OC230798

5 October 2023

Tēnā koe

I refer to your email dated 7 September 2023, requesting the following under the Official Information Act 1982 (the Act):

["Please release all Consultation- and Decision Documents that were generated and circulated **between 1st July 2016 and 30th June 2021** as part of any restructure, reorganisation, or (dis)establishment of a team, business unit or directorate within the Ministry of Transport. Please include any instances in which a restructure was planned and consulted on, but ultimately not actioned.

For the purpose of this request, please consider these definitions:

- **Consultation Documents** are documents that describe the current state of the team, the reason for proposed changes, the proposed new structures (usually as an org chart), and the impact on roles, reporting lines and responsibilities.
- **Decision Documents** are documents that list the feedback that was received, the leadership response to that feedback, and the final decision that was made based on it. They describe the final new structure (usually as an org chart) and the process and timeline for that new structure to take effect.

My analysis captures role titles only, not the names of individuals that might be shown in current org charts. If clear names are visible, I ignore them. Please explain any relevant caveats that should be kept in mind when analysing this information. Please provide this information in an accessible, searchable format."]

16 documents fall within the scope of your request and are enclosed. The documents are listed in the document schedule attached as Annex 1.

Names of individuals have been withheld to protect their privacy as per 9(2)(a) of the Act to protect the privacy of natural persons.

You have the right to seek an investigation and review of this response by the Ombudsman, in accordance with section 28(3) of the Act. The relevant details can be found on the Ombudsman's website **www.ombudsman.parliament.nz**

HEAD OFFICE: PO BOX 3175, Wellington 6140, New Zealand. TEL: +64 4 439 9000

AUCKLAND OFFICE: NZ Government Auckland Policy Office, PO BOX 106483, Auckland 1143, New Zealand. TEL +64 9 985 4800

The Ministry publishes our Official Information Act responses and the information contained in our reply to you may be published on the Ministry website. Before publishing we will remove any personal or identifiable information.

Nāku noa, nā

S Williams

Suzanne Williams
HR Manager

Annex 1 - Document Schedule

Doc#	Date	Document	Decision on release
1	May 2017 Organisational Review	FINAL MoT Proposal May 2017	Released in full.
2	June 2017 Organisational Review	Decision Document June 2017 FINAL	Released in full.
3	May 2018 Reporting line changes and additional resourcing	Request to make a business change memo - SLT - May 2018	Released in full.
4	May 2018 Reporting line changes and additional resourcing	All of Ministry Communication on Org Changes - 23 May 2018	Released in full.
5	October 2019 Official Correspondence Review	Proposed OCU Redesign_Staff Info Pack_updated 18.10.19	Released in full.
6	October 2019 Official Correspondence Review	OCU redesign preliminary decision document	Released in full.
7	June – September 2020 Corporate Services Review	Change Proposal Presentation updated June 2020	Released in full.
8	June – September 2020 Corporate Services Review	Change Propsoal - Final Decision - July 2020	Released in full.
9	June – September 2020 Corporate Services Review	Change Proposal for HR Team - Outcome_markup	Released in full.
10	June – September 2020 Corporate Services Review	Feedback from Digital and Knowledge consultation (1)	Released in full.
11	June – September 2020 Corporate Services Review	Change Proposal Digital & Knowledge Team - September 2020	Released in full.
12	November 2020 Programme Monitoring and Commercial Review	5 Nov SLT paper - Programme Monitoring Review	Released in full.
13	November 2020 Programme Monitoring and Commercial Review	Programme Monitoring and Commercial Review	Released in full.
14	November 2020 Programme Monitoring and Commercial Review	Programme Monitoring final	Released in full.
15	June 2021 Engagement and Comms Review	MJ MOT Communications and Engagement function review - final report 240621	Released in full.
16	July 2021 Engagement and Comms Review	Engagement and Communications - Final Decision	Released in full.

Document 1

May 2017 – Organisational Review

Document Name: FINAL MoT Proposal May 2017

Organisational Review

Ministry of Transport

3 May 2017

Proposal Document

Foreword from the Chief Executive

To all staff

In February, we started an organisational review process to look at the way we work together and structure ourselves as a Ministry.

We did this to raise the quality of our contribution to the things that really matter for New Zealand, whether they be social, economic or environmental outcomes.

This document is a proposal to change the way we work and move to a different organisational structure. Please take the time to consider it, ask any questions you may have and give your feedback. I want to hear it. In return, I undertake to carefully consider your suggestions.

I would like to take this opportunity to thank you again for the support you have given to this process. Your feedback - and that of our key stakeholders - has given me a very clear steer on the changes we need to make to become a more front-footed and influential organisation, which is where we want, and need, to be.

Development of proposal

I have led the development of this proposal with the support of the Organisational Review Team (ORT).

One of my non-negotiables was ensuring that we were able to capture your feedback, and capture it thoroughly. I wanted to achieve a good understanding from you on what was working well and what needed improving. You are closest to the day-to-day business and best understand the intricacies of how we operate.

To achieve good engagement, we ran a series of sounding sessions early on, followed by focus groups to get feedback on what our Vision, Values and Purpose for the Ministry should be. The Backbone Team was then entrusted by the organisation to shape this work.

Alongside all of this the Organisational Review Team carried out more than 30 internal interviews across the Ministry and has met the following external organisations – Auckland Transport, Auckland Council, Civil Aviation Authority, Department of Prime Minister and Cabinet, Maritime NZ, New Zealand Transport Authority and the Transport Accident Investigation Commission.

And finally, we have benefitted from the ongoing engagement with the Public Service Association (PSA) throughout this process.

High-level timeframe

Now that we have a proposed new structure, it is time for consultation. I would really encourage you to take the time to think about the proposed new structure and give me your feedback.

The consultation period for the proposal starts at **11:30pm on Wednesday 3 May 2017** and will run for just over two weeks until **11:00am on Friday 19 May 2017.**

I will personally review all submissions and your feedback will inform my final decision on the future operating model and structure of the Ministry. I hope to be able to make the decisions and share them with you by 19 June.

I have been impressed by your honest feedback, insights and professionalism throughout the process to date. I am confident that you will continue this positive attitude and constructive engagement during the consultation process and that our future design will be better as a result of your suggestions.

Please make sure that you "kick the tyres" and subject the proposal to some robust stress testing. I strongly encourage you to take the time to think and talk about the proposal and make your written submissions through the online ConsiderThis tool.

I am well aware of the challenges we have faced as a Ministry over the past year and I know that change is unsettling for many of us, particularly for staff in proposed affected roles. I do recognise that it is hard to balance our work commitments while we experience and consider change. I hope that you will support each other through this process and I am confident that your collegiality and professionalism will achieve this balance. If you are finding it hard, please reach out and take advantage of the available support, as outlined in section 5 of this document.

Thank you again for your commitment to the organisational review process. I look forward to your thoughts, questions and suggestions.

Out of Scope

Chief Executive

How to read this document

This is a proposal to change the Ministry's organisational structure. It is a comprehensive document that provides the background, rationale and proposed outcomes. It also includes the Vision, Values and Purpose as developed by the Backbone Team, in their own words.

Although you may want to just look at the section that provides information about your role, this document holds a wide range of important information which will be helpful in providing context as to why these changes are being proposed.

I encourage you to take the time to read the whole document prior to asking questions, as you may find the answers you seek. Reading the entire document should also help you gain an understanding of the process we are following.

The consultation proposal is split in the following sections:

Section	Contents
Section 1 **The Case for Change**	Following an introduction from Peter Mersi, this section contains the **case for change** that underpins the proposal
Section 2 **Vision, Values and Purpose**	This section provides the **Vision, Values and Purpose** for our organisation as context for the proposal
Section 3 **Proposal overview**	This section outlines the **proposal overview**: Changing the way we are organised to becoming a high performing organisation
Section 4 **Proposal details**	This section provides **details of the proposal**. It is split into the following sub- sections: • Data Analytics and Regulatory Policy • Strategic Policy, Innovation and Design • Corporate Service • Governance and Engagement Each sub-section sets out the proposal in detail, the rationale for change and the benefits. At the end of each sub-section there are tables which detail the proposed new roles
Section 5 **Consultation process**	This section provides information about the **consultation process** and how to provide feedback and ask questions.
Section 6 **Process for implementing the proposal**	This section provides information about how the proposed changes would be implemented, timeframes and the support and assistance available to managers and staff. It should be read in conjunction with The Ministry's Change Protocols, which is an annex of this document

Annex A	Summary of proposed impacts
Annex B	Ministry of Transport Change Protocols
Annex C	Sets out the current organisation structure of the Ministry

Annex A	Summary of proposed impacts

1. Case for change

Background and context

The last ten months have been challenging for our organisation in many respects. Despite this, we have continued to deliver some critical work and to showcase our resilience as an organisation.

The significant effort put into the response and recovery from the Kaikoura Earthquake and the successful delivery of the draft Government Policy Statement for Land Transport (GPS), along with the sector-wide work on the Auckland Transport Alignment Project (ATAP), are three notable successes (among many) for which we can all be proud.

It is also clear that the environment in which we operate has changed over this time and, no doubt, will continue to evolve over the coming year as we move towards the election and beyond. Our Minister now holds the economic development portfolio alongside his transport portfolio and he has made it clear that he wants us to illustrate a deeper and richer understanding of the broader context in which we operate, and to be more proactive.

Consistent with this, considerable effort is being put into issues such as urban development, housing, regional development, and tourism in particular across the broader public sector - all of which could benefit from a more cohesive and strategic transport perspective. Issues in the environmental and social areas are also in need of more attention.

Having now reflected on both our challenges and our successes, it is clear that we have a real opportunity to be more front footed and to more actively contribute to what really matters for New Zealand.

This requires us to be more influential as an organisation and necessitates us doing things differently from how we have in the past.

It is against this backdrop that I, along with MLT, decided in February this year that, in order to become more influential and to realise our potential as a high-performing organisation, we need to take a fresh look at our operating model and our structure.

The outcomes we are seeking

I am ambitious for what we can achieve as an organisation and I am committed to making this happen.

Before I announced the review in February, MLT discussed the rationale for the review and agreed that an Organisational Review focussed on the operating model and structure was needed. We also discussed, as a team, the outcomes we want to achieve from this change process.

Through undertaking this Organisational Review, I am clear that we want to become a high-performing organisation that is:

- Recognised for our delivery, efficiency and effectiveness and adept at influencing across the public sector and the transport system more broadly
- Acknowledged leaders in developing our staff and enhancing career opportunities for staff at all levels

- Known for driving individual and collective ownership of our work and for holding each other to account
- Highly adaptive and responsive, with a 'can do' attitude.

This is the opportunity we have in front of us.

We have engaged across our organisation....

Given that we are a small organisation, the Organisational Review Team has had the huge benefit of being able to engage with people across our organisation early on in the Organisational Review to get perspectives to inform the approach we take.

First, the Sounding Sessions in early March provided an opportunity for everyone in the Ministry to identify what is high performing in our organisation, what could be fine-tuned and what is broken and needs fixing. Over 81 percent of you were able to participate in these sessions.

One key aspect of the feedback obtained from these Sounding Sessions resulted in the decision to extend the scope of this Organisational Review to include the Vision, Values and Purpose (VVP) for our organisation. This work on our VVP was informed by further focus groups including Ministry staff and was picked up by a Backbone Team brought together to develop our VVP on behalf of our organisation.

Alongside the sounding sessions, the Organisational Review Team has also undertaken over thirty internal interviews to inform its understanding and thinking. This work has been augmented by external interviews with the following key stakeholder groups – Auckland Transport (AT), Auckland Council, Civil Aviation Authority (CAA), Department of the Prime Minister and Cabinet (DPMC), Maritime NZ (MNZ), New Zealand Transport Authority (NZTA), and Transport Accident Investment Commission (TAIC).

The team has also worked with Probity Consulting who were commissioned earlier this year to undertake an in-depth assessment of our Finance function as an input into this Organisational Review.

....and this is what we have heard

We have had the benefit of extensive feedback to inform our proposed future approach for our organisation.

Having carefully reflected on this information, there are five key themes that resonate as the most important areas that we, and our key stakeholders, think we need to address, ie:

- We need to take the lead

   As the agency responsible for transport policy, we sit at the apex of the transport sector and have the unique perspective of working across the various transport modes. As such, we have an important role to provide stewardship, and leadership of the transport system in order to ensure that the system as a whole is unified and planful in its approach. Hand in hand with this leadership role, we also have the single responsibility to provide an influential transport perspective into broader public sector work that is happening in spaces such as urban development, housing, regional development and tourism.

- We need to be brave and courageous

  Too often we have heard that we need to be more bold in putting forward our view on what matters and influencing others. We need to be prepared to take calculated risks, and to be more deliberate and explicit in providing a 'free and frank' view of what we think.

- We need to be more joined up

  Building off our strong culture of collegiality and our small size, we can make more of the opportunities to work closely across our organisation, involving related teams in our work early in order to achieve a more joined-up approach to policy development. Alongside this, we also need to build off our success with projects like the Auckland Transport Alignment Project (ATAP) and the Government Policy on Land Transport (GPS), and collaborate more with the transport sector entities and agents (leveraging our stewardship role), and to work more cohesively with the wider government sector on broader economic, social and environmental related agendas and issues. Doing this well will enable us to both ensure the transport lens is well understood across government, but also ensure we are able to articulate the broader context in which the transport story sits.

- We need to be more focussed on delivery

  We have heard both internally and externally a strong view that, while the professional services model we currently use helped us gain early traction on projects, it also resulted in a lack of momentum and focus on delivery on our key pieces of work. Common concerns include a lack of accountability and responsibility to deliver, and a constant 'churn' of staff being put on, and taken off, projects. Being more focussed on delivery will enable us to be more proactive, deliberate and timely in our advice.

- We need to be more strategy-led

  Over the last few years, we have done some excellent work in thinking out into the future of transport and what this might mean for us all (for example, the PT2045 work). Our opportunity now is to bridge the gap by leading the development of a medium-term strategy for how we get to that long-term vision for our sector.

Alongside these areas, I have also heard a clear view that we are a cohort of people that love the work we do and that we realise how important our work is. Most importantly, we truly value and care for our colleagues, and we exhibit this collegiality and ability to build strong working relationships in all that we do.

Taken as a whole it is my view that, if we can do all the things identified above now, we have the very real opportunity to become that high-performing organisation we want to be.

2. Vision, Values and Purpose

The Ministry's backbone – Our Vision, Values and Purpose
(in the Backbone team's own words)

Like a human backbone, an organisational backbone provides structure and support, and gives flexibility and strength. People want to work for an organisation that knows what it is doing and where it is going, an organisation that inspires them, and embodies what it stands for.

Our Vision - 2030

"New Zealanders are proud of their safe, green and accessible transport system. We are sought-after as innovators and seen as a great place to test and develop technologies and new approaches.

MoT is valued as a great collaborator, maintaining positive, strong and productive relationships across government and the sector. We are called on to solve problems and interpret trends. Our truly connected and 'whole-of-system' outlook provides the leadership to achieve a world-leading, integrated transport system that provides easy access to education, employment and a flourishing life for all New Zealanders. We are focused on the future and you can clearly see the impact of our influence.

To work at MOT is to experience a real buzz, where every person makes a difference to New Zealand. We have a positive, values-centred culture, clear priorities and purpose, and diversity at all levels."

Our vision is an ambitious statement of where we want to be. As we read and hear it, there should be elements that we relate to as things we are already doing quite well along with elements that challenge us to do things differently.

Unlike a purpose that is meant to be enduring, a vision is meant to last for a finite period. We used 2030 as a framing year but that does not mean we cannot achieve our vision sooner.

Our Vision has been developed by pulling together the views we expressed at the sounding sessions, where we each had the opportunity to describe what we thought the Ministry could be the best in the world at.

Our Vision has three parts:

- How will the New Zealand transport system be viewed both globally and locally?

- What is the Ministry of Transport's contribution to that system?

- What will be different about working at the Ministry of Transport?

We place an emphasis on New Zealanders being proud of their transport system. This language is deliberately emotive to depict a future where transport is not a topic

of grief but one that draws acclaim as one of many things that us ingenious Kiwis do well.

We label the Ministry as a highly sought after adviser, influencing others from a position of knowledge, innovation and respect. This will help us to shift our position in the sector towards being more proactive and providing the leadership needed to achieve an integrated transport system.

A theme of collaboration and connectedness comes through in the vision. This recognises that we can't achieve our vision on our own. It also suggests a need to broaden our outlook beyond traditional partners and relationships.

What makes you come to work everyday? For a lot of us, it is the ability to see the impact of our work. We want to focus on things that have a genuine and lasting benefit for New Zealand. Everyone who works here feels like they make a difference and is motivated to come to work because they can see the impact they are making.

Our Purpose: Enabling New Zealanders to flourish

Our purpose is the reason why our organisation exists – the difference we want to make in the world.

It should be enduring, ambitious and challenging

The Ministry already had a Purpose: *Ensuring our transport system helps New Zealand thrive.*

A key decision the Backbone team had to make was whether to retain this purpose, or to develop a new one.

In reflecting on the feedback shared by Ministry staff at the sounding sessions, it became clear that our people are ready for a change in terms of what we do, and how we do it. Finding a new way to tell our reason for being - our Purpose – is, we feel, consistent with this.

Our new Purpose is: ***Enabling New Zealanders to flourish***

This statement goes beyond describing what our organisation does. Instead, it succinctly and powerfully captures the value that we will deliver to real people.

Its development was not without challenge. And nor should it have been. By breaking down its component parts, as we have done below, we can hopefully explain the journey we took.

Flourish: A living organism flourishes when it grows or develops in a healthy or vigorous way, especially as the result of a particularly congenial environment. We think that's what transport should do for New Zealanders. The word flourish may not be a word we immediately associate with our sector, but we think that's a good thing. It is fresh, and different. And it will get people talking.

New Zealanders: We could have used 'New Zealand'. However, we want to ground our purpose more, and focus on the people that are central to what we do. The term we have used still includes New Zealand Inc, the business sector, and our international connections, but, at the heart of all of it is people.

Enabling: We think this word fairly and honestly represents our role. We are here to help create the transport ecosystem that will enable society and businesses to flourish, and grow.

You will notice that we also don't specifically reference transport in our purpose. We chose not to. Why is that? We don't value transport in and of itself. We value what it **enables**.

Transport enables New Zealanders to get to work, to put food on their tables for their families, and a roof over their heads. It enables us to get to our social activities and other pursuits that make New Zealand such a great place to work and live. Transport enables us to get our goods and services to market and enables us to connect with the world.

There is also another reason for not specifically referencing transport, and that is about us – the Ministry – owning our place in the world. Our transport system is part of a bigger system or network, whether it be the land use planning system or the communications system. Our part contributes to a much bigger whole, and we think it is time to reflect this in our Purpose.

Our Values: Invested, Bold, Collaborative

Our Values represent what the Ministry of Transport stands for; and what we will need to embody to achieve our Vision and Purpose. In simple terms, they capture the behaviours and characteristics we value as an organisation and we expect everyone in the Ministry to model on a day-to-day basis.

Value 1: Invested - We are committed and responsible

The Ministry is here to make a difference for New Zealanders, to enable New Zealanders to flourish. To ensure we make the best impact, we all need to hold a personal commitment to this goal. How we demonstrate our commitment may vary, but at a minimum:

- We know our purpose and we are striving to make this difference
- We take pride in our work and hold ourselves accountable for delivering high quality outputs
- We ensure our work is robust and thoughtful through the questions we ask and the people we involve

Underlying this value is a sense of belonging, collectively we want the Ministry to excel and we will play our part to make this happen.

Value 2: Bold - We are courageous, shaping our place in the world

If a person, action, or idea is bold they are showing a willingness to take risks, and are confident and courageous. These are the attributes that the Ministry will demonstrate.

We will step up to challenge difficult issues, provide free and frank advice, and be flexible to change our approach or position if needed. We understand that sometimes our decisions won't be popular but we will clearly articulate our rationale and adapt our delivery to give our advice the best chance of success.

When the Ministry is bold, we will be influencing others and making a difference for both transport and the wider New Zealand society and economy.

Value 3: Collaborative - We are connected and journey with others

For the Ministry to make the biggest difference we need to ensure we maintain and grow strong relationships. Collaboration has many facets. It captures how we work together within the Ministry, how we engage with government agencies and stakeholder groups, and how we involve the public and Ministers as we move towards creating a flourishing New Zealand.

With effective collaboration, we show we respect others, we are open for business and connected to those around us. It provides an avenue to better understand current and emerging challenges and new ideas, and ensure our work is grounded in evidence and experience.

As masters of collaboration we will invest energy to ensure we involve the right groups (which may be broader than our current approach) and actively seek opportunities to share our thinking. This approach allows us to show leadership and influence others as we shape an integrated transport sector.

3. Proposal overview: Changing the way we are organised to become a high performing organisation

Scope of the proposal

We have discussed the Vision, Values and Purpose for our organisation, as developed by the Backbone Team, in Section 2.

To realise the opportunity we have in front of us, and to address the key areas that have been identified through your feedback, it is clear that we must have an organisational design and a way of working in our organisation that fits the boldness and ambition of our vision and purpose.

