver to these outcomes while being cognisant of budget constraints, draft GPS and new government direction.



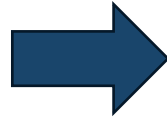
# Summary of change processes and proposals

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

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

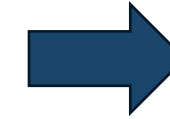
## Current State

1. Domain Lead – Enterprise & Data
  2. Domain Lead - Transport
  3. Domain Lead – Customer & Reg
  4. Domain Lead Advisors
- TOTAL IMPACTED = 5 FTE**



## Future State

1. Domain Lead – Transport & IOT
  2. Domain Lead – Regulatory, Customer & Corporate
  3. Domain SME – Regulatory, Customer & Corporate
- TOTAL = 3 FTE**



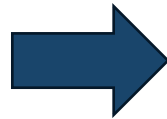
## FTE Impact

FTE Reduction = 2

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

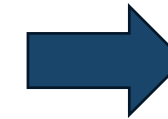
## Current State

1. Practice Managers (8 FTE)
  2. Digital Design Manager
  3. Design Manager
  4. Head of Engineering
  5. Head of Architecture
- TOTAL IMPACTED = 12 FTE**



## Future State

- Chapter Lead - Project Delivery (x2 FTE)
  - Chapter Lead - Analysis
  - Chapter Lead - Engineering
  - Chapter Lead - Architecture
  - Chapter Lead - QA
  - Chapter Lead - Design
  - Chapter Lead - Data
  - Contingent Workforce Manager
- TOTAL = 9 FTE**



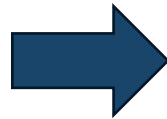
## FTE Impact

FTE Reduction = 3

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

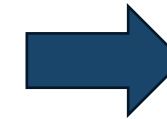
## Current State

- Data Management Team - (Enterprise & Data Domain)
- TOTAL IMPACTED = 28 FTE**



## Future State

- Lift and shift of Data into CTO structure.
  - Review CAS Team activities.
  - Propose to disestablish some Data and CAS roles as part of the lift and shift.
  - Establish Head of Data
  - Establish Platform Lead - Engineering
- TOTAL 21 FTE**



## FTE Impact

FTE Reduction = 7

# Change Process #1: Domain Leadership



# CP#1 | What we are proposing

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

## Current State

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

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

**Disestablish the role of:**

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

5 FTE

## Proposed Future State

**Establish TWO new Domains:**

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

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

**Establish the role of:**

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

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

3 FTE

# What we are trying to achieve with CP#1

It has been over 18 months since the Domain and Platform Lead roles were introduced, and since launching our Agile Operating model the government landscape has changed. We need to reconsider the Domain accountabilities and how we support our stakeholders (internally and externally). With a new GPS and government, we need to deliver to our digital priorities and the expectations set by government (i.e. mobile driver licensing, in vehicle tech and tolling).

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.

1. Reducing from 3 Domain Leads to 2 Domain Leads is a more cost-effective model that is focused on:
  - aligning our teams around outcomes and a clear line of sight to deliver change based on demand
  - accountable leadership due to new government expectations
  - stakeholder management to provide an exceptional level of service to our customers and users
2. We are proposing to remove the Lead Advisor role as this is no longer required within the proposed new Domain structure.
3. The proposed new role of Domain SME enables retention of specific expertise for Regulatory, Customer & Corporate domain. This role will provide technical and business function SME leadership to Regulatory, Customer & Corporate domain.

Programme management and related roles will pivot to delivery focused responsibilities within Domains that will support delivery of key programmes such as Safety Camera Systems (SCS), Digital Engineering, In-Vehicle Technology & Digital Driver Licence.



# Change Process #2: Chapter Model

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# CP#2 | What we are proposing

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

## Current State

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

12 FTE

## Proposed Future State

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

9 FTE



# What we are trying to achieve with CP #2

A chapter is where people come together to improve share, learn, socialise, and develop capability

## The Chapter model

With the proposed model we will better cluster capabilities (by aligning each capability to the specialist chapter) and reimagine our leadership structure and our agile delivery to align to digital best practice. 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 the cost reduction and reduced FY25 budget. We know that that this model is not set in stone but could be adapted with time and experience.



**Ways of working**

## Creating a Chapter Model and new Chapter Lead roles will support:

- Improving our craft across specific expertise by increasing capacity for coaching and mentoring each chapter member
- Lead efforts to evolve our Agile ways of working
- Bringing our E & E initiatives and efforts to life by applying an efficiency and effectiveness cost delivery lens in reducing the number of tier 4 leaders
- Increased focus on permanent capability by consolidating the management of contingent workforce into central team under Digital Performance (span of control is reduced for proposed Chapter Leads)
- Improved resource flexibility across domains and squads
- Standardisation and simplification of role bands – all Chapter Leads will be one band [Band 19]
- Consistent and manageable span of control <20 FTE



**Capability Uplift**



**Standardisation & Simplification**

# Change Process #3: Data Management

# CP#3 | What we are proposing

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

## Current State

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

28 FTE

## Proposed Future State

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

### **Establish the following role:**

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

21 FTE



# What we are trying to achieve with CP #3

## **Lift and Shift of Data Management into CTO and review CAS Teams' roles and activities:**

- The appointment of CTO has enhanced our capability by bringing in the skillset needed to lead the Technology team and bring data capability under CTO function.
- Acknowledgment of the importance of Data as a function by establishing the Head of Data role under the CTO, giving us the ability to build great data expertise to support the agency's priorities
- 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.
- Accelerate investment in future capabilities, including AI.
- Shifting accountability for platforms into the Platform and Chapter Leadership significantly reduces the scope of the existing Head of Engineering and Head of Architecture roles.
- Resolve span of control issues owing to Change Processes #1 and #2 and by introducing Head of Data and Chapter Lead – Data.