The proposal that follows has two distinct parts:

- A high-level discussion of the proposed operating model for our organisation;
- A discussion on the high-level rationale for how we organise ourselves, i.e. our proposed organisational structure for the future.

Design principles and approach

The operating model and the structure of an organisation are inherently linked. As a result, they need to mutually reinforce each other.

In designing the proposed operating model and organisation structure, a set of principles were developed to assess and verify that the resulting operating model and structure aligns with our future vision. These principles are to ensure that:

1. Everyone has a 'home'[1]

2. The structure is easy to understand in relation to the functions we perform. It is adaptable and responsive to changing situations

3. Key functions are grouped together to leverage capability, common processes and expertise

4. We recognise, establish and reinforce the behaviours which support collaboration across the organisation

5. We create appropriate spans of control (i.e. Managers have between 7-10 direct reports; GMs / DCEs 4-7 direct reports)[2]

6. There are clear accountabilities with individual roles having the power to make decisions to deliver on those accountabilities

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[1] By this we mean that everyone in the Ministry has a clear reporting line to one person who provides oversight of their work programme and provides support for their personal and career development.

[2] This principle is intended as a 'rule of thumb' and will be applied flexibly.

7. We support clearly defined career pathways, both within and beyond the Ministry, and succession planning

8. We build appropriate depth and breadth of knowledge and understanding in subject areas.

Proposed operating model

We currently run a 'professional services' operating model which, at its essence, involves 'projectising' all our work, allocating a lead and then allocating staff from various teams to spend a percentage of their time on that project. The feedback we have had from both internal and external people indicates that, while the professional services model may have been right for its time, it is not the model we need for the future. While we have all tried hard to make the model work, at its worst, the current model can mean a loss of responsibility or accountability to deliver, a constant churn of people on and off projects and inefficiencies in resource allocation where the same people are over-stretched while other staff are under-utilised.

Having taken on board all of the feedback, it is clear that a new way of working is needed so that we can grow to be the high performing organisation we envisage becoming. Therefore, I propose to discontinue the professional services model and move to a more linear accountability model for our organisation with the following areas of focus (discussed in more detail below):

- Governance, decision-making and prioritisation of our work

- Building a culture of collaboration

- Enhanced career opportunities for our people

- Support systems

Governance, decision-making and prioritisation of our work
Clarity around *who is accountable for what* and *who can make what decisions* is critical to an effective operating model.

Your feedback tells me that we are not clear enough on either of these crucial elements. For this reason, I propose to make some key changes to our existing governance and leadership model at the senior leadership table. In particular, I propose to:

- Rename the Ministry Leadership Team (MLT) the 'Senior Leadership Team' (SLT) with all roles on the new SLT being Deputy Chief Executive (DCE) level roles

- Make it expressly clear that all DCE's have collective responsibility for the organisation as a whole, and as such, that we are accountable for collective decision-making (where all SLT members own all the decisions made by SLT)

- Provide better clarity and transparency in all decisions taken by SLT (through more effective communication of what we decide at each meeting)

- Make SLT members, in turn, responsible for empowering, delegating to, and supporting managers to deliver in their respective areas.

Given the proposal to move away from the professional services model, the reason for having the Transport Managers Group (TMG) will no longer exist (given it was established to make decisions around the allocation of resources under the

professional services model). However, I am mindful that this cluster of third tier managers is a very important leadership group in our organisation. I therefore propose to instead instigate a tier 1-3 leadership cohort in our Ministry which will be charged with:

- Actively fostering a culture of personal and collective leadership of the organisation;

- Ensuring the vision, values and purpose of our organisation are embedded and that, as a leadership cohort, we are exhibiting those same values in our everyday conduct and behaviour;

- Embedding the internal policies in our organisation and ensuring we are all consistent in how we engage with our people on these policies; and

- Proactively sharing information and insights in order to inform our strategic direction.

Alongside this group, I propose to create two new SLT sub-committees:

- A Finance Sub-Committee: Consisting of two DCEs (which DCE's are yet to be determined, but one of which is to be Chair), the Chief Financial Officer, Manager Business Integrity and Performance and two other manager level roles (yet to be determined)

- A People and Capability Sub-Committee: Consisting of two DCEs (which DCE's are yet to be determined, but one of which is to be Chair), Manager Human Resources and three other manager level roles (yet to be determined).

The Finance Sub-Committee will be responsible for overseeing the review of specific support systems in the financial area. For instance, the group would oversee the procurement process for new technology in the Finance area and any proposed changes to our approach to budgeting, forecasting and reporting. The Sub-Committee will, where appropriate, provide advice and recommendations to SLT and the CE in these areas

The People and Capability Sub-Committee will be responsible for overseeing the review of specific support systems related to people and capability. For instance, this group would oversee the proposed review of our Performance and Remuneration framework. The Sub-Committee will, where appropriate, provide advice and recommendations to SLT and the CE in these areas.

Further, a newly constituted independent Risk and Assurance Committee will be established in order to assist me and the SLT to fulfil our governance duties, including management of risk, internal control systems, and external accountability responsibilities. This Committee will also provide advice to assist me and SLT to meet our various stewardship responsibilities.

A move away from the professional services model means that, for the future, I propose a shift to a more traditional, linear accountability model (consistent with the proposed change in structure). This approach involves:

- Strategic priorities being agreed at SLT and collectively owned by SLT. Then, clear allocation of individual priorities and areas of responsibility to DCE's and groups. These priorities will then be cascaded down to Managers who will have clear performance expectations and responsibility for delivery of particular priority projects and outputs for the organisation.

- Managers having clear responsibility, and accountability, for the work programme allocated to their team and for the staff and budget associated with those teams.[3] As such, managers will be held responsible for managing their team's work programme and ensuring that resources are appropriately deployed across their team in order that projects and outputs are achieved on time and to a high standard. To sustain this, managers will be supported by a PA/Team Administrator who will provide administrative support to the team (including diary and inbox management for managers).[4]

In addition, I propose to support the prioritisation and delivery of our work through the establishment of Programme Management Office (PMO) resource in our new structure (this is discussed in more detail in section 5).

Given this change from projectising work, I also propose to remove the PMP roles in order to drive accountability to DCEs and Managers for delivery on key pieces of work. To support DCEs and Managers in fulfilling their roles however, I propose to establish Director roles in the Data, Analytics and Regulatory Policy Group and Strategic Policy, Innovation and Design Group who will be close aides to the DCE's and act as a mentor and leader to the wider policy teams. They will be responsible for providing senior support to teams, issues management, assistance in the early identification of, and response to, emerging issues, concerns or threats, and will achieve outcomes primarily through influencing others.

Building a culture of collaboration
To realise the opportunity to become a high performing organisation, we need to become more adept at collaborating both internally and externally.

Within our organisation, there are already some good examples where individuals and teams are working together and sharing their knowledge and expertise. We need to build on this – in order to strengthen the outcomes we achieve in our policy work and to illustrate to our external partners that we are able to bring a cohesive Ministry view.

There are three areas in particular that I would like to focus on:

- Strengthening the collaboration between our policy teams and our Legal Team by ensuring that Legal is bought into the policy discussion early in the process of policy development, particularly in the regulatory policy area and on key strategic projects. This should enable us to ensure policy decisions taken are workable and able to be progressed quickly.

  Ensuring we are more joined-up across our organisation when engaging with our crown entities and key stakeholders. This necessitates the policy teams and Governance and Accountability Team being deliberate about checking in with each other and clarifying each other's role and interactions before working externally; and

- Enabling our Engagement and Communications Team to work across our organisation to develop a strategic engagement strategy on how we get our message out more effectively, proactively and how we can influence others.

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[3] Alongside this, managers will also have direct responsibility for managing each of their team member's performance and responsibility for the professional development of each of their people.

[4] The organisational structure proposes the allocation of one PA/Team Administrator across two managers/teams.

Alongside this focus on a culture of collaboration internally, I propose to establish 'communities of practice'[5,] both informally and formally. In a more formal sense, I envisage these communities of practice being led by a person at tier 2 or 3 who will be accountable for bringing together interested individuals and teams across our organisation to take work forward on an issue of wide interest. In the first instance, I propose that the Regulatory Stewardship work be a candidate for this more formal community of practice model. In addition, it is my expectation that we look for opportunities to bring together informal 'communities of practice' to enable us to share learnings and insights across our organisation on particular topics.

External to our organisation, it is my clear expectation that we will, across all levels in our organisation, work in a more joined-up way with our transport sector colleagues and our public sector counterparts in agencies in the economic, social, and environmental areas, particularly with regard to the key strategic priority areas agreed by SLT.

Enhanced career opportunities for our people
A key outcome from this Organisational Review is the opportunity for us to enhance the career choices for our people in the future.

To do this, we need to find ways to give people opportunities for development in their roles, and we need to empower our people to do their very best work every day.

Bearing this in mind, I propose to focus on growing people to become future leaders for the public sector through:

- Supporting our managers to undertake the substantive management roles envisaged in the new proposed structure by providing dedicated administrative support (discussed in more detail in the following section)

- Reinstating rotation opportunities for staff to move between teams in order to gain experience and expertise in other areas

- Enabling the informal sharing of people between teams for short periods of time to facilitate linkages and knowledge sharing across the organisation, or to work on particular issues; and

- Providing training for all members on governance boards to give them the skills to enable them to undertake governance related roles in our organisation (such as membership of SLT sub-committee's mentioned above).

Support Systems
Our core organisational support systems are fundamental to the way we work in our organisation.

We are currently undertaking a fundamental review of our internal policies and we are looking at the financial forecasting and budgeting processes as part of the assessment of our Finance function being undertaken by Probity Consulting. We are also examining the efficiencies of our transactional processes and opportunities to

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[5] A 'community of practice' is typically brought together with the goal of gaining knowledge related to a specific field or area. It is through the process of sharing information and experiences with the group that members learn from each other, and have an opportunity to develop personally and professionally. Through this process, the community of practice can also usefully aggregate ideas and views of a wide range of people in order to develop an approach or framework on a strategic topic.

make improvements in our technology to enable managers and budget holders to have ready access to information.

I intend to, once the new SLT is in place, task the DCE MoT Corporate Services with re-evaluating our support systems in order to ensure that they are fit for purpose, simple and yet cohesive in light of this new operating model.

Particular areas of focus will be:

- Health and Safety (along with wellbeing)
- Performance Management
- Remuneration Policy
- Learning and Development
- HR Information System
- Induction processes
- Succession planning
- Management reporting (metrics)
- Delegations
- Procurement practices

Proposed high-level Organisational Structure

We have already noted that the operating model and the structure of an organisation are inherently linked and, as such, it is vital that they mutually reinforce and complement each other.

To achieve our ambition of becoming a high-performing organisation, I am proposing a new way of operating which will drive new behaviours, cultures and systems in our organisation (the key components of which are discussed in the previous section). In order for this new way of working to enable us to achieve our ambition however, we also need to transform the way we organise ourselves (ie. structure ourselves) to complement this change.

Accordingly, I am proposing an entirely new structure for our organisation which moves away from modally split policy groups and centralises our corporate functions to create a centre of excellence in corporate management and delivery as well as giving renewed focus to our external engagement and relationships.

I am therefore proposing an organisational structure with a strong focus on:

- Creating a centre of excellence around regulation and data through the establishment of the Data, Analytics and Regulatory Policy Group. This group would be responsible for the effective delivery and implementation of our regulatory policy, and providing insights from data and analytics to inform our long-term strategy and policy advice.

- Leading the strategic thinking for the transport sector through the establishment of a Policy Strategy, Innovation and Design Group. This group would be responsible for developing the Ministry's strategy and providing advice on some of the key cross-cutting policy issues the Ministry is involved in.

- Centralising our corporate support through the establishment of the Corporate Services Group. This group would be responsible for the financial, human resources and legal support and advice, information and learning strategy, and business support services.

- Aligning, and giving renewed focus to, our external engagement and external relationships through the establishment of the Governance and Engagement Group. This group would be responsible for supporting the Ministry to lift its external engagement, collaboration and influence with key stakeholders, and lifting the overall performance of the Ministry and government transport sector.

The following table maps, at a very high level, current groups and teams into the new proposed high-level structure (which is discussed in more detail in the following sections).

Proposed structure – High level senior leadership team
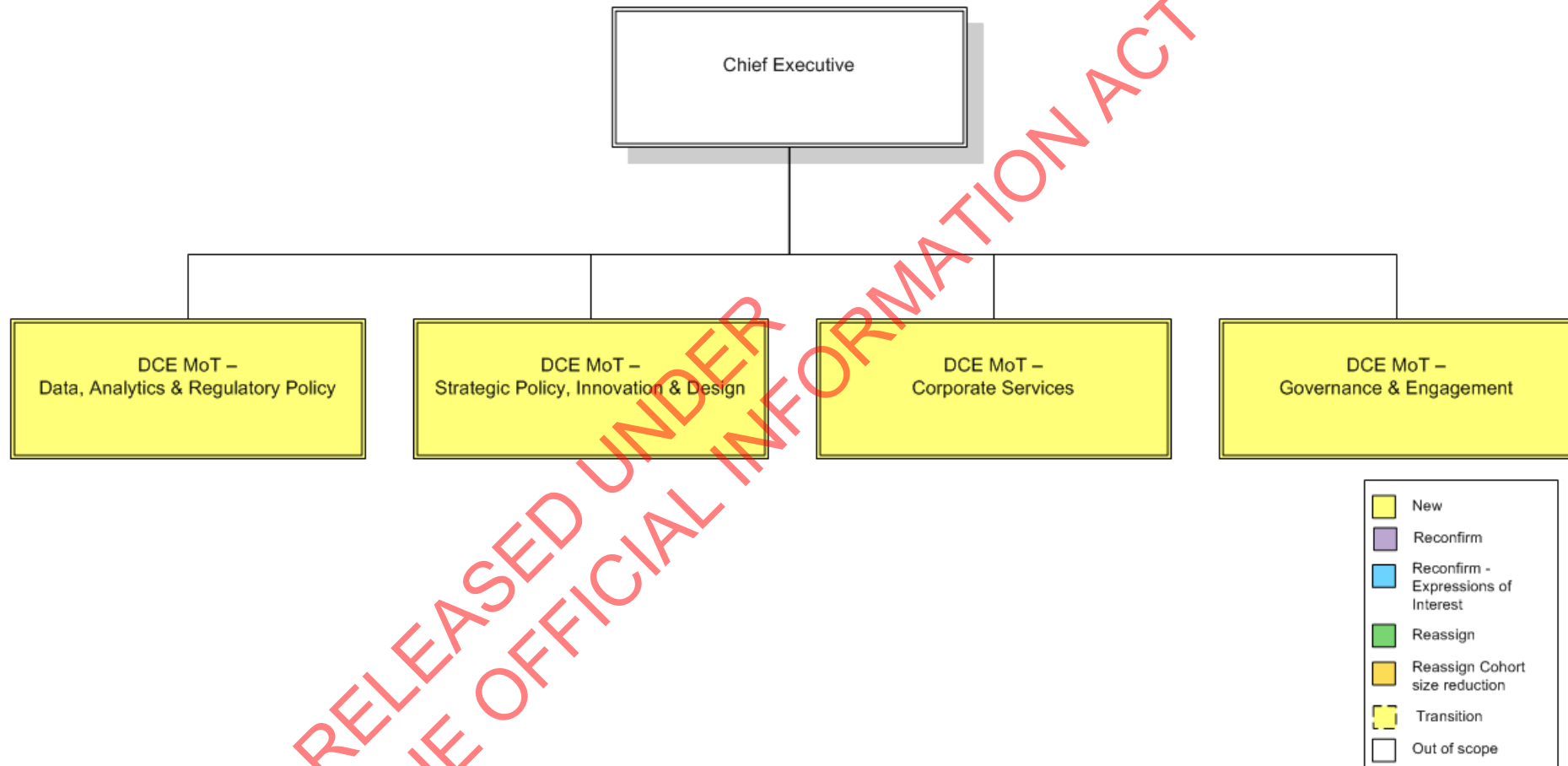
High-level changes from current to proposed groups

Current group	Current team	Proposed group/team
Specialist Advice and Strategy	• Strategic Direction and Performance • Legal • Financial, Economic, Statistical Analysis (FESA) • Private Secretaries • Policy Manager Programmes • Strategy Directors	• Governance and Engagement Group • Corporate Group • Data, Analytics and Regulatory Policy Group (split into two teams) • Governance and Engagement Group • Split between the Data, Analytics and Regulatory Policy Group and the Policy Strategy, Innovation and Design Group
Sector Performance	• Funding and Infrastructure • Governance and Accountability • Finance	• Split between the Data, Analytics and Regulatory Policy Group and the Policy Strategy, Innovation and Design Group • Governance and Engagement Group • Corporate Group
Road and Rail	• Land Transport Safety • People and Environment • Auckland and Urban	• Split between the Data, Analytics and Regulatory Policy Group and the Policy Strategy, Innovation and Design Group
Aviation and Maritime	• Aviation and Security • Maritime and Freight • Technology and Transport Systems • NZSAR	• Split between the Data, Analytics and Regulatory Policy Group and the Policy Strategy, Innovation and Design Group
Organisational Development	• Knowledge and Systems • Engagement and Communications • People and Business Support	• Split between the Corporate Services Group (ICT and Knowledge Management, Human Resources) and the Governance and Engagement Group (Engagement and Communications, Business Support)

Proposed new roles – Senior Leadership Team

Role	Reporting to	Role Purpose	Status
Deputy Chief Executive MoT – Data, Analytics and Regulatory Policy	Chief Executive	The role of the DCE Data, Analytics and Regulatory Policy is to drive and support the Ministry to achieve its strategic objectives, provide leadership across the transport and wider government sector to ensure strong relationships are built and maintained with key strategic stakeholders through the development of regulatory policy based on robust evidence and analysis. This role is responsible for developing and maintaining relationships with Civil Aviation Authority (CAA), Maritime New Zealand (MNZ), and the Transport Accident Investigation Committee (TAIC), and represents the Ministry on cross-Government senior officials groups.	Proposed New
Deputy Chief Executive MoT – Strategic Policy, Innovation and Design	Chief Executive	The role of DCE Policy Strategy, Innovation and Design is to drive and support the Ministry's strategic objectives, provide leadership across the transport and wider government sector, and to ensure strong relationships are built and maintained with key strategic stakeholders to ensure high quality, integrated transport frameworks and systems for New Zealand. They are responsible for leading the development of medium and long-term policy, taking a view of transport as an integrated system and through their leadership demonstrate greater engagement, collaboration and influence across-Government forums. This role is responsible for developing and maintaining strategic relationships with New Zealand Transport Authority (NZTA), Auckland Transport (AT) and Kiwirail, and represents the Ministry on cross-Government senior officials groups.	Proposed New
Deputy Chief Executive MoT – Corporate Services	Chief Executive	The role of the DCE Corporate Services is to drive corporate support for the Ministry to achieve its strategic objectives, provide leadership across a broad range of business functions within the Ministry and ensure strong relationships are built and maintained with key strategic stakeholders through delivery of effective corporate services. This role is responsible for developing and maintaining relationships with the State Services Commission (SSC) and the Public Service Association (PSA), and represents the Ministry on cross-Government senior officials groups.	Proposed New

Role	Reporting to	Role Purpose	Status
Deputy Chief Executive MoT – Governance and Engagement	Chief Executive	The role of the DCE Governance and Engagement is to drive and support the Ministry's strategic objectives, provide leadership across the governance, stakeholder liaison and engagement functions within the Ministry, and ensure strong relationships are built and maintained with key strategic stakeholders. This DCE will also assume the responsibility of the Departmental Security Officer as the Security function sits in this area. This role is responsible for developing and maintaining relationships with the Ministers' Office and supports the Chief Executive's relationship with the Minister and Associate Minister.	Proposed New

4.1 Proposal: Deputy Chief Executive, MoT – Data, Analytics and Regulatory Policy

Description of proposed function and rationale

The proposed **Data, Analytics and Regulatory Policy Group** would be responsible for the effective delivery and implementation of our regulatory policy, and providing insights from data and analytics to inform our long-term strategy and policy advice.

The focus of the Group represents a significant investment in, and commitment to, developing a centre of regulatory excellence and data stewardship responsibilities.

Regulatory policy

Ensuring the regulatory environment is fit for purpose, and flexible to meet the needs of a rapidly changing environment is an important component of the Ministry's role and a key focus for government. Aligning the Ministry's regulatory policy in this Group would support us to establish a centre of excellence, and give a more deliberate and strategic focus to our regulatory stewardship responsibilities, including more effective engagement with the transport Crown Entities.

Under the proposal, the **Aviation and Maritime Team** would be responsible for the development and delivery of the aviation and maritime regulatory policy, including the Annual Rules programme, ensuring New Zealand continues to meets its international obligations, and air service and alliance applications. The **Road and Rail** would be responsible for the development and delivery of land transport regulatory policy. This would include a strong focus on road safety, including implementation of the Safer Journeys Action Plan and Land Transport Rules.

This **Resilience and Security Team** would be responsible for assessing and providing advice on the resilience of the transport sector to both an event (e.g. natural disaster, act of terror), and longer-term environmental (e.g. climate change) or other trends (e.g. demographic). It would also be responsible for security policy across transport modes.

Grouping these teams together is intended to support the development of a regulatory centre of excellence, driven by the collective leadership of the group. This would provide opportunities to collaborate and share learning across teams and promote consistent delivery of best practice regulation. For example, the centre of excellence would drive a step change in the effective communication and education of transport regulatory requirements and changes. Alongside an implementation and engagement focus, I also expect the regulatory centre would consider more fundamentally the design, effectiveness and cohesiveness of the stock of regulation in the long term.

Data and analytics

The Ministry and wider transport sector is a producer and user of a range of research, data and statistical information. Given the increasingly rapid changes brought by new technologies and increased data collection, there is significant potential to create more value for New Zealanders through data-driven insights and innovation.

My aspiration is for the Ministry to be an analytics-driven, strategy-led organisation. We should also move to be 'open by default' with our data, consistent with the aims of the Open Government Information and Data Programme, led by Stats NZ. To support the Ministry to achieve this aspiration, I propose to significantly increase the

capacity and capability to drive a strategic approach to the use of data and analytics in the Ministry and across the wider sector.

Under the proposal, the **Economics, Modelling and Evaluation Team** would be responsible for providing core economic support, including cost benefit analysis, and long term transport modelling. It would also be responsible for the Ministry's evaluation function. Evaluation is a core function of any regulatory or policy agency. There is a need for the Ministry to be more deliberate and consistent in undertaking policy evaluation. This is a key area for development and a critical step to the Ministry becoming a truly learning organisation.

The **Data, Research and Analytics Team** would be responsible for leading a strategic approach to the collection, use and sharing of data, research and analytics across the transport sector. The team would assume responsibility for all matters relating to 'big data', the research strategy, and domain plan.

There would be 16 specialist roles across these two teams.

I have proposed role title changes for all people working in the Data, Research and Analytics, and the Economics, Modelling and Evaluation teams. This reflects that a key part of the roles of technical specialists is to provide advice on how to interpret information, and what it means. The proposed title changes would not diminish the level of technical expertise necessary to effectively deliver these functions.

The NZSAR function would report to the DCE of this group for routine and administrative matters. The Organisational Review has not considered the scope of this function and therefore no change to the makeup of this team or its responsibilities is proposed.

Summary of team responsibilities

Aviation and Maritime

This team would be responsible for the development and delivery of the aviation and maritime regulatory policy, including:

- The aviation and maritime rules programme

- Ensuring New Zealand continues to meet any international regulatory obligations

- Ensuring the effective implementation of aviation and maritime safety management systems

- Air service agreements

- Alliance applications

Road and Rail

This team would be responsible for ensuring the effective development and implementation of land transport regulatory policy, including:

- Implementation of the Safer Journeys Action Plan and other day-to-day road safety matters

- The land transport rules programme

- Land Transport components of the Intelligent Transport Systems action plan, including the Ministry's role in relation to the operation of land transport technology trials
- Implementation of the electric vehicles package

Resilience and Security

This team's responsibilities would include:

- Transport security across all modes, including monitoring the implementation changes arising out of the Domestic Aviation Security Review
- Climate change policy
- Emergency management

Economics, Modelling and Evaluation

This team's responsibilities would include:

- Economic modelling
- Cost benefit analysis
- Evaluation

Data, Research and Analytics

This team's responsibilities would include:

- Data strategy
- Domain plan
- Research Strategy
- Big data
- Data handling and analysis

New Zealand Search and Rescue Secretariat (NZSAR)

It is proposed that the NZSAR function would remain unchanged.

Benefits of the proposed changes

The proposed new structure aims to:

- support the Ministry and wider government transport sector to fulfil its regulatory role, by establishing a regulatory centre of excellence
- support the Ministry to lead the sector in the collection, analysis and use of data, leveraging the collective capability and capacity held across the transport Crown Entities', academia, and local authorities
- support the Ministry to lead the transport sector in contributing to whole-of-government activities around resilience and security

Proposed structure – Data, Analytics and Regulatory Policy
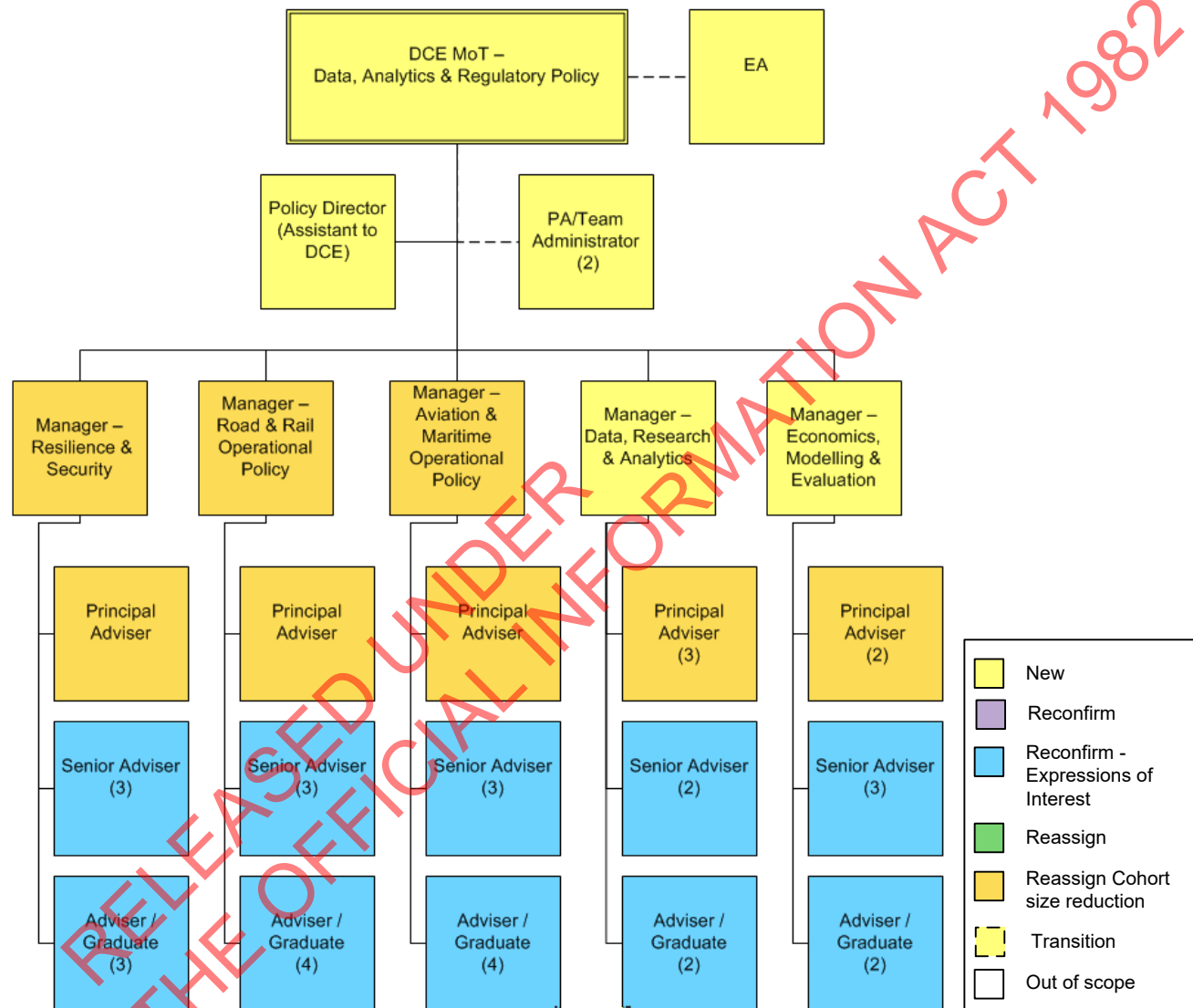
Proposed new roles - Data, Analytics and Regulatory Policy

Role	Reporting to	Role Purpose	Status
Policy Director – Data, Analytics and Regulatory Policy		The role of the Policy Director (General) is a close aide to the DCE and acts as a mentor and leader to the wider policy team. They are responsible for providing senior support to teams, issues management and assist in the early identification of, and response to, emerging issues, concerns or threats. They achieve outcomes primarily through influencing others. This role assists the DCE to develop and maintain relationships with Civil Aviation Authority (CAA), Maritime New Zealand (MNZ), and the Transport Accident Investigation Committee.	Proposed New
Manager – Data, Analytics and Regulatory Policy		The role of Manager - Data, Research and Analytics is a leadership and management position within the Ministry's Data, Analytics and Regulatory policy group. They lead the team to ensure there is a sector wide approach to the collection and use of data, research and statistics for the Ministry and the transport sector.	Proposed New
Manager – Economics, Modelling and Evaluation		The role of Manager - Economics, Modelling and Evaluation is a leadership and management position within the Ministry's Data, Analytics and Regulatory policy group. They lead a team that provides economics, modelling and evaluation capability for the Ministry and the transport sector.	Proposed New

4.2 Proposal: Deputy Chief Executive, MoT– Strategic Policy, Innovation and Design

Description of proposed function and rationale

The **Strategic Policy, Innovation and Design Group** would be responsible for developing the Ministry's strategy and providing advice on some of the key cross cutting policy issues the Ministry is involved in.

Strategic vision and leadership is a key role and focus for the Ministry moving forward. Ministry and stakeholder feedback strongly reflects the need for the Ministry to play a greater leadership role in the transport sector, in order to provide a system level vision for transport. There is also a clear desire and expectation that the Ministry plays a more significant part in working across government on cross-cutting issues. The proposed establishment of the Strategic Policy, Innovation and Design Group would support the Ministry to achieve the step change in our sector leadership that both our stakeholders and we want, and help to bridge the gap between our long term strategy and day-to-day policy advice.

I propose to establish a **Strategic Policy and Innovation Team** to provide the capacity and capability needed to support a strategy-led approach. This team would be responsible for developing the Ministry's strategic vision and strategy, reflected in the Four Year Plan. The team would also be responsible for the delivery of the Ministry's strategy programme, and key strategic projects. By combining responsibility for innovation with strategy, I expect to see technology and innovation as an integral part of the Ministry's strategy for the transport sector. It is also envisaged that resource from this team would be deployable to support work led across other parts of the Ministry.

The **Infrastructure and Charging Team** would be responsible for ensuring the investment in, and upkeep of, the transport network that supports New Zealand's economic success, social cohesion and opportunity. Key strategic priorities would include advice on the approach to demand management, including road pricing. The team would also be responsible for advice on regional development. This recognises that transport's contribution to this discussion is most tellingly in the area of infrastructure investment needed to create and sustain regional growth and development.

The **Urban Development Team** would lead the Ministry's advice on how transport can shape and support effective urban development. This would include leading transport's advice on cross-government work programmes including housing, land use and resource management. Auckland, as New Zealand's largest city and strategically critical to New Zealand's success, would be a core focus of the team. However, I expect the team would also apply the knowledge and expertise it develops to influence the growth and development of other urban centres (including Wellington and Christchurch).

The proposed **Rail and Freight Team** responds to feedback highlighting the need for the Ministry to re-establish rail domain knowledge. Aligning rail and freight would support the development of an integrated approach to freight strategy in New Zealand, including continuing to grow our understanding of how the freight task is changing and the role of government is shaping and supporting this.

With the exception of the Strategic Policy and Innovation team, the focus of the preceding three teams is medium term, and closely aligned to the Ministry's draft focus areas. It is noted that the specific focus of these teams may need to be reviewed periodically to ensure they continue to align with, and support, the achievement of the Ministry's medium-term priorities.

The role of the Ministry of Transport in the Auckland Policy Office (APO)

The APO supports the Government to understand the needs and challenges of Auckland, in the context of New Zealand as a whole, and provides a coordinated cross-government policy response. Transport is a key consideration in Auckland; the Ministry has, and will continue, to play a critical role as part of the APO.

Under the proposal, the Ministry would have eight roles based in the Auckland.

I propose to establish a new Policy Director role in Auckland. This role would have a strong focus on stakeholder engagement and would be expected to significantly increase the Ministry's external engagement, leadership and influence in Auckland. Under the proposal, the new Director role would be tier 2.5 in the organisation structure. They would attend SLT meetings as a key adviser, but would not be a full member of SLT and therefore not be collectively responsible for SLT decisions. The role would report to the DCE MoT Strategic Policy, Innovation and Design, and would be expected to work with significant autonomy. The accountabilities of this proposed role would be significantly different to the existing Director Auckland role. As such, the current Director Auckland role would be disestablished and the new Director role would be contestable.

It is proposed that all teams in the Strategic Policy, Innovation and Design Group would include people working in both the Wellington and Auckland offices. Six policy advisers would be based in Auckland and each person in the Auckland office would report to a Wellington-based Manager. This approach would support greater collaboration between the Wellington and Auckland offices, ensuring sharing of knowledge and expertise and effective working towards shared goals. It would also support the external focus of the proposed Director Auckland role, by removing people management responsibilities.

A PA/Team Administrator would be based in Auckland. This is a new role, and would report to the Manager Business Support Services. As a consequence, the current role of Office Administrator would be disestablished.

In considering the Ministry's role and function as part of the APO, I have looked at the approach adopted by other central government departments represented in Auckland. The proposal would ensure the Ministry's approach is broadly consistent with the approach adopted by other departments.

Summary of team responsibilities

Strategic Policy and Innovation

This team's responsibilities would include:

- Ministry strategic direction and approach
- Strategic Policy Programme
- Government Policy Statement on Land Transport (GPS)
- Intelligent Transport Systems (ITS) Action Plan

- Safer Journeys Strategy and Action Plans
- Briefing to the Incoming Minister

Infrastructure and Charging

This would include leading advice on:

- Regional development
- Demand management and road pricing
- Infrastructure management and investment
- Revenue forecasting and charges

Urban Development

This team would lead transport's advice on urban development matters, including:

- Urban planning
- Land use planning
- Engagement on local transport strategies and plans
- Resource Management Act

Urban Development Authority

Rail and Freight

This team's responsibilities would cover rail and freight policy, including:

- City Rail Link (CRL)
- Metro rail operating model
- Rail safety
- Ports
- Future freight studies

Benefits of the proposed changes

The proposed new structure aims to support:

- The Ministry to adopt a strategy-led, integrated approach to its policy advice
- The continued implementation of the strategy programme
- Greater focus on critical, cross-cutting medium term issues
- Greater engagement, collaboration and influence in cross-Government forums
- Greater engagement and alignment between the Wellington and Auckland policy offices

The proposed structure - Strategic Policy, Innovation and Design
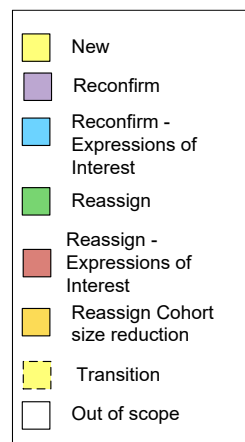
Proposed new roles - Strategic Policy, Innovation and Design

Role title	Reporting to	Role Purpose	Status
Policy Director – Strategic Policy, Innovation and Design	Deputy Chief Executive MoT – Strategic Policy, Innovation and Design	The role of Policy Director is a close aide to the DCE and acts as a mentor and leader to the wider policy team. They are responsible for providing senior support to teams, issues management, assistance in the early identification of, and response to, emerging issues, concerns or threats, and will achieve outcomes primarily through influencing others. This role assists the DCE to develop and maintain relationships with New Zealand Transport Authority (NZTA), Auckland Transport (AT) and Kiwirail.	Proposed New
Director - Auckland	Deputy Chief Executive MoT – Strategic Policy, Innovation and Design	The role of Director Auckland is a close aide to the DCE and acts as a mentor and leader to the wider policy team. They are a key strategic influencing position that works closely with key stakeholders, both nationwide and in the Auckland region and bridges the gap between national transport strategy, and local Auckland issues. They play a key role in the Auckland policy office through contributing to cross-governmental issues. The Director role sits at tier 2.5 in the organisation, reporting to the DCE MoT Policy Strategy, Innovation and Design. They would attend SLT meetings as a key adviser, but would not be a full member of SLT and therefore not be collectively responsible for SLT decisions.	Proposed New

4.3   Proposal: Deputy Chief Executive, MoT– Corporate Services

Description of proposed function and rationale

The proposed **Corporate Services Group** would be responsible for the Ministry's financial, human resources and legal support and advice, information and learning strategy, and business support services.

Corporate services are critical in supporting the design and implementation of the organisation's strategy and effective management of the Ministry. The proposed consolidation of these functions would support the establishment of a centre of excellence for management of Corporate Services.

Under the proposal, the **Finance Team** would be transformed to provide a more customer based service, supported by appropriate systems and processes.

I propose to establish a new role of Chief Finance Officer (CFO). The CFO would be the head of the finance function and the primary advisor to the Chief Executive and SLT on financial, accounting and related matters. The CFO would be tier 2.5. They would attend SLT meetings as a key adviser, but would not be a full member of SLT and therefore not be collectively responsible for SLT decisions. The CFO would replace the current role of Manager Finance, which would be disestablished.

The role of the Financial Accountant would change significantly. The Financial Accountant would have primary responsibility for ensuring the accuracy and integrity of financial information produced by the Ministry that occurs as the result of financial transactions. It would also include responsibility for oversight of a proposed Assistant Accountant and Accounts Officer, and oversight of all transactional systems. Given the significant change in accountabilities, the new role would be contestable.

The Finance function would also include a Management Accountant, who would be the primary advisor to Ministry managers and staff on day-to-day financial matters, and responsible for the system of budgeting, forecasting and reporting. This is significantly different from the current Management Accountant role, which is filled on a temporary basis, and would be contestable.

The proposed design of the Finance function takes into account an expected increase in the use of fit for-purpose ICT systems. While the details of these arrangements are still being considered as part of the Finance assessment, I propose to establish a transitional Principal Adviser role in Finance to support the expected rollout of new finance systems and processes over the next 18 months.

The **Human Resources Team** would be led by a new Manager – Human Resources (HR), supported by a team of five (including one transitional role). The team would support the SLT and managers to manage our greatest resource – our people.

Under the proposal, the Manager – HR would be responsible for the strategic relationship with the SLT and have overall responsibility for strategic workforce planning and specialist HR services, including recruitment, remuneration, performance management, leadership, development, and health and safety. Two HR Business Partners would provide strategic HR advice and support on these and other HR matters.

A HR adviser and a HR administrator would also support the team. As part of their roles, the HR adviser and HR administrator would share responsibility for health and safety and induction in addition to general HR responsibilities.

I also propose to establish an 18-month transitional role in the HR Team, to support the transition to the new operating model and structure, including providing additional support for recruitment, learning and development.

The **Legal Team** would remain unchanged in size and makeup under the proposal. As such, incumbents in the Legal team would be re-assigned to the new team. However, I expect that the role of the team would change. In particular, I expect Legal to refocus its work programme to play a more active role in supporting strategically significantly projects. In part, this would be accommodated by shifting responsibility for day-to-day procurement matters to the Business Integrity and Performance team. The DCE MoT Corporate Services and Chief Legal Adviser will be charged with identifying how best to support the organisation in this area going forward.

The **Information and Learning Team** would be responsible for establishing a strategic approach to ICT in the Ministry.

ICT spans information management, technology infrastructure, and technology-enabled business processes and services. Strategic management of ICT underpins and enables the effective and efficient operation of the Ministry and the implementation of policy strategy. It is also critical in creating and complementing the Ministry as a learning organisation.

I propose a number of changes to provide the capacity and capability that will enable us to achieve this step change in our approach to ICT. Under the proposal, a new Manager – Information and Learning, would lead the team. A new Senior Adviser – Learning Management would be established to provide additional capacity, and to address a 'single point of failure' risk, in knowledge management.

I also propose to establish two new specialist roles to provide strategy and technical advice on how the Ministry's information systems should be developed to support us to become more agile, responsive and innovative. They represent a significant investment and step up in our technical capability.

The team would continue to use external providers (Revera) for internal IT technical support.

I propose to establish a **Business Support Services Team** to provide all executive and administrative support for the Ministry.

It is clear that the Ministry needs to increase the capacity of business support to enable people to focus on delivering their core function, and to support improvement in the quality and consistency of the Ministry's written outputs. The nature of our administrative support also needs to adjust to reflect our new working environment in which we no longer provide coverage of a reception, and have reduced responsibilities for facilities management.

Four new Executive Assistant (EA) roles are proposed to provide executive support to each member of SLT and, where applicable, Policy Directors that are reporting to each DCE. I also propose to establish six new PA/Team Administrator roles. These roles would provide diary and inbox management support to third tier managers, and administrative support to their respective teams. A new Facilities/Administrator role would also be established.

I propose to establish a centralised system to manage business support services. All business support staff would report to a new Manager – Business Support, who would be responsible for the Business Support Team's management, training and development. This

approach would support consistency of service across the Ministry, driven by sharing of knowledge and expertise.

A number of roles would be disestablished because of the proposed changes.

Summary of team responsibilities

Finance

This team's responsibilities would include:

- Financial accounts for external publications (annual reports, estimates, SOI)
- Management of financial systems
- Management of finance function suppliers
- Budgeting and forecasting process
- Financial management reporting process
- Ministry financial policies

Human Resources

This team's responsibilities would include:

- Workforce planning and recruitment
- Performance and change management
- Employee relations, remuneration and benefits
- Learning and Development, including induction policy
- Health and Safety and wellbeing

Legal

This function is unchanged from currently, with the exception of day-to-day procurement management, which would shift to the Business Integrity and Performance team.