## **Reduce Crash Analysis System (CAS) Activities**

On the back of the government's focus on reducing cost, inputting non-injury accident data to CAS has been identified by [Efficiency & Effectiveness Working Group](#) as an activity that is of low business criticality and can stop. We have identified the number of roles required to process current data in the context of new automated workflow but encourage the team to provide input into the future design of the team through the consultation process.

# Impact of our proposed changes

# Definitions

The below details the definitions of change management terms used within this proposal.

- **Minor Change (Non-affected)** - There will be no change to the position, or the change is minor – e.g., a change in reporting line, title, or minor change to duties
- **Significant Change (Affected)** - The number of positions is reducing; there is a significant change to the position; or the position has been disestablished
- **Non-contestable Reconfirmation** – If the changes proposed are implemented, employees in the current structure will be automatically confirmed into positions in the new structure if the position is the same or substantially similar to their current position; and the number of staff eligible for confirmation is the same or less than the positions available.
- **Contestable Reconfirmation** – If the changes proposed are implemented, and if in the new structure there are a number of positions that are the same or substantially similar to those in the existing structure, but the number of positions is proposed to be reduced or combined to a lesser number of (same or substantially similar) positions, a selection process will follow.
- **Redeployment** – If an employee is not confirmed in the new structure following a non-contestable or contestable reconfirmation process, we will work with them to identify redeployment opportunities to suitable alternative positions within the new structure or across the agency generally.

# Summary of proposed changes | CP#1

## Domain Leadership

All permanent staff within Domains will be impacted by this proposed change, but the level of impact varies significantly. We are proposing the following:

### Proposal to disestablish the roles of:

Role	Staff impacted	Current team	Potential impact of proposed changes
Domain Lead	3	Digital Leadership Team	Reduce the number of Domain Lead roles from 4 to 2. Significant changes to proposed role and accountabilities
Lead Advisor [Domain only]	2	Domain specific	Disestablish permanent role

### Proposal to introduce new roles of:

New role	FTE	Band	Proposed Process	Process for filling role
Domain Lead – Transport/IoT	1	22	Introduce new permanent role	Contestable Reconfirmation
Domain Lead – Regulatory, Customer & Corporate	1	22	Introduce new permanent role	Contestable Reconfirmation
Domain SME	1	19	Introduce new permanent role	Contestable Reconfirmation