Information and Learning

This team's responsibilities would include:

- Knowledge management
- Learning strategy
- ICT (platform) architecture
- ICT support (through a 3rd party provider)
- ICT disaster recovery

Business Support

This team's responsibilities would include:

- Executive support to each member of the senior leadership team and directors
- Diary and inbox management support for third tier managers
- Administrative support across the Ministry
- Facilities

Benefits of the proposed changes

The proposed new structure aims to:

- provide an appropriate level of corporate service support to the organisation
- provide a consistent approach to EA and team management support across the Ministry
- support our policy people to focus on their core function
- support more effective training and development for business support staff.

The proposed structure – Corporate Services

Organisational chart: DCE MoT – Corporate Services

- DCE MoT – Corporate Services
  - EA
  - PA/Team Administrator 0.5
  - Manager – Human Resources
    - Business Partner
    - Business Partner
    - Human Resources Adviser
    - Human Resources Administrator
    - Senior Adviser Transition (fixed-term 18mths)
  - Chief Financial Officer Tier 2.5
    - Financial Accountant
    - Management Accountant
    - Assistant Accountant
    - Accounts Officer
    - Principal Adviser Transition (fixed-term 18mths)
  - Manager – Information & Learning
    - Technical Specialist (2)
    - Senior Adviser Learning Management
    - Adviser Learning Management
    - Revera Contracted (2)
  - Chief Legal Adviser
    - Principal Adviser (2)
    - Senior Adviser (2)
    - Adviser / Graduate (2)
  - Manager – Business Support
    - EA (4) allocated by DCE
    - EA allocated to CE
    - PA/Team Administrator (5) allocated by group
    - PA/Team Administrator (Auckland)
    - Facilities Administrator

Legend:
- New
- Reconfirm
- Reconfirm - Expressions of Interest
- Reassign
- Reassign Cohort size reduction
- Transition
- Out of scope

Proposed new roles – Corporate Services

Role	Reporting to	Role Purpose	Status
Manager – Human Resources	Deputy Chief Executive MoT – Corporate Services	The role of the Manager - Human Resources is to partner with the senior leadership team to lead all aspects of strategic HR to effectively support and enable a high-performing organisation. This role partners with the DCE Corporate Services to maintain the relationship with the Public Servants Union (PSA). They lead the HR team.	Proposed New
Business Partner	Manager – Human Resources	The role of the Business Partner HR is to provide strategic and expert operational management of the delivery of the Ministries HR strategies. They work closely with managers across the business to ensure consistency of delivery of HR services. They provide mentoring to the HR team.	Proposed New
HR Adviser	Manager – Human Resources	The role of the HR Adviser is to provide operational HR advice and support to Managers in the Ministry in order to bring the HR strategies to life. The role supports the Business Partners and Managers and has an emphasis on health, safety and wellbeing for the Ministry.	Proposed New
HR Administrator	Manager – Human Resources	The role of the Administrator provides high-level administration and coordination support to the Manager - Human Resources and the wider HR Team.	Proposed New
Senior Adviser – Transition	Manager – Human Resources	The role of the Senior Adviser - Transition manages the development, delivery and management of Ministry-wide learning and development initiatives and/or programmes to build capability and bring the HR strategies to life. They also assist with recruitment and selection.	Proposed New

Role	Reporting to	Role Purpose	Status
Chief Financial Officer	Deputy Chief Executive MoT – Corporate Services	The Chief Financial Officer is the head of finance for the Ministry and is the primary adviser to the Chief Executive and Ministry management on financial and related matters. The CFO sits at tier 3 in the organisation reporting to the DCE Corporate Services, however attends as-of-right all Ministry Leadership Team (or equivalent) meetings.	Proposed New
Financial Accountant	Chief Financial Officer	The Financial Accountant has primary responsibility to ensure the accuracy and integrity of financial information produced by the Ministry that occurs as the result of financial transactions. This responsibility includes oversight of all transactional systems and several staff.	Proposed New
Management Accountant	Chief Financial Officer	The Management Accountant is the primary adviser to Ministry managers and staff on day-to-day financial matters and maintains an overall system to enable budgeting forecasting and reporting as required by the Ministry.	Proposed New
Assistant Accountant	Chief Financial Officer	The Assistant Accountant is responsible for transactional and systems management tasks within the finance team to ensure that the functions of the team operate smoothly and efficiently.	Proposed New
Accounts Officer	Financial Accountant	The Accounts Officer is responsible for the efficient and effective processing of all transactional processing aspects of the finance function.	Proposed New
Principal Adviser - Transition	Chief Financial Officer	The role of the Principal Adviser - Transition is to assist the Chief Financial Officer with the efficient and effective operation of the finance function. The role works with the Senior Leadership Team and managers to assist the Ministry to implement recommendations out of the Finance review.	Proposed New

Role	Reporting to	Role Purpose	Status
Manager – Information and Learning	Deputy Chief Executive MoT – Corporate Services	The role of the Manager - Information and Learning is to partner with the senior leadership team to lead all aspects of strategic and operational information and communications technology and learning management, to effectively support and enable a high-performing organisation. They ensure that ICT procurement is fit for purpose, that ICT is operating, secure and up to date including dealing with external vendors who support the technology. They champion and enable learning management across the organisation and ensure learning management fosters a culture of organisational learning. They lead the Information and Learning team.	Proposed New
Technical Specialist	Manager – Information and Learning	The role of the Technical Specialist ICT works in partnership to provide strategic and operational ICT advice, guidance and support relevant to the Ministry's strategies. They ensure that ICT procurement is fit for purpose, that ICT is operating, secure and up to date, including dealing with external vendors who support the technology. They work effectively with other agencies to deliver appropriately joined up services and expertise and ensure the Ministry meets regulatory requirements in relation to ICT. They champion and enable knowledge management across the organisation to foster a culture of organisation learning.	Proposed New
Senior Adviser – Learning Management	Manager – Information and Learning	The role of the Senior Adviser - Learning Management works in partnership to provide strategic and operational knowledge management advice, guidance and support relevant to the Ministry's strategies. They ensure that learning management procurement is fit	Proposed New

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Role	Reporting to	Role Purpose	Status
		for purpose, that knowledge management systems are operating, secure and up to date including dealing with external vendors. They lead the provision of information access and management and workflow systems and tools to enable efficient and effective use of Ministry resources, working effectively with other agencies to deliver appropriately joined-up services and expertise. They ensure the Ministry meets its regulatory requirements. They champion and enable learning management across the organisation to foster a culture of organisation learning.	
Manager – Business Support	Deputy Chief Executive MoT – Corporate Services	The role of the Manager - Business Support is to lead all aspects of Business Support to effectively support and enable a high performing organisation. They lead the Business Support team.	Proposed New
Executive Assistant to DCE (Wellington 4 FTE)	Manager – Business Support	The role of the Executive Assistant to the DCE is to contribute to the effective and efficient operation of the Group by providing high-level professional support services to ensure the smooth and efficient operation of their business groups.	Proposed New
PA/Team Administrator (Wellington 5 FTE) (Auckland 1 FTE)	Manager – Business Support	The role of the Personal Assistant/Team Administrator is to provide shared secretarial services, general office administration support to their relevant business group and provide personal assistance to the relevant business group managers.	Proposed New
Facilities Administrator	Manager – Business Support	The role of the Facilities Administrator is to provide essential day-to-day office and facilities management duties and administrative support to the Ministry.	Proposed New

4.4 Proposal: Deputy Chief Executive, MoT– Governance and Engagement

Description of proposed function and rationale

The proposed **Governance and Engagement Group** would be responsible for supporting the Ministry to lift its external engagement, collaboration and influence with key stakeholders, and lifting the overall performance of the Ministry and government transport sector.

Under the proposal, the **Business Integrity and Performance Team** would provide an advisory function to the Chief Executive and SLT to support its leadership of a high performing Ministry. Its core functions would include corporate accountability, business continuity and risk, and the Project Management Office (PMO). The team would also have responsibility for internal audit, though we expect external resource would be used to provide this service. Including responsibility for this function in the Business Integrity and Performance Team would provide appropriate separation and independence of advice from the Finance function.

It is proposed that the role of Manager – Business Integrity and Performance and all team roles are specialist roles. This reflects that the team's core functions all require specialist expertise, and would support targeted training and development for people in these roles. Recognising that people working in the Strategic Direction and Performance Team have acquired skills in some or all of these functions, it is proposed they would be given the opportunity to be reassigned into the Business Integrity and Performance Team.

The **Engagement and Communications Team** would be responsible for establishing a more strategic and proactive approach to the Ministry's external engagement and communications. This is necessary to support the Ministry to fulfil its sector leadership role, and to be more influential with key stakeholders.

In order to support this strategic approach, and more effective engagement with our key stakeholders, I propose a number of changes to the responsibilities and make up of the Engagement and Communications Team. This includes making the team responsible for web content and official correspondence. An increase in capacity and capability is proposed to support the step change in approach expected.

Under the proposal, the team would be led by a new Manager – Engagement and Communications. This role would have strong focus on proactive, strategic communications and engagement, and responsibility for people management. This is significantly different from the current Team Leader – Engagement and Communications, which would be disestablished.

A new Principal Adviser – Engagement and Communications would support the team manager to develop and implement a strategic approach to engagement and communications.

A new Senior Adviser – Web Content role would be established to lead a step change in our online communication and engagement. They would work closely with the Information and Learning Team to ensure the Ministry's web platform is appropriate to support effective engagement with the stakeholders and public.

To improve the Ministry's support of, and engagement with, the Minister and Associate Minister of Transport and their offices, I propose to establish the role of Official Correspondence Adviser. The role would have responsibility for managing the flow of official

correspondence to, and from, the Minister's office, including the weekly reports. Along with the new PA/Team Administrator roles, this dedicated role is expected to help improve the quality and consistency of documents provided to Ministers and support greater customer focus. The role would become a key liaison and conduit for Ministers' offices.

As a result, the current roles of Private Secretary (Administration) and Official Correspondence Coordinator would be disestablished.

The Ministry's **Private Secretaries** play a crucial role as an intermediary between the Minister and Ministry, facilitating the provision of the Ministry's advice to the Minister, and feedback to the Ministry on behalf of the Minister and their office.

Under the proposal, the number and role of Private Secretary - Transport remains unchanged. However, I propose that the DCE MoT Governance and Engagement becomes the relationship owner for the Minister's office, and assume line management responsibilities for each transport Private Secretary. This will provide a clear, consistent and neutral avenue for communicating with the Ministry. As their line manager, the DCE would manage each Private Secretary's professional development, including their return to the Ministry at the end of their secondment. To increase day-to-day coaching and support, I propose that a policy DCE would also be assigned to coach and mentor the Private Secretary working on the same portfolio.

The **Governance and Accountability Team** would remain largely unchanged from currently, though it is proposed that roles in this team become specialist roles. We propose that members of the current Governance and Accountability team would be re-assigned into this team.

To support closer collaboration with the transport sector Crown Entities, and the Ministry's leadership role within the sector, we propose that policy DCEs be the relationship owner for each transport Crown Entity. Their role would be to stand alongside the Crown Entity so that the Ministry and the Crown Entity are pushing in the same direction to achieve outcomes. Under this approach, the role of the Governance and Accountability Team is to help the Crown Entities to perform and be their best. The DCE Governance and Engagement would retain overall responsibility for the Crown Entity Assessment Framework and updates, providing appropriate separation between the day-to-day relationship owner and the independent accountability function.

I expect the Governance and Accountability Team to continue to add depth and rigour to its Crown Entity monitoring and assessment. This would include working closely with the Data, Analytics and Regulatory Group to develop an appropriate framework of assessing the effectiveness of each Crown Entities regulatory function.

Under the proposal, responsibility for the Funding Review Programme, currently led by the Funding and Infrastructure team on a temporary basis, would also be included in the Governance and Accountability Function. This would allow for specialist oversight of the programme, and provide appropriate separation between the adviser function (relevant policy team) and the funding or fee reviewer.

Benefits of the proposed changes

The proposed new structure aims to:

- Support continuous improvement in the Ministry's performance, through establishing a dedicated and specialised integrity and performance team

- Support the Ministry to develop and implement a strategic approach to external engagement and communications, growing the profile and influence of the Ministry with key stakeholders

- Support an improvement in the quality and consistency in the Ministry's handling of official correspondence on behalf of the Minister of Transport

- Enhance the Ministry's relationship with each transport Crown Entity, by supporting greater collaboration, more regular communication and improved oversight and governance

Summary of team responsibilities

Business Integrity and Performance

The team would have three main areas of responsibility.

Corporate Accountability: The team would assume the corporate accountability and organisational performance responsibilities currently provided by the Strategic Direction and Performance team, including production of the Statement of Intent and Annual Report. It would also assume responsibility for preparing the response to Estimates and Annual Review from the Finance team, working closely with the CFO and Finance team.

Project Management Office (PMO): The PMO would provide project management support for a small number of significant projects. It would lead the Ministry's business planning process, and production of management reports. It would assume responsibility for day to day procurement management and support, providing advice on procurement practice, and ensuring that procurement is carried out efficiently and in line with the Ministry's procurement policy. Responsibility for procurement contracting would reside with Legal.

Business Continuity and Risk: The team would assume responsibility for business continuity planning (BCP), risk management and security.

The Business Integrity and Performance Team would also provide analytical and secretariat support to the SLT Performance and Risk Advisory Committee, Finance, and People and Capability Sub Committees.

Governance and Accountability

The team would be responsible for:

- Board appointments

- Commercial ownership monitoring and advice

- Crown entity monitoring and performance

- Cross-sector initiatives, including Government to Government (G2G)

- Secretariat support to the Transport Sector Leadership Board

- Funding review programme

Engagement and Communications

The Engagement and Communications team would be responsible for:

- Engagement and communications strategy
- Media
- Internal communications
- Official correspondence, including the weekly report

Private Secretaries

The Private Secretary (Transport) function would remain unchanged.

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The proposed structure - Governance and Engagement
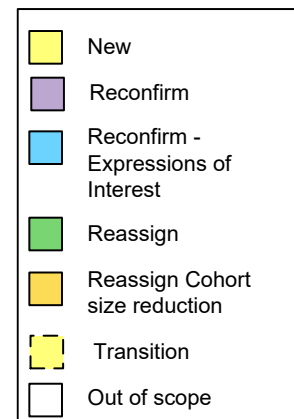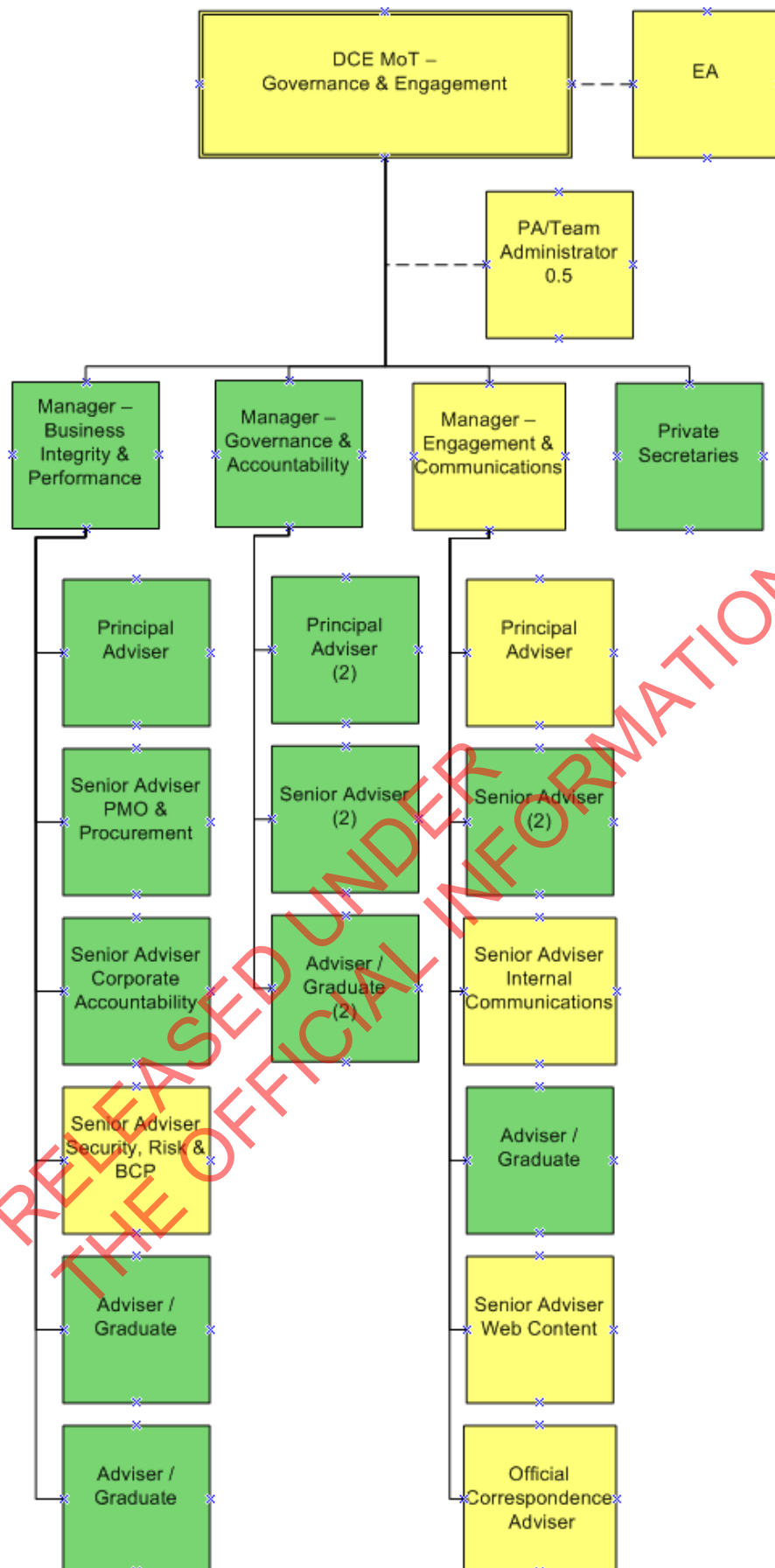
Proposed new roles - Governance and Engagement

Role	Reporting to	Role Purpose	Status
Senior Adviser – Security, Risk and BCP	Manager – Business Integrity and Performance	The role of the Senior Adviser – Security, Risk and BCP is to provide expert advice, support the development and manage delivery of the Ministry's risk, security and business continuity strategy and plans. They ensure plans, approaches and initiatives are consistent with the Ministry's strategies and plans and risk management legislation.	Proposed New
Adviser/Graduate	Manager – Business Integrity and Performance	The role of the Adviser / Graduate – Business Integrity and Performance is to provide advice and support the development and the delivery of the Ministry's strategies and plans in a structured way. They ensure plans, approaches and initiatives are consistent with the Ministry's strategies and plans and best practice project management. They also assist management of the procurement process for the Ministry.	Proposed New
Senior Adviser	Manager – Governance and Accountability	The role of the Senior Adviser - Governance and Accountability is to partner with managers to provide advice on all aspects of strategic and operational management of governance and assessment to effectively support and enable a high-performing sector.	Proposed New
Adviser/Graduate	Manager – Governance and Accountability	The role of the Adviser / Graduate - Governance and Accountability is to support the delivery of the Ministry's governance and accountability responsibilities.	Proposed New
Manager – Engagement and Communications	Deputy Chief Executive MoT – Corporate Services	The role of the Manager - Engagement and Communications is to partner with the Senior Leadership Team to lead all aspects of strategic engagement and communications to effectively support and enable a high-performing organisation. This role	Proposed New

Role	Reporting to	Role Purpose	Status
		partners with the DCE Governance and Engagement to maintain the relationship with the Minister's office. They lead the Engagement and Communications team.	
Principal Adviser - Engagement and Communications	Manager – Engagement and Communications	The role of the Principal Adviser - Engagement and Communications is to provide strategic and operational management of the delivery of the Ministry's corporate engagement and communication strategies and Ministry identity. They ensure plans, approaches and initiatives are consistent and improve the customer experience. They provide mentoring to the Engagement and Communications team.	Proposed New
Senior Adviser - Internal Communications	Manager – Engagement and Communications	The role of the Senior Adviser - Internal Communications is to support the development and manage delivery of the Ministry's internal communication strategy and business plans, and contribute to improved staff engagement. They ensure plans, approaches and initiatives are consistent with the Ministry's engagement and communications strategies and identity.	Proposed New
Senior Adviser – Web Content	Manager – Engagement and Communications	The role of the Senior Adviser - Web Content is to support the development and manage the delivery of the Ministry's communication and digital content strategies through the Ministry's online presence. They ensure plans, approaches and initiatives improve the customer experience, and are consistent with the Ministry's engagement and communications strategies and identity. This role has an emphasis on maintaining and improving both the internal and external Ministry website content.	Proposed New

Role	Reporting to	Role Purpose	Status
Officer Correspondence Adviser	Manager – Engagement and Communications	The role of the Official Correspondence Adviser is to support delivery of the Ministry's engagement and communication strategies through the Ministry's engagement with its Ministers. They provide advice on administration of the Ministry's official correspondence systems and processes to ensure the quality and timeliness of written work to and for the Minister. They support the development and delivery of the Ministry's engagement and communication strategies and plans.	Proposed New

5. Feedback and Question and Answer process

Consultation

This proposal describes the proposed operating model and structure for the organisation. The proposal provides opportunity for feedback before any final decisions are made.

Consultation will be undertaken by an online website tool called *ConsiderThis*.

In the document loaded onto the website you can:

- See the proposal

- Provide feedback on the proposal and

- See what other people think about the proposal

The website is open until **11am on 19 May**. After that, the team will summarise everyone's comments in a paper to the Chief Executive who will personally view and consider your views and make decisions on the best way to move forward.

Consultation on the proposal is important. It's ok to adjust your work priorities to make some time to read and understand the proposal and have your say. If you need to, talk to your manager about finding time to balance this alongside your work programme.

Please remember that all information on ConsiderThis, and in the consultation document, is confidential to the Ministry of Transport. Please take appropriate security measures with this information, particularly if you access ConsiderThis through a non-Ministry computer.

How the website works

Click on the relevant heading in the left column to learn about the different proposal. This is where you record your feedback. Type in your comments and press <submit>.

You can also ead the comments that have been made by other people. Click the <agree> if you support their view. Click the <reply> button if you wish to add your view to an existing discussion.

Your feedback is most effective if each submission is kept to a single idea and is submitted at the relevant section of the proposal. This makes it much easier for people to follow the conversation and flow of ideas.

About your comments

All comments are published anonymously. That means we publish comments without saying who said what. Only the team will know who made a particular comment.

Submissions will not be published on this website if they identify a specific person or contain comments not in line with our values. All submissions received - whether published or not - are visible to the project team and will be considered as part of the consultation.

Questions about any aspect of the proposal or the consultation process should also be submitted to *ConsiderThis* to ensure that they are fully recorded, tracked, considered and archived as part of the consultation process. You will receive an answer from the project team as quickly as possible. Questions and answers will also be published on *ConsiderThis* unless they refer to a specific person, contain comments not in keeping with our values, or are marked as private and confidential.

You can make submissions either as an individual or as a group. A group submission will need to be made through one person's login. You will need to note it is group feedback so the project team can take this into account.

Moderation

All comments are moderated. This means that when you submit a comment it does not instantly or automatically get shown to everyone else. Instead, a team member will read your comment before it is published. Moderators cannot edit or delete your comments, but they may decide to keep a comment private to ORT. The general policy is for all comments to be published, but we need to make sure that the process shows respect to everyone.

Question and Answer process

ConsiderThis provides a forum for asking questions about the proposal. Questions will generally be answered on the site so that all site users can see the responses. Where the question is marked as 'in confidence to the project team' the response will be via email to the individual rather than through the site.

During the consultation period, questions and answers that are of general interest will be published on a "Frequently Asked Questions" tab on the *ConsiderThis* website.

Questions may take a couple of days to be answered. Please submit your questions as early as possible during the consultation period so that the answers can help inform other submissions.

6. Process for implementing the proposal process

Change Protocols

The Ministry currently has no agreed change policy. Accordingly, Change Protocols have been developed for this change process. These are in line with the Ministry's accepted practices and processes, and public sector best practice, and would be applied to implement the outcomes of the proposal.

A copy of the Change Protocols is attached at Annex B to this document. The Change Protocols sets out a standard approach for managing any processes that have the potential to have significant impact on an individual's role at the Ministry.

This section provides further detail as to how the Change Protocols will be applied for implementing the eventual outcomes of this proposal.

Scope

The Change Protocols and the process outlined would apply to all staff employed by the Ministry on permanent agreements. The status of staff employed on fixed-term agreements would be determined by their specific employment agreement and considered on a case-by-case basis.

The Change Protocols also applies to Ministry staff who are on secondment from the Ministry to an external agency, and whose substantive role is within the scope of the proposal.

The Change Protocols does not apply to:

- Any individual who may be on secondment from an external agency to the Ministry and who is not employed by the Ministry

- Contractors (including people on contract through an external agency)

- Casual staff.

Process overview

Following confirmation of the new structure, the reconfirmation, reassignment and recruitment processes for any agreed new roles will commence.

The proposal details the potential impact that final decisions would have on current roles. This potential impact has been determined through a role matching process. This process assesses the impact of implementing a new organisational structure on current roles. The outcome of this assessment is that current roles that are within the scope of the proposal are allocated to one of the following categories:

- Reconfirmation

- Reassignment

- Disestablished

- Cohort size reduction

These outcomes are described in more detail below and should be read in conjunction with the Change Protocols.

Reconfirmation and reassignment processes will begin immediately and are expected to be completed by early July 2017. Tier Two, Director and non-policy manager roles are likely to be advertised soon after a decision is announced and recruitment would commence soon after.

Substantive role

A staff member's substantive role would be used to determine the impact of the proposal on their employment with the Ministry. The substantive role is the role that a staff member has been appointed to as detailed in their employment agreement. Some staff members may, for a temporary period be 'acting' or 'seconded' to another role and so may not be currently undertaking their substantive role. For the purpose of this change process it would be a staff member's substantive role that would determine the impact of the proposal on their employment.

Reconfirmation

Where a role is the same or nearly the same as your current role and you are the only person who is able to be reconfirmed into that role, then you will be reconfirmed to that role. If there is a reconfirmation option available to you in the new structure, you will be advised of this when the final decision on the structure is released.

Reconfirmation will not require a contestable selection process where there is one role and only one person is suitable for reconfirmation into that role (or where there are an equal number of roles and people). Where there are fewer roles in the new structure than there are people, reconfirmation will take place through a contestable selection process.

Reassignment

Reassignment may occur where a staff member is assessed as being suited to a role in the new structure taking into account the person's competencies (technical and behavioural), experience, and qualifications.

Reassignment will not require a contestable selection process where there is one role and only one person is suitable for reconfirmation into that role (or where there are an equal number of roles and people). Where there are fewer roles in the new structure than there are people, reconfirmation will take place through a contestable selection process.

Cohort size reduction

The proposal outlines some instances in the proposed structure where teams of cohorts would need to be reduced in size i.e. a fewer number of roles. In this instance, a cohort is defined as a group of the same or similar roles.

Where a cohort needs to reduce in size, a contestable selection process would be required to determine which of the current staff members could be reconfirmed or reassigned into the reduced number of roles. Any staff member not reconfirmed or reassigned as part of the process would have their employment come to an end by way of redundancy, unless they were to apply for and be successful in being appointed to another role in the Ministry before the end of the notice period with the Ministry.

Disestablishment

A role is disestablished where either the role is not required in the proposed new structure or where changes to the role would be so substantial that the role cannot be reconfirmed or reassigned. Any staff member in a role that is proposed to be disestablished would have their employment come to an end by way of redundancy, unless they were to apply for and be successful in being appointed to another role in the Ministry before the end of the notice period with the Ministry.

Affected status and meaning

Individual staff members would be considered as being 'affected', 'impacted' or 'not affected' by the proposal.

An 'affected' staff member is a permanent Ministry staff member who has a substantive role that would be disestablished by the proposal. Any staff member whose role is part of a cohort size reduction is also considered to be affected but does not have a 'preferred' status for appointments made as part of the recruitment and selection process. See below for more details.

A fixed-term staff member whose role is part of a team size reduction is also considered to be affected but does not have 'preferred' status for appointments made as part of the recruitment and selection process. See below for more details.

An 'impacted' staff member has a substantive role that would be impacted by a structure change within the proposal e.g. they would have a change in reporting line or title. However their role remains unchanged.

Recruitment

The proposal includes a number of new roles and these new roles would be advertised soon after the decision is released.

New tier 2, Director and non-policy manager roles would be advertised internally and externally at the same time. Other roles would normally be advertised internally in the first instance, although the Chief Executive may identify some exceptions to this. Regardless of where roles are advertised, affected staff members would be given preference (see below for meaning of preference).

Where a role is advertised internally, anyone from the Ministry would be able to apply. However affected staff would be given preference for an appointment during the selection process if they meet the suitability requirements of the role. This means where an affected staff member is able to demonstrate they have the required competencies (technical and behavioural), experience and qualifications as indicated in the role description, they would be offered the role ahead of 'non-affected' candidates. If there is more than one affected person who is assessed as suitable for a role, the role would be offered to the best affected candidate.

There may be some other roles where a decision would be taken to advertise internally and externally at the same time. This could be due to a number of reasons, including the specialist nature of the role or size of the potential candidate pool within the Ministry.

Selection process

Selection into new roles would occur by way of panel interviews following a written application.

The following criteria are proposed as the basis for selection into new and contestable roles;

- Competencies (technical and behavioural), experience, and qualification, as indicated in the role description;

- Past performance; and

- Understanding of and commitment to the new focus and direction of the organisation.

Preference or 'preferred' status

An affected staff member would have preference over a non-affected staff member for appointment as part of a contestable process where they have the relevant skills to undertake the functions of the role within a reasonable time frame. This means that their application would be considered prior to the application from staff members who do not have affected status.

Offer of a suitable alternative role

Where a staff member is offered, but refuses, a suitable alternative role they will not be entitled to a redundancy payment.

Decisions as to whether an alternative role is a suitable one will be based on a comparison of a staff member's current substantive role with the potential suitable alternative role. The following factors would be used when making this comparison:

- The type of work and the responsibility of the role

- The level of the role in the organisation

- Terms and conditions including pay and benefits

- Hours of work

- Location

- Whether the role is within the Ministry or the wider State Services

The decision to make an offer of a suitable alternative role would be made following a discussion with the staff member and with consideration of their views.

Affected staff who are not placed

The Ministry would take all reasonable steps to assist individuals in securing a suitable alternative role. However, in the event that an affected staff member is not successful in their application(s) for a new role(s), their employment would come to an end by reason of redundancy and notice would be provided in line with the terms of their employment agreement. During the notice period, staff members would have the opportunity to apply and be considered for any other advertised vacancy available. Outplacement and other reasonable support would be provided.

Secondment

A secondee is a staff member from the Ministry who has temporarily transferred from their substantive role to a different role either within or external to the Ministry. This may include where a staff member is providing cover for a role that is vacant or for a short-term project role. For the purpose of the change process, it is an individual's substantive role, i.e. the role from which they have been seconded, which determines the impact of the change process on their employment.

If you are on secondment within the Ministry and the role you are seconded to is impacted by the final decisions, this could affect the term of your secondment. This would be discussed with you.

Staff employed on a fixed-term agreement

A fixed-term staff member is a person employed by the Ministry on a fixed-term agreement for a specific reason and with a specific end date.

If a fixed-term staff member is currently occupying a role which has been identified as potentially surplus to requirements, the Ministry would consult with them on a case by case basis about whether or not the fixed-term agreement should run to its stated end date or whether it would be terminated early. In making this assessment, the staff member's employment agreement will be taken account of.

In general terms where a role has been identified as surplus to requirements:

- Fixed-term agreements that end on or before 1 October 2017 would end on the date of the fixed-term agreement, and

- Fixed-term agreements that end later than 1 October 2017 would be considered on a case-by-case basis.

Review process

Please refer to the Change Protocols for details of the review process available to affected staff.

Proposed timeframe

The following timeframe for implementing the proposed structure is set out below.

Like all aspects of this proposal, this timeframe is open to your feedback.

Start	End	Description
1 May 2017		Proposed structure announced to MLT
2 May 2017		Proposed structure announced to affected staff
3 May 2017 (10.30am)	19 May 2017 (11am)	Proposed structure announced to all staff, consultation period
19 June 2017 (Indicative)		Confirmation of new structure
End June (indicative)		Internal/external advertising commences for new and contestable roles
July/August (indicative)		Recruitment processes take place
1 October 2017 (indicative)		'Go-live,' transition to the new structure commences

Support and assistance

People support

Work is a big part of our lives and during organisational change it is normal to have a rollercoaster of feelings and emotions. It is important that we look after ourselves and have respect for those staff who are potentially affected or impacted by the proposed changes. Please ask for support, and encourage your colleagues to do the same. Talk about how you are feeling. Talk to your manager, work colleagues, your union representative or friends and family.

Sometimes a colleague may be more vulnerable to the impact of change because of other things that are happening in their lives. If you have particular concerns about anyone's well-being, contact HR for advice. If you are a manager or team leader and are concerned about one of your team members, please talk to them, or seek advice from your HR or a member of.

What support is available for you?

An employee assistance programme (EAP) is provided to all employees. This is an external counselling service and is free and confidential. Please use this service if you feel that this would be helpful. Information about our EAP service is also located on Discover.

Additional support in areas such as resilience skills and managing change for managers either will, or has been made available to you. We encourage you to make use of all the support that is made available to you.

Ensure you take the time to read the proposal, the submissions, information and any updates on Discover and *ConsiderThis*. Attend any meetings held within your area and read staff communications that are available. Being informed can help you be in control of what is happening and enable you to make informed decisions. Your manager is also there if you need help in balancing this change alongside your work programme.

Frequently Asked Questions

Below are a number of frequently asked questions which may assist you. Will add to these through *ConsiderThis* during the consultation period.

What happens after the consultation closes?

At the conclusion of the consultation period, all feedback and ideas submitted through *ConsiderThis* will be analysed. All feedback will be considered, and the final decision on the structure will be made by the Chief Executive. Subject to consideration of feedback and further changes to the proposed structure, a confirmed structure is expected to be announced 19 June (indicative). Following confirmation of a new organisational structure, a transitional plan will determine how the new structure will be implemented. You will receive further information about this plan in due course.

How does the Finance assessment fit into the Organisational Review?

The Finance assessment has been undertaken by Probity Consulting in order to have an external assessment of our Finance function. The outcome of the assessment has fed into the Organisational Review.

How does the PIF assessment fit into the Organisational Review?

The summary of the interviews undertaken as part of the self-assessment process has been provided to ORT as background material. The themes and issues raised in this material are consistent with the material derived from the sounding sessions and internal interviews.

Who will make the final decision on the structure?

Final decisions will be made solely by the Chief Executive.

Where can I get support?

The Employee Assistance Programme (EAP) is available to all staff. More information on these is available on Discover.

More information is detailed in section 5 of this proposal or on Discover.

What is the purpose of staff consultation?

It's a chance to test the proposal and consider other points of view before the structure is finalised. Structural change is always better when informed by the people who know the business best.

How will consultation work?

We will make the proposal for consultation available using a specially created website called *ConsiderThis*. The proposal will be loaded onto the website and you can add your feedback. This means that all staff will be able to access the material from the website, and comment on it at the same time.

You will need to submit your feedback or questions about the proposal using this same website.

Why are we using a website?

ConsiderThis provides us with an easy to use and accessible tool.

You can log on at work (or another email address if you are seconded or on leave during this period) to read the proposal, provide your feedback, ask questions, and see and respond to other feedback. *ConsiderThis* is:

- A central channel for all staff

- Easy and convenient to use

- Transparent

- Great for discussing and sharing ideas

- A consistent, fast and accurate analysis tool.

Who has access to the site?

All staff and contractors will receive an individual login to the site. This login access gives each person the opportunity to make comments, ask questions and hit the 'agree' button on a comment made by another user. Please contact ▮▮▮▮▮▮▮▮ if you think you should have access to the site but do not receive your login by email.

Can I keep my feedback anonymous?

Your feedback shows to other staff without identifying you. Your feedback will show an individual number not a name. Your identity will only be known to ORT. If you say something in your comments that does identify you, ORT will not publish the comment and will let you know. The comment will still be considered as part of the final decision.

How do I submit my feedback without it being viewable by others?

If you do not wish to have your comment viewable by others, you have the option to tag the comment as 'private and confidential'. This means that it will only be viewable on the site by you and ORT. It will still be considered as part of the final decision.

How can I add my support to someone else's comment?

The site provides an 'agree' button which is very similar to a Facebook 'like' or a twitter 'favourite'. This means that you add your support to a comment made by another user.

I have a submission to make that covers many topics. How can I submit it?

ConsiderThis works best if you split a large submission up by theme and use a separate comment box for each separate idea. This makes it easier for others to digest and comment on particular ideas. It also makes your ideas easier to analyse.

Where can I get a hard copy of the proposal?

You can download and print the PDF document(s) from the Overview page.

Who is eligible to make a submission?

Any staff member– that is anyone on a permanent or fixed term employment agreement, both at work and on leave. Contractors or temporary agency staff are not eligible to make submissions.

Is it compulsory to make submissions?

We want to hear your views, but you don't have to comment if you don't want to. You may find the 'agree' button option gives you a way of participating without writing your own submission if this is your preference.

Will staff feedback be taken into account?

Absolutely. All feedback will be reviewed by ORT and considered by the Chief Executive before any final decision.

Is the union involved in the process?

Yes, the PSA has been involved in the process and is invited to give feedback on the Proposal.

Who is answering questions and moderating ConsiderThis?

Members of ORT.

Is the site moderated?

Yes. All comments are moderated before they appear on *ConsiderThis*. Moderators will be working continually during the consultation period to make sure that submissions are answered as quickly as possible.

Moderation is the process of checking submissions before they are published. If a submission contains language or information inappropriate to the consultation, or if it identifies anyone, it won't be published on the site (although it would still be considered as part of the decision-making process). In this event, the moderator will let the person know so that they have a chance to edit the information. Moderators cannot alter the submissions.

How can we make group submissions?

There are two ways to do this. Decide on the content of your submission, and then have one person log onto *ConsiderThis* and state that it's a group submission. Or, one person logs onto *ConsiderThis* and makes their submission, and then others follow and endorse the submission using the 'agree' button.

Bear in mind that submissions addressing a number of points should be separated into a number of shorter submissions within the site. If you submit one idea per text box and attach it to the relevant section of the consultation document, it will be easier for others to follow all the issues raised, and easier for the analysis of the submissions.

People do not have to be part of a group submission if they choose not to and can always make their own submission, either instead, or as well as being part of a group submission.

Can I make a late submission if I am on leave while the consultation is open?

Sorry, no late submissions will not be accepted. The process is moving at pace to give staff certainty as quickly as possible, so there is no provision to extend the consultation period. If you'd like to make a submission while you're on leave, let ORT know your personal email address and we will arrange for an email with your own, unique log in instructions to be sent to you.

How do I reset my password?

If you lose or forget your password, go to *ConsiderThis* https://www.considerthis.co.nz/mot/ to have a new password sent to the email address registered for you.

What should I do if I find an error in the proposal?

If you find an error in the proposal, please let us know via *ConsiderThis*, and we'll correct it.

Where can I ask questions about the proposal?

Frequently asked questions will be posted on the *ConsiderThis* website. If you can't find the information you need, ask your manager or submit your questions(s) to *ConsiderThis*. If the question is submitted via *ConsiderThis,* it will be answered on the site so that all staff can see the answer. If the question you ask is a personal one, the site moderators will respond to you by email to protect your privacy.

Annex A: Summary of proposed impacts

This section provides a list of current roles that are potentially impacted by this proposal. Against each role we have provided the potential impact to the role holder. The roles are ordered per current Groups. This list does not include NZSAR which is out of scope.