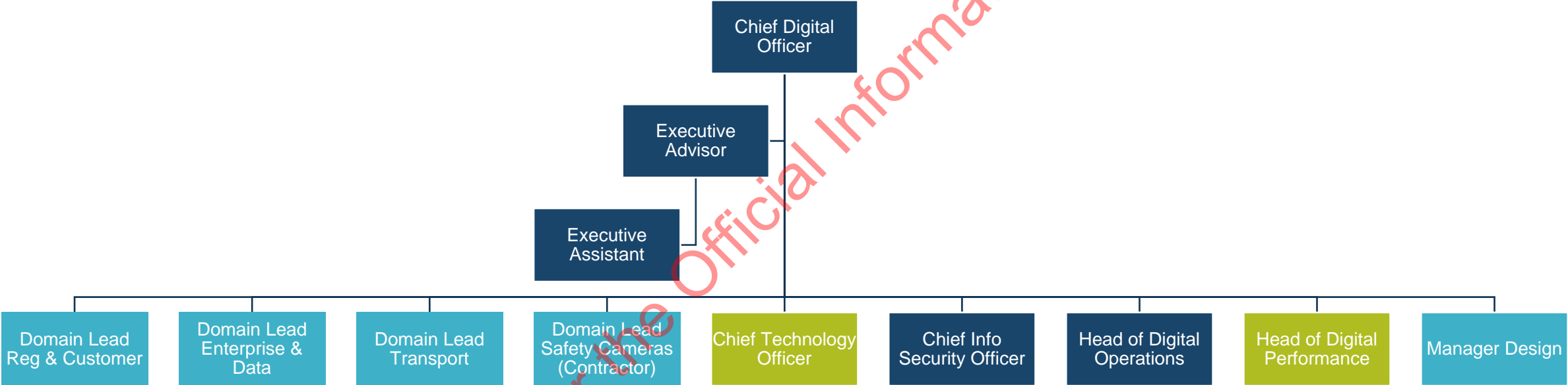


# Summary of proposed impact | CP#1

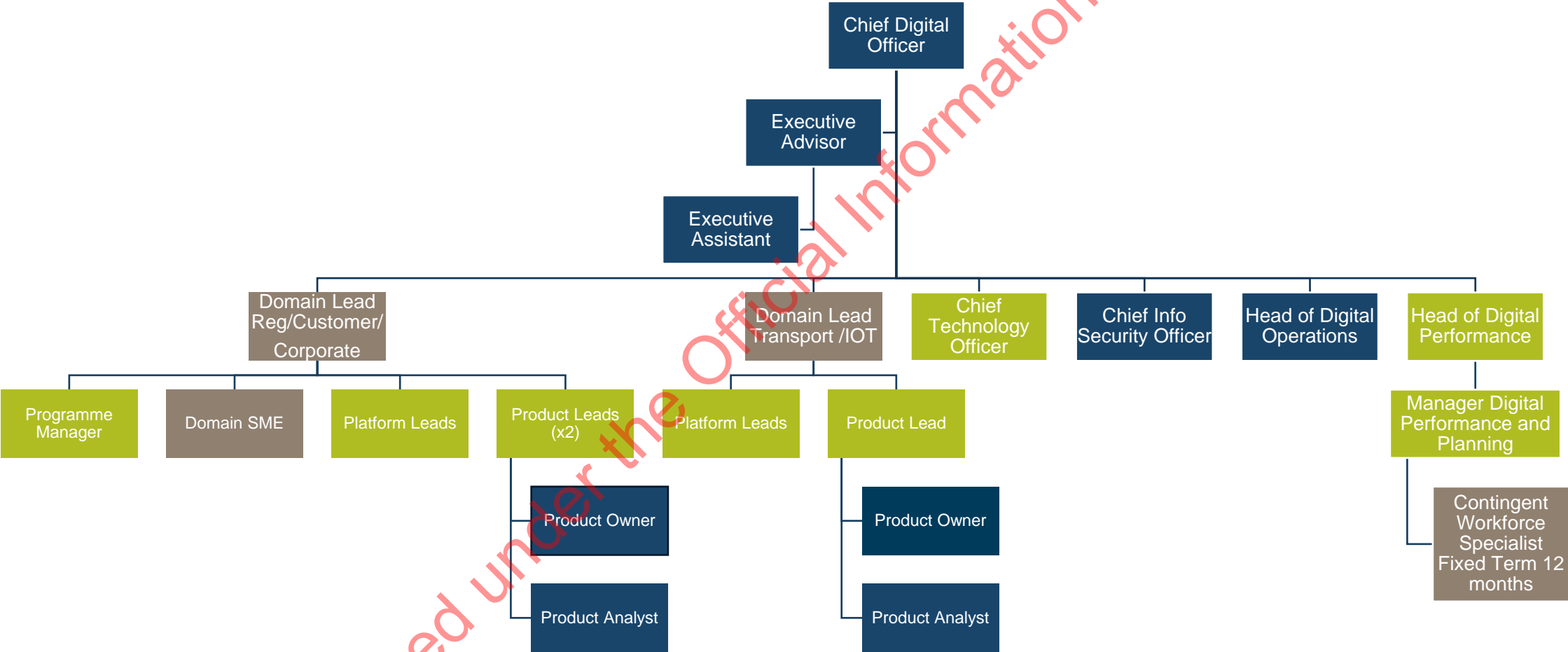
## Domain Leadership – Change of Reporting lines

Role	Staff impacted	Current team	Potential impact of proposed changes
Product Lead [Regulatory]	1	Reporting into CDO	Change of reporting line to Domain Lead – Regulatory   Customer   Corporate
Product Lead	1	Reporting into CDO	Change of reporting line to Domain Lead – Regulatory   Customer   Corporate
Product Lead	1	Reporting into CDO	Change of reporting line to Domain Lead – Transport/IoT
Programme Manager	1	Reporting into Domain Lead	Change of reporting line to Domain Lead – Regulatory   Customer   Corporate
Platform Lead - Transport	3	Reporting into Domain Lead	Change of reporting line to Domain Lead – Transport/IoT
Platform Lead – Enterprise & Data	1	Reporting into Domain Lead	Change of reporting line to Domain Lead – Regulatory   Customer   Corporate
Platform Lead – Regulatory & Customer	1	Reporting into Domain Lead	Change of reporting line to Domain Lead – Regulatory   Customer   Corporate

# Current Structure   Digital CDO Direct Reports



# CP#1 Proposed Structure | Te Aukaha Digital Leadership



# Summary of proposed changes | CP#2

## Chapter Model

13 employees within Domains and CTO teams will be significantly impacted by this proposed change, in terms of proposed significant changes (disestablishment of role).

### Proposal to disestablish the roles of:

Role	Staff impacted	Current team	Potential impact of proposed changes
Practice Managers: 1. Project Management 2. Business Analysis 3. Architecture 4. Quality Assurance (QA) 5. Development 6. Digital Design Manager 7. Manager Design	11	Domain Teams	Disestablish permanent role
Head of Engineering	1	CTO	Disestablish permanent role
Head of Architecture	1	CTO	Disestablish permanent role

### Proposal to introduce new roles of:

New role	Band	FTE	Proposed Process	Process for filling role
1. Chapter Lead Project Delivery (x2 FTE) 2. Chapter Lead Analysis 3. Chapter Lead Engineering 4. Chapter Lead Architecture 5. Chapter Lead QA 6. Chapter Lead Data 7. Contingent Workforce Manager 8. Chapter Lead Design	19	9	Introduce new permanent roles	Contestable Reconfirmation



# Summary of proposed changes | CP#2

## Chapter Model – Change of Reporting Line

53 employees within Domains teams will be impacted by this proposed change, in terms of reporting line changes (minor changes).

Roles/Teams	Staff impacted	Current team	Potential impact of proposed changes
Senior Project Manager	15	Reporting into Practice Manager – Project Management	Change of reporting line to Chapter Lead – Project Delivery
Project Manager	9	Reporting into Practice Manager – Project Management	Change of reporting line to Chapter Lead – Project Delivery
Coordinator	5	Reporting into Practice Manager – Project Management	Change of reporting line to Chapter Lead – Project Delivery
Lead Business Analyst	3	Reporting into Practice Manager – Business Analysis	Change of reporting line to Chapter Lead – Analysis
Snr Business Analyst	14	Reporting into Practice Manager – Business Analysis	Change of reporting line to Chapter Lead – Analysis
Business Analyst	7	Reporting into Practice Manager – Business Analysis	Change of reporting line to Chapter Lead – Analysis

# Summary of proposed changes | CP#2

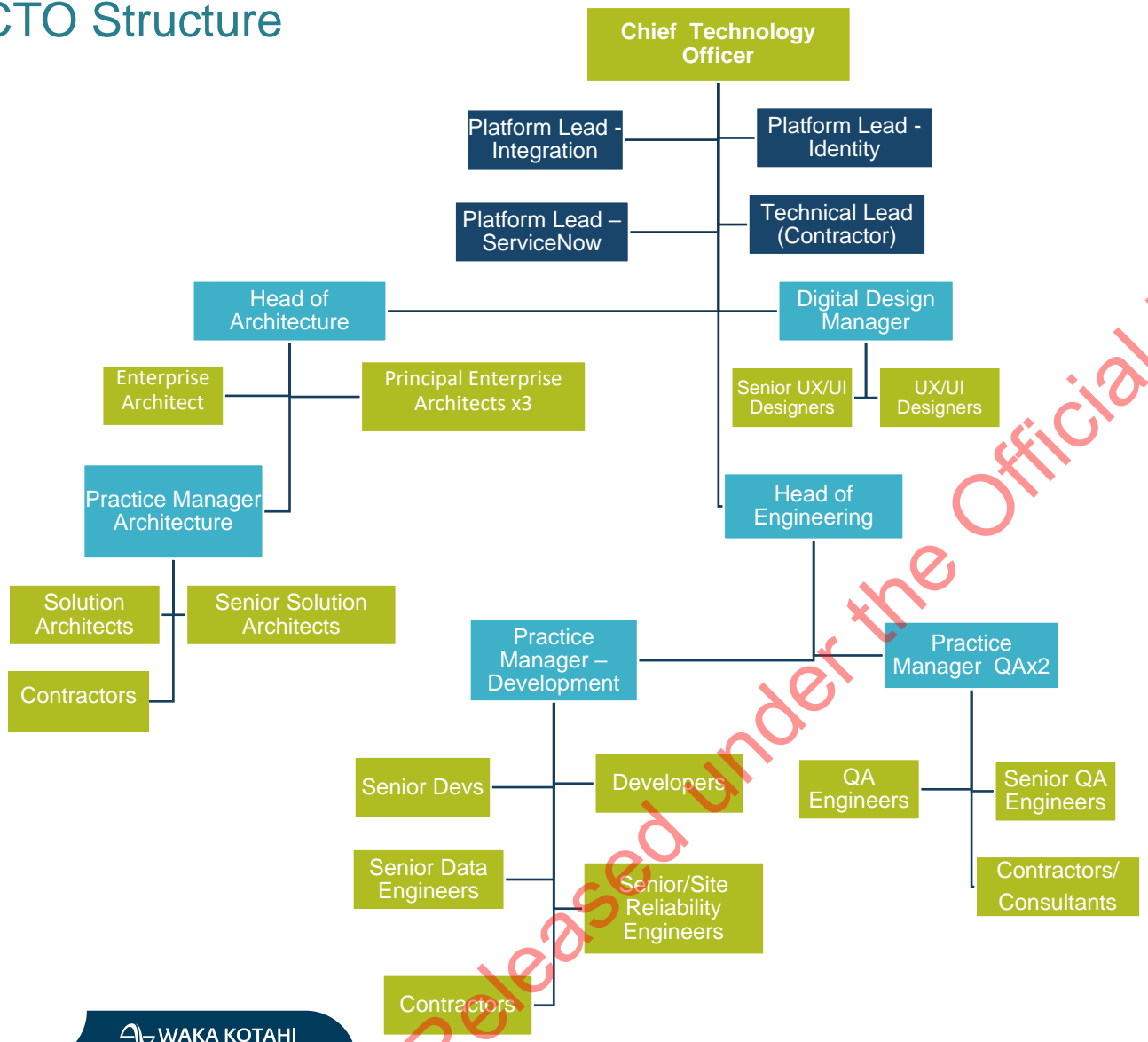
## Chapter Model – Change of Reporting Line

70 employees within CTO teams will be impacted by this proposed change, in terms of reporting line changes (minor changes).

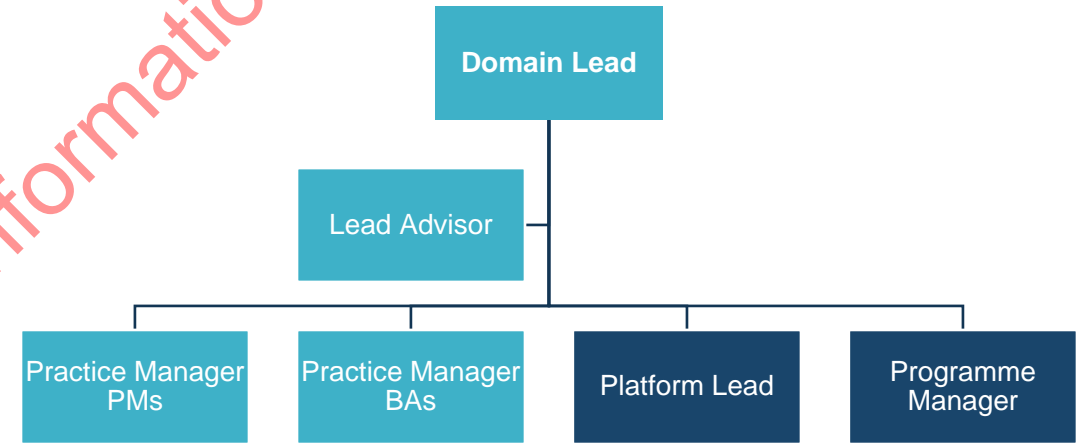
Roles/Teams	Staff impacted	Current team	Potential impact of proposed changes
Developer	5	Reporting to Practice Manager, Development	Change of reporting line to Chapter Lead - Engineering
Senior Developer	7	Reporting to Practice Manager, Development	Change of reporting line to Chapter Lead - Engineering
Senior Data Engineer	1	Reporting to Practice Manager, Development	Change of reporting line to Chapter Lead - Engineering
Senior Site Reliability Engineer	5	Reporting to Practice Manager, Development	Change of reporting line to Chapter Lead - Engineering
Site Reliability Engineer	3	Reporting to Practice Manager, Development	Change of reporting line to Chapter Lead - Engineering
Senior QA Engineer	14	Reporting to Practice Manager, QA	Change of reporting line to Chapter Lead - QA
QA Engineer	15	Reporting to Practice Manager, QA	Change of reporting line to Chapter Lead - QA
Solution Architect	6	Reporting to Practice Manager - Architecture	Change of reporting line to Chapter Lead – Architecture
Senior Solution Architect	11	Reporting to Practice Manager - Architecture	Change of reporting line to Chapter Lead – Architecture
Enterprise Architect	1	Reporting to Head of Architecture	Change of reporting line to Chapter Lead – Architecture
Principal Enterprise Architect	2	Reporting to Head of Architecture	Change of reporting line to Chapter Lead – Architecture

# CP#2 | Current Structure CTO | Domain

## CTO Structure



## Domain Structure



# Summary of proposed impact | CP#3

## Data Management

28 permanent staff within Data Management team will be impacted by this proposed change, but the level of impact varies significantly.