Current Role	Current Team	Current Group	Current Manager	Location	Proposed Title	Proposed Group	Proposed Team	Proposed Reporting Manager	Proposed Location	Potential Impact
Executive Assistant to the CE	Chief Executive	Chief Executive	Chief Executive	Wellington	Executive Assistant to the CE	Executive Assistant to the CE	Business Support	Manager - Business Support	Wellington	Reassign / change of reporting line
DCE Specialist Advice and Strategy	Chief Executive	Chief Executive	Chief Executive	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished
Executive Assistant to the DCE	Specialist Advice and Strategy	Specialist Advice and Strategy	DCE Specialist Advice and Strategy	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished
Strategy Director	Strategy	Specialist Advice and Strategy	DCE Specialist Advice and Strategy	Wellington	N/A	N/A	N/A	N/A	N/A	Fixed-term role ends
Policy Manager Programmes	Policy Programmes	Specialist Advice and Strategy	DCE Specialist Advice and Strategy	Wellington	N/A	N/A	N/A	N/A	N/A	Reassign / cohort size reduction (Managers / PMP roles)

Current Role	Current Team	Current Group	Current Manager	Location	Proposed Title	Proposed Group	Proposed Team	Proposed Reporting Manager	Proposed Location	Potential Impact
Strategic Direction and Performance Policy Manager	Strategic Direction and Performance Policy	Specialist Advice and Strategy	DCE Specialist Advice and Strategy	Wellington	Manager - Business Integrity and Performance	Governance and Engagement	Business Integrity and Performance	DCE Governance and Engagement	Wellington	Reassign / change of reporting line and title
Principal Adviser	Strategic Direction and Performance Policy	Specialist Advice and Strategy	Strategic Direction and Performance Policy Manager	Wellington	Principal Adviser Business Integrity and Performance	Governance and Engagement	Business Integrity and Performance	Manager - Business Integrity and Performance	Wellington	Reassign / change of reporting line and title
Senior Adviser	Strategic Direction and Performance Policy	Specialist Advice and Strategy	Strategic Direction and Performance Policy Manager	Wellington	Senior Adviser Corporate accountability	Governance and Engagement	Business Integrity and Performance	Manager - Business Integrity and Performance	Wellington	Reassign / change of reporting line and title
Adviser / Graduate Adviser	Strategic Direction and Performance Policy	Specialist Advice and Strategy	Strategic Direction and Performance Policy Manager	Wellington	Adviser / Graduate Adviser	Governance and Engagement	Business Integrity and Performance	Manager - Business Integrity and Performance	Wellington	Reassign / change of reporting line and title
Chief Legal Adviser	Legal	Specialist Advice and Strategy	DCE Specialist Advice and Strategy	Wellington	Chief Legal Adviser	Corporate Services	Legal	DCE Corporate Services	Wellington	Reassign / change of reporting line
Principal Solicitor	Legal	Specialist Advice and Strategy	Chief Legal Adviser	Wellington	Principal Adviser Legal	Corporate Services	Legal	Chief Legal Adviser	Wellington	Reassign / change of title

Current Role	Current Team	Current Group	Current Manager	Location	Proposed Title	Proposed Group	Proposed Team	Proposed Reporting Manager	Proposed Location	Potential Impact
Senior Solicitor	Legal	Specialist Advice and Strategy	Chief Legal Adviser	Wellington	Senior Adviser Legal	Corporate Services	Legal	Chief Legal Adviser	Wellington	Reassign / change of title
Solicitor	Legal	Specialist Advice and Strategy	Chief Legal Adviser	Wellington	Adviser Legal	Corporate Services	Legal	Chief Legal Adviser	Wellington	Reassign / change of title
Graduate Solicitor	Legal	Specialist Advice and Strategy	Chief Legal Adviser	Wellington	Graduate Adviser Legal	Corporate Services	Legal	Chief Legal Adviser	Wellington	Reassign / change of title
Private Secretary - Transport	Minister's Office	Specialist Advice and Strategy	DCE Specialist Advice and Strategy	Wellington	Private Secretary - Transport	Governance and Engagement	Minister's Office	DCE Governance and Engagement	Wellington	Reassign / change of reporting line
Administration Private secretary - Transport	Minister's Office	Specialist Advice and Strategy	DCE Specialist Advice and Strategy	Wellington	N/A	N/A	N/A	N/A	N/A	Fixed-term role ends
Financial, Economic, Statistical Analysis Manager	Financial, Economic, Statistical Analysis	Specialist Advice and Strategy	DCE Specialist Advise and Strategy	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished
Principal Scientist	Financial, Economic, Statistical Analysis	Specialist Advice and Strategy	Financial, Economic, Statistical Analysis Manager	Wellington	Principal Adviser Data, Research and Analytics	Data, Analytics and Regulatory Policy	Data, Research and Analytics	Manager - Data, Research and Analytics	Wellington	Reassign / change of reporting line and title

Current Role	Current Team	Current Group	Current Manager	Location	Proposed Title	Proposed Group	Proposed Team	Proposed Reporting Manager	Proposed Location	Potential Impact
Principal Economist	Financial, Economic, Statistical Analysis	Specialist Advice and Strategy	Financial, Economic, Statistical Analysis Manager	Wellington	Principal Adviser Economics, Modelling and Evaluation	Data, Analytics and Regulatory Policy	Economics, Modelling and Evaluation	Manager - Economics, Modelling and Evaluation	Wellington	Reassign / change of reporting line and title
Principal Modelling	Financial, Economic, Statistical Analysis	Specialist Advice and Strategy	Financial, Economic, Statistical Analysis Manager	Wellington	Principal Adviser Economics, Modelling and Evaluation	Data, Analytics and Regulatory Policy	Economics, Modelling and Evaluation	Manager - Economics, Modelling and Evaluation	Wellington	Reassign / change of reporting line and title
Senior Scientist	Financial, Economic, Statistical Analysis	Specialist Advice and Strategy	Financial, Economic, Statistical Analysis Manager	Wellington	Senior Adviser Data, Research and Analytics	Data, Analytics and Regulatory Policy	Data, Research and Analytics	Manager - Data, Research and Analytics	Wellington	Reassign / change of reporting line and title
Senior Economist	Financial, Economic, Statistical Analysis	Specialist Advice and Strategy	Financial, Economic, Statistical Analysis Manager	Wellington	Senior Adviser Economics, Modelling and Evaluation	Data, Analytics and Regulatory Policy	Economics, Modelling and Evaluation	Manager - Economics, Modelling and Evaluation	Wellington	Reassign / change of reporting line and title
Economist	Financial, Economic, Statistical Analysis	Specialist Advice and Strategy	Financial, Economic, Statistical Analysis Manager	Wellington	Adviser Economics, Modelling and Evaluation	Data, Analytics and Regulatory Policy	Economics, Modelling and Evaluation	Manager - Economics, Modelling and Evaluation	Wellington	Reassign / change of reporting line and title

Current Role	Current Team	Current Group	Current Manager	Location	Proposed Title	Proposed Group	Proposed Team	Proposed Reporting Manager	Proposed Location	Potential Impact
Senior Adviser Transport System Modelling	Financial, Economic, Statistical Analysis	Specialist Advice and Strategy	Financial, Economic, Statistical Analysis Manager	Wellington	Senior Adviser Economics, Modelling and Evaluation	Data, Analytics and Regulatory Policy	Economics, Modelling and Evaluation	Manager - Economics, Modelling and Evaluation	Wellington	Reassign / change of reporting line and title
Data and Analytics Analyst	Financial, Economic, Statistical Analysis	Specialist Advice and Strategy	Financial, Economic, Statistical Analysis Manager	Wellington	Adviser	Data, Analytics and Regulatory Policy	Economics, Modelling and Evaluation	Manager - Economics, Modelling and Evaluation	Wellington	Reassign / change of reporting line and title
Technician	Financial, Economic, Statistical Analysis	Specialist Advice and Strategy	Financial, Economic, Statistical Analysis Manager	Wellington	Adviser	Data, Analytics and Regulatory Policy	Data, Research and Analytics	Manager - Data, Research and Analytics	Wellington	Reassign / change of reporting line and title
Graduate Adviser	Financial, Economic, Statistical Analysis	Specialist Advice and Strategy	Financial, Economic, Statistical Analysis Manager	Wellington	Graduate Adviser	Data, Analytics and Regulatory Policy	Data, Research and Analytics	Manager - Data, Research and Analytics	Wellington	Reassign / change of reporting line
GM Road and Rail	Chief Executive	Chief Executive	Chief Executive	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished
Executive Assistant	Road and Rail / Aviation and Maritime	Road and Rail / Aviation and Maritime	GM Road and Rail / GM Aviation and Maritime	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished

Current Role	Current Team	Current Group	Current Manager	Location	Proposed Title	Proposed Group	Proposed Team	Proposed Reporting Manager	Proposed Location	Potential Impact
Land Transport Safety Policy Manager	Land Transport Safety	Road and Rail	GM Road and Rail	Wellington	N/A	N/A	N/A	N/A	N/A	Reassign / cohort size reduction (Managers / PMP roles)
Principal Adviser	Land Transport safety	Road and Rail	Land Transport Safety Policy Manager	Wellington	N/A	N/A	N/A	N/A	N/A	Reassign / cohort size reduction Principal Adviser Wellington roles)
Senior Adviser	Land Transport safety	Road and Rail	Land Transport Safety Policy Manager	Wellington	Senior Adviser	TBC	TBC	TBC	Wellington	Reconfirm / EOI / Senior Adviser (Wellington roles)
Adviser / Graduate Adviser	Land Transport safety	Road and Rail	Land Transport Safety Policy Manager	Wellington	Adviser / Graduate Adviser	TBC	TBC	TBC	Wellington	Reconfirm / EOI / Adviser and Graduates (Wellington roles)
People and Environment Policy Manager	People and Environment	Road and Rail	GM Road and Rail	Wellington	N/A	N/A	N/A	N/A	N/A	Reassign / cohort size reduction (Managers / PMP roles)

Current Role	Current Team	Current Group	Current Manager	Location	Proposed Title	Proposed Group	Proposed Team	Proposed Reporting Manager	Proposed Location	Potential Impact
Principal Adviser	People and Environment	Road and Rail	People and Environment Policy Manager	Wellington	N/A	N/A	N/A	N/A	N/A	Reassign / cohort size reduction Principal Adviser (Wellington roles)
Senior Adviser	People and Environment	Road and Rail	People and Environment Policy Manager	Wellington	Senior Adviser	TBC	TBC	TBC	Wellington	Reconfirm / EOI / Senior Adviser (Wellington roles)
Adviser / Graduate Adviser	People and Environment	Road and Rail	People and Environment Policy Manager	Wellington	Adviser / Graduate Adviser	TBC	TBC	TBC	Wellington	Reconfirm / EOI / Adviser and Graduates (Wellington roles)
Auckland and Urban Planning Director	Auckland and Urban Planning	Road and Rail	GM Road and Rail	Auckland	N/A	N/A	N/A	N/A	N/A	Disestablished
Principal Adviser	Auckland and Urban Planning	Road and Rail	Auckland and Urban Planning Director	Auckland	N/A	N/A	N/A	N/A	N/A	Reassign / EOI / Principal Adviser (Auckland roles)
Senior Adviser	Auckland and Urban Planning	Road and Rail	Auckland and Urban Planning Director	Auckland	Senior Adviser	TBC	TBC	TBC		Reconfirm / EOI / Senior Adviser (Auckland roles)

Current Role	Current Team	Current Group	Current Manager	Location	Proposed Title	Proposed Group	Proposed Team	Proposed Reporting Manager	Proposed Location	Potential Impact
Adviser / Graduate Adviser	Auckland and Urban Planning	Road and Rail	Auckland and Urban Planning Director	Auckland	Adviser / Graduate Adviser	TBC	TBC	TBC		Reconfirm / EOI / Adviser and Graduates (Auckland roles)
Administrator	Auckland and Urban Planning	Road and Rail	Auckland and Urban Planning Director	Auckland	N/A	N/A	N/A	N/A	N/A	Disestablished
GM Aviation and Maritime	Chief Executive	Chief Executive	Chief Executive	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished
Executive Assistant	Aviation and Maritime / Road and Rail	Aviation and Maritime / Road and Rail	GM Aviation and Maritime / GM Road and Rail	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished
Aviation and Security Policy Manager	Aviation and Security	Aviation and Maritime	GM Aviation and Maritime	Wellington	N/A	N/A	N/A	N/A	N/A	Reassign / cohort size reduction (Managers / PMP roles)
Principal Adviser	Aviation and Security	Aviation and Maritime	Aviation and Security Policy Manager	Wellington	N/A	N/A	N/A	N/A	N/A	Reassign / cohort size reduction Principal Adviser (Wellington roles)

Current Role	Current Team	Current Group	Current Manager	Location	Proposed Title	Proposed Group	Proposed Team	Proposed Reporting Manager	Proposed Location	Potential Impact
Senior Adviser	Aviation and Security	Aviation and Maritime	Aviation and Security Policy Manager	Wellington	Senior Adviser	TBC	TBC	TBC	Wellington	Reconfirm / EOI / Senior Adviser (Wellington roles)
Adviser / Graduate Adviser	Aviation and Security	Aviation and Maritime	Aviation and Security Policy Manager	Wellington	Adviser / Graduate Adviser	TBC	TBC	TBC	Wellington	Reconfirm / EOI / Adviser and Graduates (Wellington roles)
Maritime and Freight Policy Manager	Maritime and Freight	Aviation and Maritime	GM Aviation and Maritime	Wellington	N/A	N/A	N/A	N/A	N/A	Reassign / cohort size reduction (Managers / PMP roles)
Principal Adviser	Maritime and Freight	Aviation and Maritime	Maritime and Freight Policy Manager	Wellington	N/A	N/A	N/A	N/A	N/A	Reassign / cohort size reduction Principal Adviser (Wellington roles)
Senior Adviser	Maritime and Freight	Aviation and Maritime	Maritime and Freight Policy Manager	Wellington	Senior Adviser	TBC	TBC	TBC	Wellington	Reconfirm / EOI / Senior Adviser (Wellington roles)
Adviser / Graduate Adviser	Maritime and Freight	Aviation and Maritime	Maritime and Freight Policy Manager	Wellington	Adviser / Graduate Adviser	TBC	TBC	TBC	Wellington	Reconfirm / EOI / Adviser and Graduates (Wellington roles)

Current Role	Current Team	Current Group	Current Manager	Location	Proposed Title	Proposed Group	Proposed Team	Proposed Reporting Manager	Proposed Location	Potential Impact
Technology and Transport Policy Manager	Technology and Transport Systems	Aviation and Maritime	GM Aviation and Maritime	Wellington	N/A	N/A	N/A	N/A	N/A	Reassign / cohort size reduction (Managers / PMP roles)
Principal Adviser	Technology and Transport Systems	Aviation and Maritime	Technology and Transport Policy Manager	Wellington	N/A	N/A	N/A	N/A	N/A	Reassign / cohort size reduction Principal Adviser (Wellington roles)
Senior Adviser	Technology and Transport Systems	Aviation and Maritime	Technology and Transport Policy Manager	Wellington	Senior Adviser	TBC	TBC	TBC	Wellington	Reconfirm / EOI / Senior Adviser (Wellington roles)
Adviser / Graduate Adviser	Technology and Transport Systems	Aviation and Maritime	Technology and Transport Policy Manager	Wellington	Adviser / Graduate Adviser	TBC	TBC	TBC	Wellington	Reconfirm / EOI / Adviser and Graduates (Wellington roles)
GM Sector Performance	Chief Executive	Chief Executive	Chief Executive	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished
Executive Assistant	Sector Performance	Sector Performance	GM Sector Performance	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished

Current Role	Current Team	Current Group	Current Manager	Location	Proposed Title	Proposed Group	Proposed Team	Proposed Reporting Manager	Proposed Location	Potential Impact
Funding and Infrastructure Policy Manager	Funding and Infrastructure	Sector Performance	GM Sector Performance	Wellington	N/A	N/A	N/A	N/A	N/A	Reassign / cohort size reduction (Managers / PMP roles)
Principal Adviser	Funding and Infrastructure	Sector Performance	Funding and Infrastructure Policy Manager	Wellington	N/A	N/A	N/A	N/A	N/A	Reassign / cohort size reduction Principal Adviser (Wellington roles)
Senior Adviser	Funding and Infrastructure	Sector Performance	Funding and Infrastructure Policy Manager	Wellington	Senior Adviser	TBC	TBC	TBC	Wellington	Reconfirm / EOI / Senior Adviser (Wellington roles)
Adviser / Graduate Adviser	Funding and Infrastructure	Sector Performance	Funding and Infrastructure Policy Manager	Wellington	Adviser / Graduate Adviser	TBC	TBC	TBC	Wellington	Reconfirm / EOI / Adviser and Graduates (Wellington roles)
Governance and Accountability Policy Manager	Governance and Accountability	Sector Performance	GM Sector Performance	Wellington	N/A	N/A	N/A	N/A	N/A	Reassign / cohort size reduction (Managers / PMP roles)

Current Role	Current Team	Current Group	Current Manager	Location	Proposed Title	Proposed Group	Proposed Team	Proposed Reporting Manager	Proposed Location	Potential Impact
Principal Adviser	Governance and Accountability	Sector Performance	Governance and Accountability Policy Manager	Wellington	N/A	N/A	N/A	N/A	N/A	Reassign / cohort size reduction Principal Adviser (Wellington roles)
Senior Adviser	Governance and Accountability	Sector Performance	Governance and Accountability Policy Manager	Wellington	Senior Adviser	TBC	TBC	TBC	Wellington	Reassign / EOI / Senior Adviser (Wellington roles)
Adviser / Graduate Adviser	Governance and Accountability	Sector Performance	Governance and Accountability Policy Manager	Wellington	Adviser / Graduate Adviser	TBC	TBC	TBC	Wellington	Reconfirm / EOI / Adviser and Graduates (Wellington roles)
Principal Adviser PMO	Governance and Accountability	Sector Performance	Governance and Accountability Policy Manager	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablish seconded roles
Business Analyst PMO	Governance and Accountability	Sector Performance	Governance and Accountability Policy Manager	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablish seconded roles

Current Role	Current Team	Current Group	Current Manager	Location	Proposed Title	Proposed Group	Proposed Team	Proposed Reporting Manager	Proposed Location	Potential Impact
Finance Manager	Finance	Sector Performance	GM Sector Performance	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished
Financial Accountant	Finance	Sector Performance	Finance Manager	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished
Management Accountant	Finance	Sector Performance	Finance Manager	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished
Senior Accountant	Finance	Sector Performance	Finance Manager	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished
Accounts Officer	Finance	Sector Performance	Finance Manager	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished
GM Organisational Development	Chief Executive	Chief Executive	Chief Executive	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished
Business Support Team Leader	Business Support	Organisational Development	GM Organisational Development	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished
Business Support Adviser	Business Support	Organisational Development	Business Support Team Leader	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished
Reception / Facilities	Business Support	Organisational Development	Business Support Team Leader	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished
Human Resources Team Leader	Human Resources	Organisational Development	GM Organisational Development	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished

Current Role	Current Team	Current Group	Current Manager	Location	Proposed Title	Proposed Group	Proposed Team	Proposed Reporting Manager	Proposed Location	Potential Impact
Business Partner	Human Resources	Organisational Development	Human Resources Team Leader	Wellington	Business Partner	Corporate Services	Human Resources	DCE Corporate Services	Wellington	Reconfirmed
Senior Human Resources Adviser	Human Resources	Organisational Development	Human Resources Team Leader	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished
Human Resources Analyst	Human Resources	Organisational Development	Human Resources Team Leader	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished
Engagement and Communications Team Leader	Engagement and Communications	Organisational Development	GM Organisational Development	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished
Senior Adviser	Engagement and Communications	Organisational Development	Engagement and Communications Team leader	Wellington	Senior Adviser	Governance & Engagement	Engagement and Communications	Manager - Engagement and Communications	Wellington	Reassign / change of reporting line
Graduate Adviser	Engagement and Communications	Organisational Development	Engagement and Communications Team leader	Wellington	Graduate Adviser	Governance & Engagement	Engagement and Communications	Manager - Engagement and Communications	Wellington	Reassign / change of reporting line
Knowledge and Systems Team Leader	Knowledge and Systems	Organisational Development	GM Organisational Development	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished
Senior Adviser (IT)	Knowledge and Systems	Organisational Development	Knowledge and Systems Team Leader	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished

Current Role	Current Team	Current Group	Current Manager	Location	Proposed Title	Proposed Group	Proposed Team	Proposed Reporting Manager	Proposed Location	Potential Impact
Knowledge Adviser	Knowledge and Systems	Organisational Development	Knowledge and Systems Team Leader	Wellington	Adviser Learning Management	Corporate Services	Information and Learning	Manager - Information and Learning	Wellington	Reconfirm
Official Correspondence Coordinator	Knowledge and Systems	Organisational Development	Knowledge and Systems Team Leader	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished
Web and Systems Analyst	Knowledge and Systems	Organisational Development	Knowledge and Systems Team Leader	Wellington	N/A	N/A	N/A	N/A	N/A	Disestablished

Annex B: Ministry of Transport Change Protocols

Overview

Document purpose and introduction

This Change Protocol sets out our approach for how we will manage any change and review processes within the Ministry and will assist in ensuring that the process used is clear, consistent and meets our good faith requirements. This Protocol operates in accordance with the requirements of the Employment Relations Act 2000, State Sector Act 1988, and is consistent with applicable employment agreements.

Principles

We will consult with you (and your representatives where relevant) on the procedures for the management of the change process, including how reconfirmation and reassignment will take place.

We will clearly communicate all decisions regarding the change process.

We will provide you with the opportunity to comment on any proposals that may potentially impact on your employment through meaningful consultation before any decisions are made, allowing sufficient time to consider options and provide feedback.

We will manage change:

- In a fair and transparent way, ensuring any issues raised will be handled as fairly and consistently as possible throughout the process;

- With careful attention to the legislative framework for change and the provisions of the applicable employment agreements; and

- In a manner that aims to ensure a motivated and engaged workforce.

We will communicate with you:

- In a timely and transparent manner;

- Providing an explanation of the reasoning behind the change proposals;

- By being responsive to requests for clarification or further information; and

- Jointly with staff representatives and staff forums where appropriate and agreed.

We will endeavour to minimise the impact on staff, suppliers and customers throughout the change process and to ensure business delivery is maintained.

Change Impact

If you are affected by change:

- Your choices and preferences will be taken into consideration where possible;
- You will be provided with an outcome as soon as practicable; and
- We will explore all reasonable options for you as far as is reasonably practicable.

The Ministry of Transport aims to minimise the impact of role reductions where possible through the use of attrition, appointment to new roles or reassignment to alternative roles (with retraining if practical).

Appointment and reassignment processes for new roles will be fair and transparent.

You will have a range of information and other forms of assistance so that you are supported through change.

Scope

The principles of this Protocol are consistent with the applicable employment agreements. The Protocol describes how change will be implemented during the change process and in accordance with relevant provisions within employment agreements.