### Proposal to lift and shift Data Management team:

Team	Staff impacted	Current team	Potential impact of proposed changes
Data Management	7	Enterprise & Data Domain	Reporting line changes to CTO & Domain Transport & IOT *
Enterprise Data Warehouse	10	Enterprise & Data Domain	Reporting line changes to CTO & Domain Transport & IOT *
CAS	11	Enterprise & Data Domain	Reporting line changes to Proposed Chapter Lead Data

\* Please refer to slide 31 for details of proposed reporting line changes

### Proposal to **disestablish** the roles of:

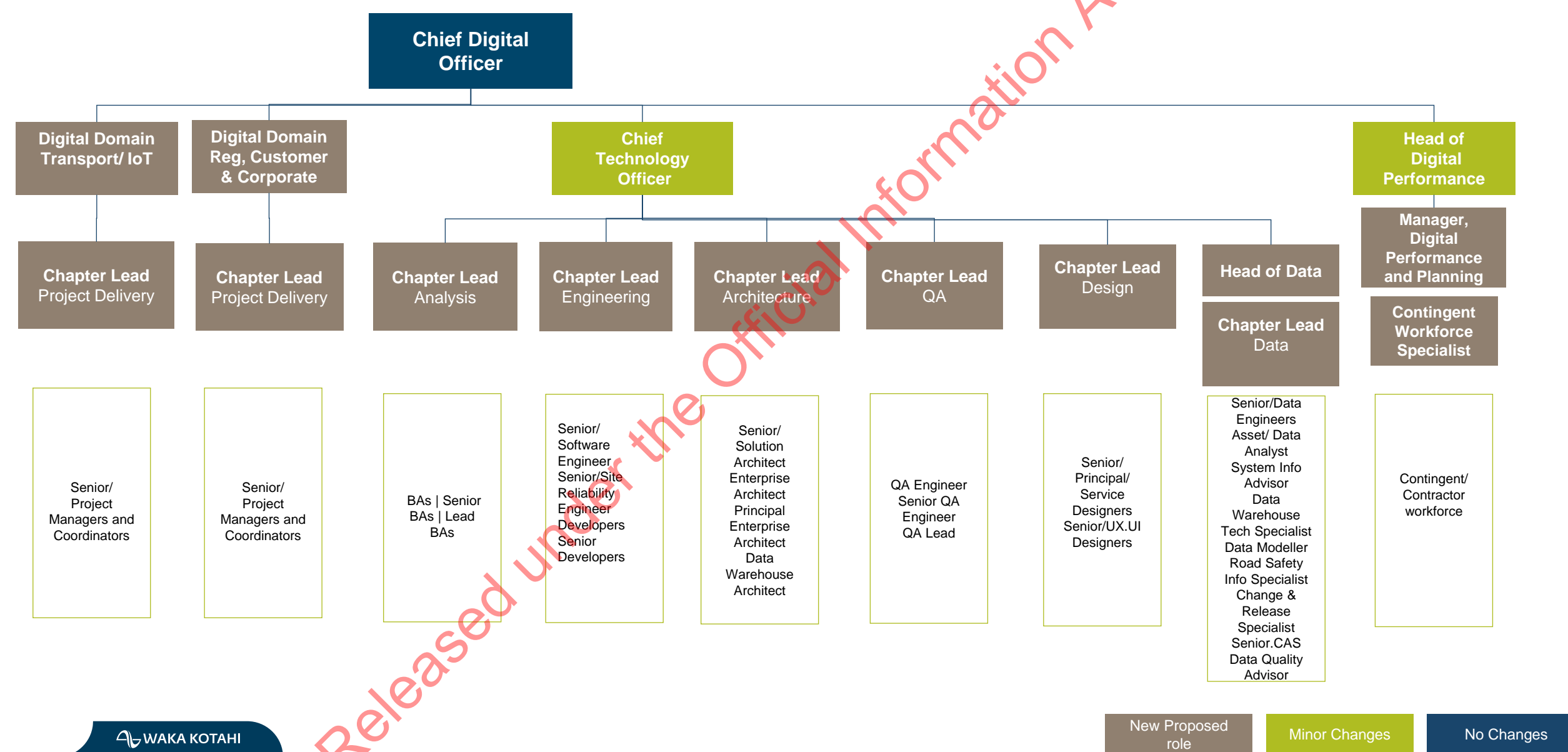
Team	Staff impacted	Current team	Potential impact of proposed changes
Manager, Data Management	1	Enterprise & Data Domain	Disestablish permanent role
Manager, Enterprise Data Warehouse	1	Enterprise & Data Domain	Disestablish permanent role
CAS Data Processor	8	Enterprise & Data Domain	Reduced number of FTE from 8 to 4 FTE
CAS Coordinator	1	Enterprise & Data Domain	Disestablish permanent role
CAS Advisor	1	Enterprise & Data Domain	Disestablish permanent role
CAS Senior Analyst	1	Enterprise & Data Domain	Disestablish permanent role

### Proposal to introduce **new** roles of:

New role	Band	FTE	Proposed Process	Process for filling role
Head of Data	TBC	1	Introduce new permanent role	Contestable Reconfirmation
Platform Lead Engineering	20	1	Introduce new permanent role	Contestable Reconfirmation



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

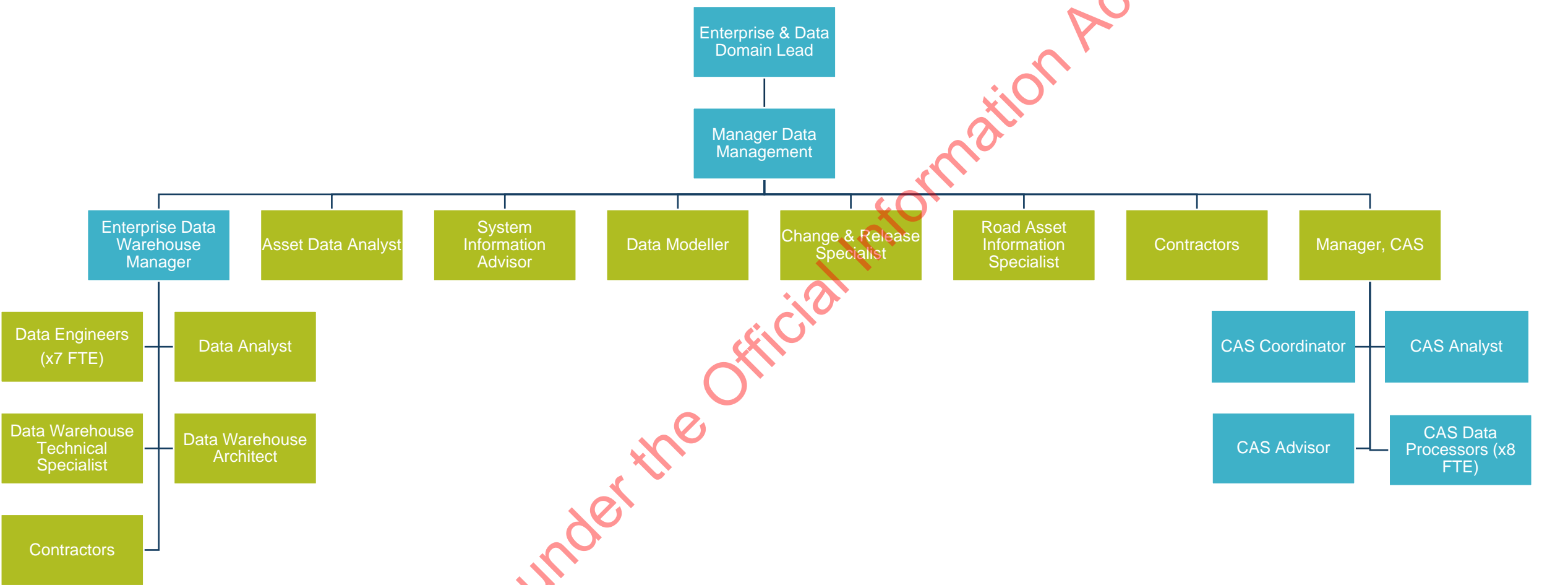


# Summary of proposed impact | CP#3

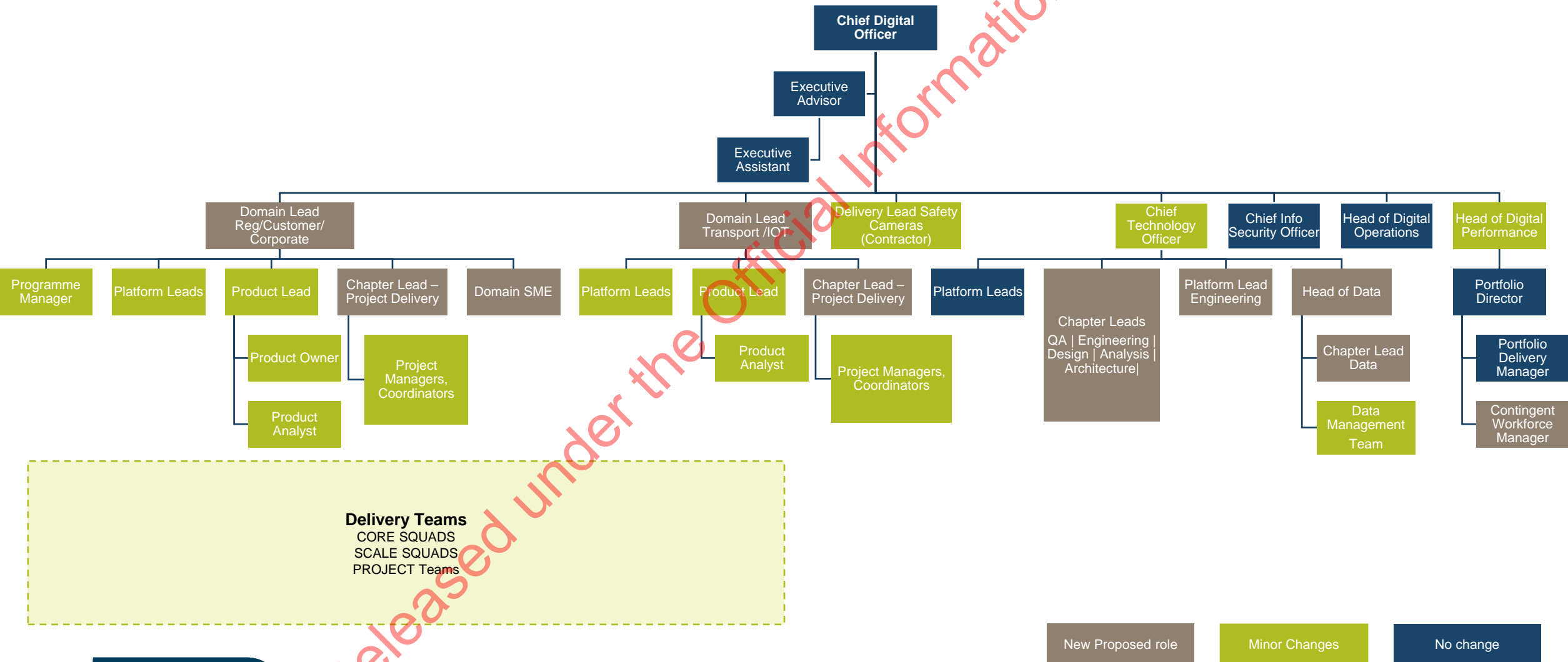
## Data Management – Change of Reporting lines