Organisational change will take place where one of the following events takes place:

- Significant changes to structures are required;
- Significant, non-gradual changes to the skills or competencies to perform the work are required;
- The duties performed by certain roles are no longer required; or
- The work needs to be performed in a different location.

Where you are seconded from your substantive (permanent) role into another role or 'acting' in another role, it will be your substantive (permanent) role which will be used to determine whether you are impacted or not by the proposal.

Process

Consultation

We will provide you with the opportunity to have input into any proposals for organisational change that have potential to impact on your role. This means that we will:

- Provide you with the proposal together with the information you need to fully understand the rationale behind the proposal;

- Provide you with sufficient time to consider the proposal;

- Provide the opportunity for you to ask questions and comment on the proposal, including putting forward any alternative suggestions you may have; and

- Consider and respond to points raised by you during the consultation process.

Feedback

We will gather all feedback from staff members and review the feedback against the proposal. Feedback will be considered when finalising the proposal.

If requested, we will meet with the PSA and endeavour to reach agreement on the matters presented in their submission, or on the process for implementing change and managing those affected by it. In the event that the parties cannot reach an agreement, the Chief Executive will be entitled to make the final decision.

Decision

We will release the decision, where possible, to staff whose roles are directly affected before the wider release. The decision will include:

- The identification of roles disestablished / significantly changed as a result of the change;

- The rationale for the decision;

    The implementation process and timeframe; and

- Support services available for affected staff.

Implementation

If the change process directly affects your role, we will look to place you in another suitable role through a matching process of reconfirmation and reassignment. The intention of these processes is to place as many affected staff in roles in the new structure as possible.

Matching

A matching process will be used to determine which roles match most closely to the new roles, so that affected staff can be reconfirmed or reassigned.

Reconfirmation

If it is determined through the matching process that a new role is the same or substantially similar to a staff member's current role, then the staff member may be reconfirmed into that new role.

For the role to be the 'same or substantially similar', the following must apply:

- The work content of the role is the same or nearly the same as the current role;

- The salary and other terms and conditions for the role are the same or nearly the same; and

- The location is the same or within a reasonable commuting distance.

Where there are a number of people doing the same or nearly the same roles, and there is the same number (or more) of those roles in the new structure, then those staff members will be reconfirmed into one of those new roles.

If there are more staff members who could be reconsidered for reconfirmation than the number of such roles available in the new structure, a contestable selection process (ring-fenced to those staff members) will be used to reconfirm the successful candidates into those roles, in accordance with the normal Ministry process.

If you are offered reconfirmation and you do not wish to take up the role you will not be entitled to a redundancy payment.

Reassignment

Where there is no role suitable for you to be reconfirmed into, you will be considered for reassignment to a suitable alternative role.

For a role to be a 'suitable alternative role' for you to be considered for, reassignment to, the following must apply:

- The role is suitable given the staff member's skills, abilities and potential to be retrained within a reasonable timeframe;

- Salary and terms and conditions would be the same or substantially similar; and

- The location is the same or within reasonable commuting distance.

Affected staff will be considered for reassignment to roles created by way of the restructuring through a contestable selection process, in accordance with the normal Ministry process. In this situation, consideration may also be given as to whether voluntary redundancy or early retirement would be a suitable alternative to a contestable selection process taking into account business needs.

If you are offered a reassignment to a suitable alternative role and you do not wish to take it up you will not be entitled to a redundancy payment.

Roles to be advertised externally

Where The Ministry of Transport considers that the pool of internally affected staff does not have the necessary skills and experience for any new roles (including but not limited to tier 2 and 3 roles and specialist roles) it may advertise those roles both internally and externally at the same time.

If any affected staff member applies, and does meet the requirements of the role, they will be given preference for appointment over non-affected candidates.

Redeployment

Affected staff may also apply for any other available roles within The Ministry of Transport. Such roles will be filled by way of a contestable recruitment process but affected staff will be given preference for the roles, provided they meet the requirements of the role.

In some situations, a role in the new structure may have similarities to a current or disestablished role, but the degree of change means that it would not be a suitable alternative for redeployment. The Ministry may still offer this as a redeployment option to a staff member recognising that there may be some changes to terms and conditions of employment. In such circumstances, there may not be a contestable process.

In the event that you are offered and accept another position in the wider State Sector prior to the expiration of your notice period or immediately after your employment with the Ministry ends, you will be considered to have been redeployed and the Ministry's responsibilities under these provisions shall be fulfilled.

In such circumstances, you may not be entitled to any redundancy payment under the relevant clause in your employment agreement. This is because under section 61A of the State Sector Act, if you are offered and accept another position in the State Services that is on no less favourable terms and conditions, or you are offered an 'alternative position' in the State Services you may not be entitled to a redundancy payment. Each of these situations is elaborated upon in section 61A.

Resolution

In the event that no alternative options are identified, you will be given notice of termination and will receive outplacement support and redundancy compensation in accordance with your employment agreement and subject to section 61A of the State Sector Act 1988.

Review Process

The Ministry of Transport Recruitment policy does not provide for a review of appointment during a change process. However, unsuccessful candidates will be given the opportunity to request the reasons for their non-appointment and have the opportunity to meet to discuss this.

There will also be a panel established to consider any complaints or grievances arising from the restructuring process. The panel will consist of at least one Ministry of Transport and one union representative, and will seek to reach agreement on how to respond to any such complaints or grievances raised. In the absence of agreement, however, it will be for Ministry of Transport to determine its approach.

Staff Support

Support will be available to you during the change process whether your role has been identified as affected or not as the impacts of change can affect all of us. Support may include change workshops, CV preparation, interview skills training, career advice or counselling support services as appropriate to meet the individual's situation. As appropriate, during the notice period Ministry of Transport shall make reasonable efforts to help affected staff members take up suitable alternative employment in the wider State Sector.

Annex C: Current Organisation Structure

Organisation Structure

The current structure has six direct reports to the Chief Executive. This includes one Deputy Chief Executive (DCE) four General Managers (GMs) and an Executive Assistant to the Chief Executive. The DCE and GMs each have responsibility for an area of the Ministry business. The DCE and the GMs, together with the Chief Executive, make up the Ministry Leadership Team (MLT).

Reporting to tier 2 is a cohort of people leaders who are mix of managers and team leaders and named the Transport Managers Group (TMG).

The current structure is shown in the diagram on the following page.

Chief Executive — EA

DCE Specialist Advice & Strategy — Executive Assistant

GM Road & Rail

GM Aviation & Maritime — Executive Assistant 2 & 3

GM Sector Performance — Executive Assistant

GM Organisational Development

- Strategy Director (2)
- Policy Manager Programmes (5)
- Strategic Direction & Performance Policy Manager
  - Principal Adviser
    - Senior Adviser
      - Senior Adviser
        - Graduate Adviser
          - Graduate Adviser
- Chief Legal Adviser
  - Principal Solicitor (2)
    - Senior Solicitor (2)
      - Solicitor
        - Graduate Solicitor
- Private Secretary - Transport (3)
  - Administration Private Secretary - Transport
- Financial, Economic, Statistical Analysis Manager
  - Principal Scientist
    - Principal Scientist
      - Principal Economist
        - Principal Modelling
          - Senior Scientist (2)
          - Senior Economist
          - Economist
          - Transport Systems Modelling Snr Adviser
          - Data & Analytics Analyst
          - Technician
          - Graduate Adviser
- Land Transport Safety Policy Manager
  - Principal Adviser (2)
    - Senior Adviser (4)
      - Adviser
        - Graduate Adviser (2)
- People & Environment Policy Manager
  - Principal Adviser (2)
    - Senior Adviser (5)
      - Adviser (4)
        - Graduate Adviser
- Auckland & Urban Planning Director
  - Principal Adviser (2)
    - Senior Adviser (3)
      - Adviser (2)
        - Administrator
- Aviation & Security Policy Manager
  - Principal Adviser (2)
    - Senior Adviser (3)
      - Adviser (3)
        - Graduate Adviser
- Maritime & Freight Policy Manager
  - Principal Adviser (2)
    - Senior Adviser (4)
      - Adviser (2)
        - Graduate Adviser
- Technology & Transport Systems Policy Manager
  - Principal Adviser (2)
    - Senior Adviser (4)
      - Adviser (2)
        - Graduate Adviser
- Funding & Infrastructure Policy Manager
  - Principal Adviser (2)
    - Senior Adviser (4)
      - Adviser
        - Graduate Adviser (2)
- Governance & Accountability Policy Manager
  - Principal Adviser (2)
    - Senior Adviser (3)
      - Adviser
        - Graduate Adviser
- Finance Manager
  - Financial Accountant
    - Management Accountant
      - Senior Accountant
        - Accounts Officer
  - Principal Adviser PMO
  - Business Analyst PMO
- Business Support Team Leader
  - Business Support Adviser
    - Reception / Facilities (2)
- HR Team Leader
  - Business Partner
    - Senior HR Adviser
      - HR Analyst
- Engagement & Comms Team Leader
  - Senior Adviser (3)
    - Graduate Adviser
- Knowledge & Systems Team Leader
  - Senior Adviser (IT)
    - Knowledge Adviser
      - Official Correspondence Coordinator
      - Web & Systems Analyst

- NZSAR Secretariat Manager 5
- NZSAR Support Programme Coordinator
- NZSAR Assurance Coordinator
- NZSAR Secretariat Senior Adviser
- NZSAR Office Manager/ Administration Support

Legend:
- Disestablished
- Reconfirm
- Reconfirmed, Expressions of Interest
- Reassign
- Reassign, Expressions of interest
- Reassign Cohort size reduction
- Out of scope

Document 2

June 2017 – Organisational Review

Document Name: Decision Document June 2017 FINAL

Organisational Review

Ministry of Transport

15 June 2017

Final Decision Document

Foreword from Peter Mersi, Chief Executive

Thank you for your commitment to the Organisational Review process and participating so extensively over the past four months. I know the review has come at a busy time for the organisation, but getting our structure and operations right is something we needed to prioritise to meet the fast and evolving need for good quality regulatory and policy advice.

Following a rigorous process which included extensive information gathering, developing a Proposal document, consultation on that Proposal and finally the decision making phase, I am confident we have developed an operating model and structure to help us become a high-performing organisation. However, we know that success is not determined solely by structure, so this document sets out both how we will structure ourselves and how we will transition to our future organisation, and the way we need to work.

For those people whose roles are affected by the review, I would like to signal to you early, that it does not necessarily mean that there is no role for you at the Ministry. I encourage you to consider new roles offered by our new structure.

The value of consultation

As you read this document and become familiar with our new structure, you will notice a number of differences to the Proposal document. In response to your feedback, the final structure and operating model have changed quite a lot. While some of you might look at the changes I have made and conclude that they have substantively modified the Proposal, the reality is that the high-level structure and operating model were largely supported by the consultation process. I am pleased that the consultation process worked as intended and that the finalised structure has been improved by your input.

I emphasised at the beginning and throughout the process how important it was for you to be involved as you are closest to the day-to-day business and best understand the intricacies of how we operate. We achieved good levels of participation both internally and externally throughout the review process which has really benefitted the review's outcome.

Ministry participation included identifying what we could improve on, what was working well, followed by asking questions and reviewing the Proposal. There was good participation at each stage: 78% of you attended a sounding session, and 89% of you logged into *ConsiderThis* to read and/or review the Proposal during the consultation period.

Your feedback included 379 *ConsiderThis* submissions and 1,335 votes on colleagues' submissions. Along with input from key stakeholders, I was given a clear steer on the changes we need to make to become what we want, and need to be - a more front-footed and influential organisation.

Why did we do a review?

Simply put, the review is part of making sure policy and regulation keep evolving.

The environment in which we work has changed significantly and I believe we need to make bold change now to deliver what is being asked of us. As good as we are, we can do better, and it was timely to review the organisation so it is has the right structure and processes to meet the challenges of the next 10 years and beyond.

The drivers for change include the following factors:

- our Minister sees room for improvement in both the depth and breadth of our policy advice and wants us to be more proactive and influential
- public sector Chief Executives have been charged with collaborating effectively across the public sector rather than operating from our individual portfolio perspectives
- our key stakeholders want us to take the lead in the transport sector
- considerable effort is being put into issues such as urban development, housing, regional development and tourism across the public sector – all of which could benefit from a more cohesive and strategic transport perspective
- issues in the environmental and social areas are also in need of more attention.

Support

You may be feeling unsettled now that we have a confirmed new structure and we know how you and your colleagues will be affected. If you are finding it hard, please reach out and take advantage of the available support, as outlined in section five of this document.

We have faced a number of sizeable challenges as a Ministry over the past year - quite aside from our regular work – and it is my observation that the Ministry is resilient and has coped very well by pulling together and looking after each other.

Next steps

Our new operating model and structure have been our focus for some time now. Now we need to switch that focus to transitioning the Ministry into the new design. Advertising for our new roles starts as early as tomorrow and recruitment will be sequenced so, wherever possible, managers can be involved in the selection of their own teams.

We will bring you the detail of each review phase in a timely way, but if anything is unclear please see the Organisational Review Team (ORT) or contact me.

Thank you

Like many of you, I am ambitious for the Ministry and I am confident that our new structure will help us become a high-performing organisation, delivering what we need to as a Ministry. Thank you again for your contribution to this goal. The design of our organisation is better as a result of your suggestions.

Peter Mersi
Chief Executive

How to read this document

Purpose of the document

This Final Decision Document outlines the finalised organisational structure and operating model for the Ministry of Transport (the Ministry). It takes into consideration feedback received in response to the proposal that I shared with you on 3 May 2017.

The document does not respond to every piece of feedback, question or suggestion received during consultation. Instead, we used *ConsiderThis* as our channel for feedback discussions and responses to questions, as well as receiving direct feedback from some people/teams. This document captures the broad themes from that feedback and provides my response, which includes a number of changes from the Proposal.

I expect you will recognise many of these themes as they represent much of your thinking and feedback on the proposed structure. The organisation charts in the body of the document are also reproduced in Annex A in a more readable form. These have been printed on A3 for ease of reading. The contents below provides a description of where information can be found in the document.

Once you have read this document, you may have further questions. You can discuss them with your colleagues, managers or the Organisational Review Team (ORT). If there is anything specific you would like clarified, you can contact me direct or through the ORT email address.

	Contents
Section One	• Following an introduction from Peter Mersi, this section contains an **introduction** to the Final Decision Document
Section Two	• This sections provides an Executive Summary which includes **key changes to the structure from Proposal**
Section Three	• This section provides information on **key themes and decisions from your feedback** and including the high-level structure and approaches Ministry wide
Section Four	• This section has **key themes and decision** of the **Final Structure** across the Ministry: ° Chief Executive / SLT / Directors ° Regulatory and Data ° Strategy and Investment ° Governance and Engagement ° Corporate Services
Section Five	• This section provides information on **Recruitment Process and Next Steps** in the different categories, **Transition** and ORT, the **Timeframe** and **Support structures**
Annex A	• Organisation wide chart (A3)

Section One: Introduction

The Proposal that I released on 3 May has benefited significantly from the substantial amount of input from across our organisation. As a result, the final operating model and structure for our organisation has been refined and changed.

Given the breadth of perspectives I have received, it is impossible for me to comment on each individual submission or idea that you have posed. What I can assure you of is that all your feedback has been carefully considered by both me and the ORT. As is accepted practice for organisational reviews of this nature, this document discusses the general themes that emerged from your feedback.

A clear mandate for change

Early in the review process, we undertook a series of sounding sessions which provided an opportunity for everyone to tell me what you thought was working well, what needed to be fine-tuned and what was broken. Alongside this, the ORT met with a range of internal people and key external stakeholders to hear what they thought of the Ministry and how we are performing our role. I also received direct feedback from our Minister.

Having taken on board all of that feedback, as well as your input from the consultation on the Proposal, there are a number of areas we all think can be improved:

- We need to take a more **active leadership role** – we have an important stewardship role and, as such, we are expected to:
  - o Ensure that the transport system as a whole is unified and planful in its approach.
  - o Be actively influencing the wider government sector on broader economic, social and environmental related agendas and issues that touch on our sector.
- We need to be **brave and courageous** – both we and our external stakeholders want us to be more courageous in putting forward our view and they want us to be prepared to take risks.
- We need to be more **joined up** – too often we heard from our stakeholders that we are not talking to each other enough and that we are not working collectively as one organisation. We are also absent in a number of the key discussions that are happening across the public sector in the social, economic and environmental spaces. To illustrate our commitment to our work, we need to actively work more collaboratively across the Ministry – involving related teams in our work early in order to achieve a more joined-up approach to policy development.
- We need to be focussed on **being more proactive, deliberate and timely in our advice**.
- We need to be more **strategy-led** – a consistent piece of feedback externally is that we need to be leading the development of a medium-term strategy for how we get to the long-term vision for our sector.

We have a huge opportunity in front of us. To realise this we need both an organisational design and a new way of working that fits the boldness and ambition of our vision and purpose.

A new way of working

In the Proposal document, I outlined my vision for changing our operating model. It is clear that, while there are some good things associated with the current professional services model, the vast majority of us see real benefit in changing this model for the future. As such, the section two discusses my decision to discontinue the professional services model.

In addition, many submitters focussed on the need to map existing business-as-usual (BAU) work into the new structure. The underlying assumption appears to be that existing work programmes for individuals and teams will remain as they currently are, but simply be done in a different team. To achieve our ambition of becoming a high-performing organisation, I am clear that this is not what I see working in the future. It is clear in feedback from our Ministers and externals that we need to change what we are doing and prioritise our resource differently. This means that we can all expect to be doing things differently in the future and that we will be focussing on different areas of work. We need to be more adaptive and flexible and to be proactively finding new ways delivering existing BAU in the most effective and efficient way possible. We also need to be prepared to stop and change direction on existing work.

It is my expectation therefore that, once we stand up the new organisational structure, the Senior Leadership Team (SLT) will review the current work programmes to ensure teams are focussed on what's most important for our organisation and the transport sector now and for the future.

To achieve our ambition, we are going to need to work very differently from how we currently work. Some examples to illustrate this change are below.

- I have decided to move away from the current OD Helpdesk model of providing administrative support to our organisation. Instead, we will have a Business Support Team led by a manager who will lead a team of PA/Team Administrators who will work across our business and support managers in diary and inbox management, along with administrative support to the teams they work with. This model will require us to think quite differently about what we each do in our respective roles and how we leverage each other's capabilities and skills best to get maximum effectiveness and efficiency across our organisation.
- I will be looking to managers to actively collaborate on key strategic projects to ensure we achieve the outcomes we seek.
- I have decided to implement Communities of Practice to ensure we share ideas, build capability, and strengthen our advice.
- I have been clear in my expectation that managers will be held accountable for particular projects on their team's work programmes. I also acknowledge that, at times, managers may need to access additional capability and capacity to enable them to achieve certain deliverables. In this instance, I expect that managers will be able to access additional capability and support from, for example, the Strategic Policy and Innovation Team and Investment Team (and this has been factored into the resourcing of these teams).
- The new structure and operating model includes some different types of roles and teams from what we currently have. For example, we have Directors featuring in both the policy groups. We will need to work collaboratively together to get used to how we use these resources in the best possible way. There are many options available to us. One

example that I have been thinking about is whether, given the importance of the Intelligent Transport Systems (ITS) work, we task one of the new Directors with ensuring the various parts of the ITS work are brought together in a cohesive, manageable and strategic way. I welcome further thoughts from all of you on how we can become "bigger than the sum of our parts".

A clear mandate to deliver

On 25 May 2017, I was very pleased to advise everyone that, as part of Budget 2017, we have received an additional $13.2 million over the next four years to increase capacity and capability across our organisation. This new funding starts with an additional $1.5 million in the coming financial year, and increases to $4 million per annum – or an 11% increase in our baseline.

This additional funding is very significant in the current environment and comes at a particularly opportune time for us.

I have been clear throughout that I decided to undertake this review regardless of whether there would be additional funding available to the Ministry. Given the feedback received early on in the process, it was always clear that we needed to change how we work and how we structure ourselves in order to meet the increased demands of Ministers, external stakeholders and New Zealanders in general. The Proposal on which you have all had the opportunity to comment was based on working within our existing headcount cap of 155 full time equivalents (FTE). I have been clear that I always intended the proposed structure to be scalable so that, should we receive additional funding, we would have the option for more resource to be added. Our successful budget bid means we can increase resources, particularly into the policy function, so that we can focus more deliberately on issues around the rail system, transport resilience, regional growth, urban development and Auckland.

At this stage, the total FTE has increased to 165.5 FTEs[1]. I have not allocated the additional funding from 2018/19 onwards as I think it is important we retain some flexibility in the short term given the high degree of uncertainty about where those future demands might be and what the best response should be.

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[1] The final structure has a total headcount of 165.5 FTEs (which includes two transitional FTE roles). The five FTEs for NZSAR and the two Revera FTEs are not included in this figure. Of the 165.5 FTEs, 13.5 FTEs are new roles since the Proposal document.

Executive Summary - Overview of Structure (A3 version on Final page of this document)

Section Two: Summary of Key Changes following Consultation on the Proposal

As a result of the feedback, here are the Top 10 key structural changes at a glance.