Role	Staff impacted	Current team	Potential impact of proposed changes
Manager, CAS Processor	1	Data Management, Manager	Reporting line changes to Head of Data
Data Warehouse Architect	1	Enterprise & Data Domain	Reporting line changes to Chapter Lead Architecture
Asset Data Analyst	1	Enterprise & Data Domain	Reporting line changes to Chapter Lead - Data
Data Modeller	1	Enterprise & Data Domain	Reporting line changes to Chapter Lead - Data
System Information Advisor	1	Enterprise & Data Domain	Reporting line changes to Chapter Lead - Data
Change & Release Specialist	1	Enterprise & Data Domain	Reporting line changes to Chapter Lead - Data
Road Asset Info Specialist	1	Enterprise & Data Domain	Reporting line changes to Chapter Lead – Data
Transportation Investment Online (TIO) Manager	1	Enterprise & Data Domain	Reporting line changes to Transport & IOT Domain
Data Engineers	7	Enterprise & Data Domain	Reporting line changes to Chapter Lead – Data
Data Analyst	1	Enterprise & Data Domain	Reporting line changes to Chapter Lead – Data
Data Warehouse Technical Specialist	1	Enterprise & Data Domain	Reporting line changes to Chapter Lead – Data

# Current Structure – Data Management



# Proposed | Digital Te Aukaha High Level Structure

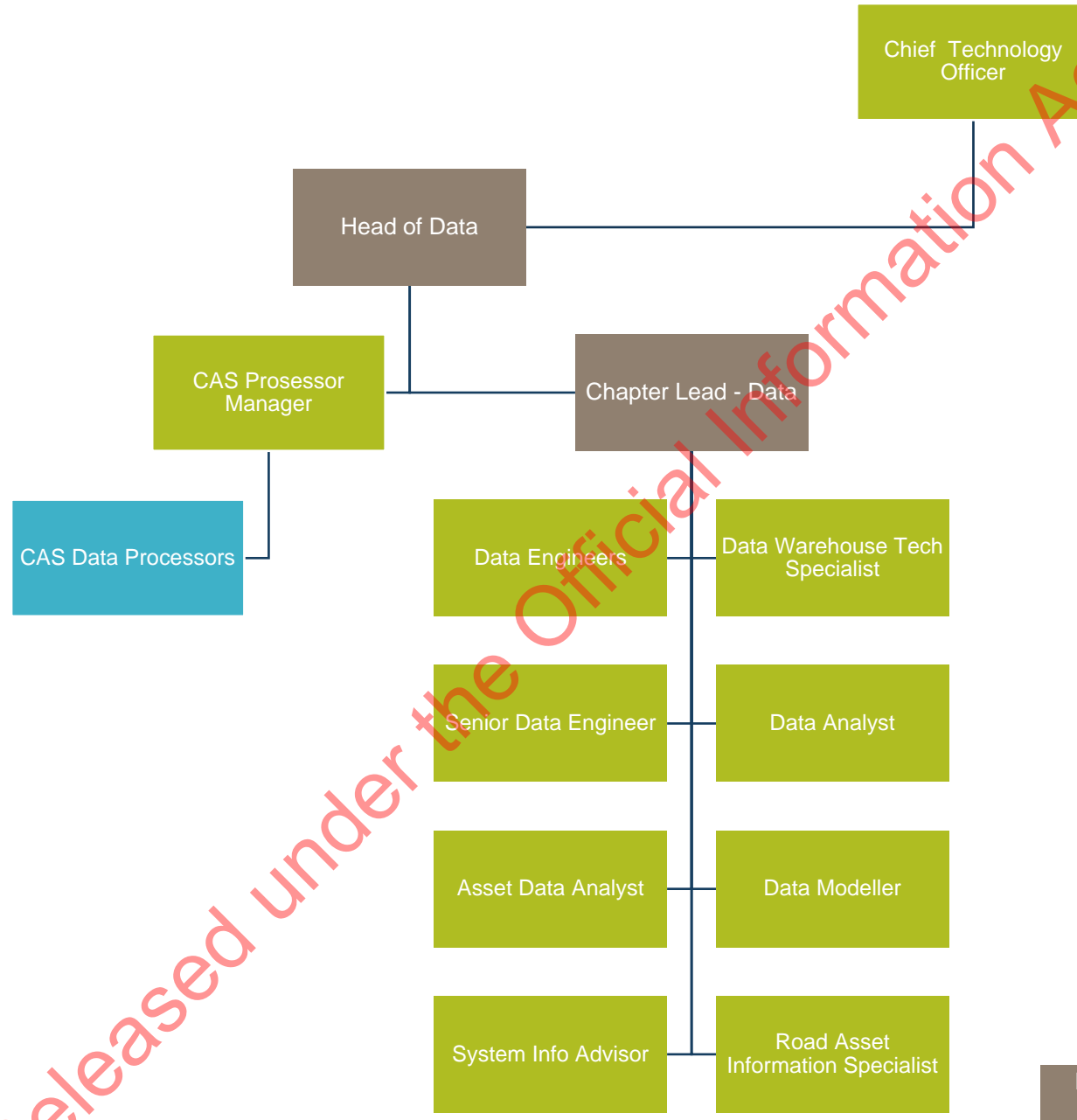




# Consultation & Feedback Process

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

# CP#3 | Proposed Structure: Head of Data



Proposed New  
role

Significant  
Change

Minor changes

# Feedback process and timeline

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

To provide written feedback, please complete this [form](#). Your response will only be visible to our HR Business Partnering team - Kushla, 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).

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

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

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

# Indicative timeline

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

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

# Proposed roles for Selection Process

If the proposed changes go ahead, the following roles will be available through a proposed Selection Process [which may include [contestable reconfirmation](#) scenarios]:

Role	Proposed Band	FTE	Impact	Draft PD Link	Selection Criteria
Domain Lead	22	2	Reduce number of roles (from 4 to 2 FTE)		Yes - Contestable Reconfirmation
Domain SME	19	1	New role		Yes – Contestable Reconfirmation
Chapter Lead - Project Delivery x2 Chapter Lead – Analysis Chapter Lead – Engineering Chapter Lead – Architecture Chapter Lead – QA Chapter Lead –Design Chapter Lead – Data	19	9	New role		Yes - Contestable Reconfirmation
Platform Lead – Engineering	20	1	New role		Yes – Contestable Reconfirmation
Head of Data	TBC	1	New role		Yes – EOI
Contingent Workforce Manager	TBC	1	New role		Yes - EOI
CAS Data Processor	14	4	Reduce number of roles (from 8 to 4 FTE)		Yes - Contestable Reconfirmation
TOTAL		19 roles			

# Selection Process & Redeployment

If the proposed changes are adopted, and a contestable reconfirmation process follows, it is proposed that the below selection criteria framework be used for selection processes:

- Knowledge Skills and Experience (70% weighting)
- Demonstrated Behaviours (20% weighting)
- Employee File (10% weighting)

(a more detailed description on how each of the criteria, for each specific position, will be assessed, is set out [here](#))

If your role is affected, you will be asked to complete a form to let us know your preference to participate in the selection process. All forms will be reviewed, and interviews will be arranged with those who have signalled interest. The interview panel would consist of two people from Digital and one person from the Talent Acquisition Team.

If the proposed changes are implemented and you are unsuccessful in a contestable reconfirmation process, we would work with you to identify redeployment opportunities in suitable alternative positions.



# Redundancy

- If the proposed changes are implemented, and you are not reconfirmed into the new structure and/or there are no redeployment opportunities for you, your employment will be terminated by reason of redundancy. You will be given notice of redundancy in accordance with your employment agreement.
- During your notice period, we will continue to identify any suitable alternative positions for redeployment across the Agency for affected employees.
- Consideration will be given to any requests for payment in lieu of working out your notice period, in accordance with your employment agreement.
- If you decline an offer of redeployment to a suitable alternative position, you may not be eligible for redundancy (and redundancy compensation) in accordance with your employment agreement. Rather, your employment will end by reason of resignation.

## **VOLUNTARY REDUNDANCY**

If your position is subject to a contestable reconfirmation process, and you would prefer to be considered for voluntary redundancy, consideration will be to these requests on a case-by-case basis.

# Further steps if change occurs

STEP	INDICATIVE DATE
Submissions for the selection process open	4 June
Submissions for the selection process close	12 June
Selection process interviews are completed	28 June
Decisions have been reached and individual outcomes of the selection process are communicated	1 July
The new structure goes live, and redeployment opportunities are explored for those unsuccessful in the selection process	15 July
Notice of redundancy is provided to those who have not received an offer of redeployment	Approx 19 July
Squads   Squad model goes live	1 Sept
Any further offers of redeployment have been made and those who have been unable to find suitable alternative positions or offers reach the end of their notice of redundancy	TBC

# 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](http://www.eapservices.co.nz)**
- As part of this consultation proposal and to help our people and people leaders navigate this change we have set up a specific **[Sharepoint Page](#)** dedicated to providing you with the resource and support you may need.

# Appendix

Released under the Official Information Act 1982

# Financial Impact

The estimated financial implications of this proposed structure are outlined in Table 1 below. This is based on the salary costs of the current impacted roles and the proposed salary bands of the new roles resulting in estimated cost savings of \$1.44m per annum.

**Table 1: Estimated Current vs Proposed cost structure.**

	Current Estimated Personnel Costs	Proposed Estimated Personnel Costs	Estimated Cost Savings
Permanent	\$4,714,182	\$ 3,275,344	\$ 1,438,838

# Org Design | Change Principles | Values

We have aligned the organisational design of the proposed structures to our org principles, and we will be leaning on our values to guide our change process.

- **Cost control focus:** when group changes are proposed, the organisational design is expected to be cost reducing or cost neutral (unless additional funding has been approved as part of a new Government mandate). The group design supports clear decision making, less rework and greater efficiency and effectiveness.
- **Span of control:** in general people leaders span of control will align to best practice (6 – 8 direct reports)
- **Link to strategy:** clearly aligned to the purpose and strategy of Waka Kotahi, the wider transport system and the applicable Group/function.
- **Organisation layers:** the maximum number of tiers in our organisation is 6 – 7 (with Tier 1 at CE level) with 7 only being applied to large operational groups.
- **Benefits realisation:** key performance indicators / quantifiable benefits will be identified as part of organisational design and monitored over time by the Commercial Capability programme.
- **Job architecture:** positions in the organisational design will be mapped to a consistent job architecture which will cluster like capabilities/expertise/functions, avoid shadow team creation, and identify delivery vs support roles.
- **Standardised position titles:** all positions in the structure will adhere to a standardised naming convention to support consistency and clarity around role expectations.
- **Key role identification:** specialist functions are retained and where practical business critical roles are identified for risk and talent management purposes.
- **Support the desired culture:** embeds 'performance with care' and strengthens the ability Waka Kotahi has to collaborate internally (break down silos), partner with stakeholders and adapt to changes in requirements.
- **Clarity of decision making and workflow:** single point of accountability identified for activities, end-to-end business processes and workflows are mapped out and decision-making roles are clear.
- **Career progression pathways enabled:** where practical, tiers and roles enable career progression pathways as either a people leader or technical specialist.