Overall

- Following Budget 17, I have inserted additional FTEs into our final structure. You will recall that the Proposal was based on working within our headcount cap of 155 FTE. The final structure has a headcount of 165.5 FTE, with the majority of this additional resource being inserted into the policy groups.
- I have made various name changes to groups, team and role titles throughout the structure in order to better describe what these groups, teams and roles will do.

Policy Groups

- Based on feedback, I have re-cut the policy teams and created an additional policy team. This means that, instead of seven policy teams across the two policy groups, there are now eight policy teams. These teams now better reflect both the nature of current work but also, importantly, areas of focus that I consider the organisation will need to focus on in the future.
- Related to the above, and based on feedback around the need for us to have capacity to address emerging issues, I have also built capacity into the Strategic Policy and Innovation and Investment Teams, as well as into the Director roles, so that they are able to pick up new issues as they arise
- In response to feedback, I have recast the Data, Research and Analytics and Economics, Modelling and Evaluation Teams. These will now be called the Domain Strategy Economics and Evaluation Team and the Analytics and Modelling Team (these are discussed in more detail in section 4).
- I have added a Chief Scientist role into the Strategy and Investment Group who will report to the DCE MoT Strategy and Investment. This will be a part time role.
- I have made some changes to which teams our Auckland-based people will work in. This change has been made partly to ensure our Auckland people have at least one colleague in the same team.

Corporate Services / Governance and Engagement

- A Correspondence Administrator role has been added to the Engagement and Communications Team. This role will be split equally between providing Official Correspondence support[2] and additional PA/Team Administrator support to the Governance and Engagement and Corporate Services Groups.

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[2] To both the Official Correspondence Adviser and to the Private Secretaries

- Based on feedback, I have made it clear that the Manager Digital and Knowledge (Manager ICT and Learning under the Proposal) will require skills and experience in ICT and Digital systems given my intention that we undertake a fundamental re-look at our ICT platforms and systems in the near future.
- Having reflected on the nature of our current and potential future 'commercial' related work, I have created a new Investment policy team in the Strategy and Investment Group. This team will not only be responsible for the Government Policy Statement on Land Transport (GPS) (both development and monitoring) and the National Land Transport Fund (NLTF), but they will importantly, have additional capacity to work across the organisation on large issues (such as another City Rail Link (CRL)) or emergent issues (should we need to work on an issue like Clifford Bay for example). Alongside this team, I am also looking to the Governance Team (now the Governance and Commercial Team) to provide commercial nous and expertise on particular projects. This will require both of these teams to work closely together in the future.

There are a number of changes beyond those discussed above that are in direct response to your feedback. I encourage you to have a close look at this document in order to get a full appreciation of what our new organisational structure entails.

Section Three: Key Themes and Decisions

Overview

A huge amount of feedback was received on the Proposal document, including suggested changes and improvements. I want to thank you all again for taking the time to provide your views.

The following section summarises the key themes that emerged from your feedback, and my response to those themes. Where applicable, any changes that have been made to the original Proposal as a result are identified.

Operating Model

Key areas of feedback in this section related to:

- The professional services model
- Rotation policy
- Communities of Practice
- Capability
- Career opportunities
- Vision, values and purpose

Feedback	Response
A significant number of submitters agreed with the Proposal to disestablish the professional services model. Others expressed a view that perhaps there was a way that certain features of the model could be retained (such as the ability of MoT to gear up project teams matching skills to tasks).	I agree that the professional services model should be discontinued. I note the views of those of you who expressed alternate views. I am of the view that, with clearer organisational priorities, the new model and structure will enable us to flexibly resource priority projects in the future.
Feedback indicated general support for Communities of Practice being utilised to help drive better internal collaboration. Submitters were keen on the idea of policy quality being a candidate for a community of practice. A number of suggestions were also made for additional Communities of Practice.	I agree developing effective Communities of Practice across our organisation is one of the tools we can use to ensure we are collaborating much more effectively in order to share knowledge and to make sure important pieces of work are being developed in a cohesive way. Increased collaboration through mechanisms such as Communities of Practice will also enable us to be more joined up and to illustrate this more comprehensively in our dealings with external stakeholders. I intend to proceed with the concept of Communities of Practice and I will work with the new Tier 1–3 Leadership Group to

	develop a framework on how we can best do this effectively, both in a formal sense (for example, by setting up teams of individuals across MoT charged with focussing on topics such as policy quality) and in an informal way (through, for example, establishing internal 'chew sessions' to think about topical problems we are grappling with).
A number of submitters indicated support for the idea of reinstating rotation in the Ministry. Suggested areas for further thought included making sure a rotation policy is fit for purpose and not mandatory, and that thought is given to how this applies to different roles in the Ministry (e.g. policy advisers, managers and graduates).	Agreed, I intend to task the new DCE MoT Corporate Services to develop a rotation policy for the Ministry. I note that, under the final structure, graduate roles will now be non-specialist and therefore graduates will be able to be considered for rotation.
Support for the new SLT and Tier 1–3 leadership cohort and the model of driving accountability and responsibility at all levels across our organisation.	Agreed, this will be critical to the success of the new operating model and structure.
Support for the new SLT having collective responsibility and accountability for the organisation and decisions.	Agreed, this will be critical to the success of the new operating model and structure.
Support for the establishment of a People and Capability Sub-committee and acknowledgement of the need for a review of our performance framework.	Agreed, I intend to task the DCE MoT Corporate Services with undertaking a review of our performance framework in the coming year.
Several submitters reflected on the role of Directors (and Principal Advisers) in coaching and mentoring staff and the importance of making expectations clear in this space while also building in sufficient time for this to be given priority.	I agree and believe the role descriptions adequately cover my expectations of what these roles will be expected to achieve in the future.
General support for providing stretch projects for staff in order to promote career development across the Ministry.	Agreed, I believe the new structure will support all staff being given the opportunity to work on stretch projects.
A few suggestions were made for small changes to the new Vision, Values and Purpose.	The Backbone Team was entrusted by the Ministry to develop the VVP and was provided in the Proposal as context for the wider review. I am comfortable that the VVP remains appropriate for the organisation going forward.

Having taken on board all the feedback I have received, I have decided to:

- Discontinue the professional services model effective 2 October 2017 and implement our new linear accountability driven operating model with a particular focus on:
  - improved governance, decision-making and prioritisation of our work;
  - building a strong culture of collaboration (both internally and externally);
  - promoting enhanced career opportunities for our people; and
  - improved support systems

- Rename the Ministry Leadership Team the Senior Leadership Team (SLT).
- Make all the new roles on SLT, Deputy Chief Executive (DCE) level roles
- Establish Director, Auckland and Chief Financial Officer roles at Tier 2.5
- Instigate a Tier 1–3 Leadership Group in the Ministry which will be charged with:
  o Actively fostering a culture of personal and collective leadership of the organisation;
  o Ensuring the Vision, Values and Purpose of our organisation are embedded and that, as a leadership cohort, we are exhibiting those same values in our everyday conduct and behaviour;
  o Embedding the internal policies in our organisation and ensuring we are all consistent in how we engage with our people on these policies; and
  o Proactively sharing information and insights in order to inform our strategic direction.
- Create two new SLT sub-committees, i.e. a Finance Sub-Committee and a People and Capability Sub-Committee, the membership of each sub-committee to be confirmed post 2 October 2017. Further, I propose to task the DCE MoT Governance and Engagement with developing Terms of Reference for these committees and with providing secretariat support to these committees as required.
- Establish an independent Risk and Assurance Committee.
- Make it explicit that SLT will collectively agree and own the strategic priorities for our organisation and that SLT will drive clear lines of responsibility and accountability for areas of work and deliverables to managers. Managers in turn, will have clear responsibility and accountability for the work programme allocated to their team and for the staff and budget associated with those teams.
- Establish a Project Management Office (PMO) resource in the Business Integrity Performance Team in the Governance and Engagement Group.
- Disestablish all Policy Manager Programme (PMP) roles.
- Establish Communities of Practice to foster greater collaboration across our organisation.
- Task the new DCE MoT Corporate Services to develop a new rotation policy for staff
- Task the new DCE MoT Corporate Services with re-evaluating our support systems in order to ensure that they are fit for purpose, simple and cohesive in light of our shift to a new operating model and our ambition to become a high-performing agency. A particular area of focus in this space will be in the digital and ICT space as we explore opportunities to align our data work with more sophisticated digital solutions.
- Confirm the Change Protocol outlined in Annex B of the Proposal Document.
- Confirm the VVP remains unchanged from that developed by the Backbone Team.

High-level Structure

Key areas of feedback in this section related to:

- The overall structure
- Resourcing and capacity
- The PMP role and our future capacity for big projects
- Principal Advisers
- Auckland
- Business support
- Ministerial servicing

Overall Structure

Feedback	Response
Several submitters requested that alternative structural options be put forward for consultation.	As I stated on *ConsiderThis*, my approach of putting forward one option for consultation is consistent with best practice for organisational reviews of this kind.
There were a number of alternate organisational structures submitted, some of which retained four groups (albeit with different conceptualisations of what those groups did) while others increased the number of groups (with consequent changes in focus).	The final structure retains four DCE roles and four groups as I consider this to be the optimum configuration for an organisation of our size and scope.
There was general support for moving away from modal based groups and teams. Where submissions expressed support for retaining modal splits, this was generally with a view to supporting development and retention of sector knowledge, and providing clear points of contact for stakeholders.	On balance, I have decided to continue with my proposed model moving away from modal splits.
There was mixed feedback on the proposed group structure, i.e.: • some submissions expressed support for the commitment to 'regulatory excellence' and the grouping of teams with regulatory responsibilities and a number of submissions expressed support for the Ministry adopting a strategy-led approach, and filling the 'mezzanine' policy area. Some submissions felt the regulatory/strategic split between groups would better enable this focus on strategy; • on the flipside, a number of submissions expressed concern about the demarcation between the regulatory and	A key driver for the proposed structural model was the very clear need for us to step up as an organisation and lead transport policy for our sector. This requires us to be at the forefront of developing the sector's strategy for the future. The final structure maintains a broad structure focussed on regulation and strategy as a clear signal to all of us, and our stakeholders, that we are going to be working in a different, much more strategic space than we have in the past. Alongside this, I am also keen that we maintain momentum and expertise in our very important regulatory related policy work. I am also clear that good strategy and policy cannot be developed without full

strategy policy groups, and questioned whether team roles covering regulatory operational policy blurred lines of responsibility with the transport Crown Entities.	engagement on the regulatory issues, and vice versa. So while the group structures are clear, working together to drive the best outcomes will be the over-riding criteria for how we will work.
A number of submissions suggested the need for an additional team or teams in the policy space. The suggestions included: a separate technology team, a team focussed on the GPS and NLTF.	As a result of the feedback, I have recast the policy teams. The structure now has eight policy teams (as opposed to seven in the Proposal document). The revised ambit of the each of the teams across the two policy groups is discussed in more detail in section 4.
There was also concern about the scope and breadth of the work within the proposed Strategic Policy and Innovation Team's remit.	As a result of feedback, I have re-thought the ambit of the Strategic Policy and Innovation Team's work programme and split some of this work into other teams' portfolios (discussed in section 4.
The need for a Chief Scientist to be clearly identified in the structure.	Agreed. This role has been added into the Strategy and Investment Group, reporting to the DCE MoT Strategy and Investment.
One submitter suggested moving the Governance and Engagement Group to better recognise this as a third policy lever, rather than a technical support function.	Agreed and actioned.
One team recommended that the split of the current FESA team should be reconsidered and presented a range of options from keeping the team as one, to new alternate ways of splitting the work programme/functions.	I have decided to adopt one of the options proposed in the feedback which sees two teams created, one team focussed on Domain Strategy, Economics and Evaluation, and the other team focussed on Analytics and Modelling. This is discussed in more detail in section 4.
A number of submitters acknowledged the need to move away from silos but some also weren't sure the proposed structure would eliminate this.	Whatever structure we have, silos will only be eliminated if we all work hard to collaborate and integrate across our organisation. It comes down to the 'soft-wiring' working well, and taking personal responsibility for making this happen.
The importance of sustained engagement with external agencies was raised, as well as the need for us to better articulate our role in both the strategic and policy space.	I agree that we need to be more actively engaging with external agencies. For this reason, I have retained the existing Engagement and Communications Team from the Proposal in order to ensure that we have sufficient capacity to build expertise in this space.
There was some uncertainty around whether the proposed resourcing in the Engagement and Communications and Information and Learning Teams would support these teams to make the step change expected.	In response to feedback, I have added some additional capacity into both of these teams. An additional Correspondence Administrator role has been added to the Engagement and Communications Team, which means that there should be less 'back up' support required from the Adviser/Graduate Communications role. This role will also

	provide additional administrative support to the Governance and Engagement and Corporate Services Groups (thus bringing the administration support to 1.5 FTEs as opposed to 1 FTE across the two groups). In recognition of the step-change needed in the ICT area, I have changed the name of the Information and Learning Team to the Digital and Knowledge Team to signal the importance of us working hard over the next few years to increase our digital capacity. Finally, I have confirmed the team membership of this team to include a Principal Adviser Knowledge Management and a Senior Adviser Knowledge Management to provide appropriate senior capability to support the step-change that is needed.

I have made a number of changes to improve the high-level organisational structure, following feedback. In addition to the points highlighted in the above table, I have also:

- made a number of changes to group and team names to better reflect the core remit of those teams/groups
- removed all modal references from team names, with the exception of the Rail and Freight team.

Resourcing and capacity

Feedback	Response
Resourcing – is it in the right areas? i.e. business as usual (BAU) versus strategy.	In light of feedback and our recent budget announcement, I have re-looked at the FTE resourcing in each team and re-assessed what I consider to be necessary in each area to meet both current BAU and future demands. The FTE headcount in the final structure has increased to 165.5 which reflects the additional money the Ministry has received from the next financial year. Due to the uncertainty around our work pressures from 2018/19 onwards, I have not made any decisions yet on how to best allocate the additional funding from 1 July 2018. This signals a desire to be adaptable to ensure we are prioritising the right areas of work to achieve the key outcomes that are expected of us.

There were a number of questions around FTEs in the proposed structure and whether team structures took into account the fact that some staff work part-time hours.	In the final structure, all roles are FTE. However, where people are reassigned or reconfirmed and have current terms and conditions that have been agreed, these will remain as we move into the new final structure. When the Expression of Interest (EOI) processes are undertaken for Principal Advisers, Senior Advisers and Advisers to place people into new teams, consideration will be given to ensure that teams have a mix of both part-time and full-time people in roles. Looking forward, we will consider requests for part time employment on a case-by-case basis. In doing so, I want us to be particularly of the mindful of the need to both ensure the business needs of the Ministry are met, whilst also attracting and retaining the best people.
There was some concern around succession planning in that it was not clear how this would work.	There will be opportunity in this final structure for individuals to move between teams in order to gain experience and enable succession. However, we are a small organisation and, at times, opportunities for development and succession will require us to look outside our organisation to fill roles. Similarly, to ensure our people are able to realise their potential, I want to ensure they are seen as credible candidates for larger roles elsewhere in the public sector.
Concern about the level of resourcing required to complete business as usual (BAU) work, and the allocation of resources in the regulatory policy teams to deliver this work. In particular, there was concern about the resourcing of the proposed Aviation and Maritime, and Road and Rail Teams.	As noted above, I have reassessed the FTE resourcing across all the teams and I consider that the final structure enables sufficient capacity for each team to meet both current BAU and future demands. However, it is my expectation that we will explore new ways to deliver our important BAU, so that we are as efficient and effective as we can be in the future.
A number of submissions questioned how any additional resources arising from the Budget bid (i successful) would be distributed.	The Proposal worked within our existing financial capacity and SSC FTE equivalent cap (i.e. 155 FTE). The final structure takes account of the additional money we have been awarded as part of Budget 17. I am aware of assumptions about the number of roles this provides for. We have worked on the assumption that we can afford about 10-14 additional roles at the moment. This takes into account overhead costs, and retains some flexibility to bring in additional resource (i.e. consultants). The budget will increase further in out-years.

Related to the above, there was also some concern about a perceived overall reduction in policy staff, compared to the status quo.	In finalising our organisational structure, I have taken the opportunity to right-size our workforce model so that we have an appropriate mix of Principal Advisers, Senior Advisers and Advisers in the policy area. Because of the recent budget decision, I have also been able to increase the number of FTEs in the policy area relative to the Proposal. In addition to this, however, as was highlighted in the Proposal and is now confirmed in this final decision, I have added 4 FTE of additional administrative support into the policy function through the creation of the dedicated PA/Team Administrator roles. This will enable all policy staff to spend more time doing what they do best (policy) by drawing on the expertise provided by the new specialist administrative staff for such things as formatting documents, proof-reading, etc. These PA/Team Administrators will also provide diary and inbox management to managers.

As highlighted above, I am looking for us to work quite differently in the future.

It is my expectation that, in order to become high performing, we need to move away from operating as we always have when it comes to some of our BAU functions. As I stated earlier, there is a clear assumption in the feedback that all existing work programmes for individuals and teams will remain as they currently are, but will simply be done in a different team. To achieve our ambition of becoming a high-performing organisation, I am clear that this is not what I see working in the future. It is clear from feedback from our Ministers and externals that we need to change what we are doing and prioritise our resource differently. Our BAU functions are important and must continue to be done. However, we should all expect to be doing things differently in the future and focussing on different areas of work. We need to be more adaptive and flexible, and find new ways of doing our existing work more effectively and efficiently. We also need to be prepared to stop and change direction on existing work

As I have commented above, I have taken this opportunity to look afresh at our workforce and the allocation of resourcing and to, as best I can right now, right-size us for the future. This means that we can all expect to be working 'in roles' much more effectively than we have in the past. This will be achieved through, for example:

- Principal Advisers having clear expectations and being supported and empowered by their managers to perform the full ambit of those expectations. To do this, they will need to use the expertise of Senior Advisers more effectively. This means that some of the work that Principal Advisers may be currently doing will be done by Senior Advisers in the future (with Principal Advisers taking a mentoring role).

- Managers doing less administrative work (as a result of the increased support of PA/Team Administrators) enabling them to spend more time leading and coaching their staff, as well as influencing externally and internally.
- Managers being accountable for the quality of the briefings and reports that their teams submit to the Minister, and delivering quality by drawing on the full range of expertise available to them in their teams and beyond.

The Policy Manager Programme (PMP) Role and our Future Capacity for Big Projects

Feedback	Response
A range of submissions questioned whether the proposed structure provided sufficient capacity for new big projects, with the proposed removal of the PMP roles and reduction of one Principal Adviser role.	I agree that it is important that the Ministry retain sufficient capacity to deliver significant, cross-cutting projects. As discussed earlier, I have re-cut the policy teams, created an additional policy team, and increased the number of policy staff. There is now some 'surge' capacity distributed across the teams, in particular in the Strategic Policy and Innovation Team and the Investment Team. In addition, the new Director roles also provide the ability to draw in senior resources on large issues.
Feedback suggested that we may do two or three of these projects a year and that these cannot, or should not, be delivered by a single team on top of BAU.	In reality, we will never have a 'standing army' of quality people waiting around for the next big project. We need to be adaptable (both as individuals and as an organisation), and to be able to prioritise our work to deliver what really matters to Ministers.

I agree that it is very important that we are able to resource these types of projects when they arise. However, I do not believe that retaining the PMP role, or the professional services model, is the answer to achieving this outcome.

Given my strong view on the need to drive accountability within the Ministry, I remain convinced that the responsible manager for an area should be, in the majority of instances, capable of picking up a major project and delivering this alongside their BAU. This model not only reinforces our operating model driven off accountability, but also enables managers to utilise their institutional and subject matter knowledge in guiding the team on the major project.

I am confident the organisational structure provides the capacity and capability to allow us to resource these major projects through driving accountability for significant projects to responsible managers who will, in turn, be responsible for ensuring adequate resourcing to deliver that project. Managers' choices for resourcing major projects will include:

- utilising the new Directors, and/or allocating the work to a Principal and Senior Adviser in their own team;
- requesting additional support from the Strategic Policy and Innovation Team in the form of a Principal or Senior Adviser to provide additional capacity, the Investment Team (see below), or indeed from other teams who may have the right capability and the ability to prioritise their work;
- requesting support from the Project Management Office (PMO);
- bringing in additional resources/specialist skills through the consultancy/contractor budget.

Finally, in addition to all of the above, I note that in adding an additional policy team into the structure, I have created an Investment Team that does have additional resources built into its FTE headcount and hence, the ability to provide 'surge' capacity should we obtain a one-off project requiring immediate attention and resource.

Principal Advisers

Feedback	Response
A number of submitters raised concerns about the proposed reduction in Principal Advisers based in Wellington. This was most apparent in relation to the proposed Aviation and Maritime Team, and Road and Rail Team, where feedback suggested that the work that these teams would do was of such a volume and nature that it warranted two Principal Advisers (per team).	The final structure includes 11 Principal Adviser roles. I have accepted feedback regarding the nature of the Aviation and Maritime Team and have adjusted the team structure to include two Principal Adviser roles. I expect the team profile to be reviewed the next time one of these roles becomes vacant. I have also included a Principal Adviser role in the Domain Strategy, Economics and Evaluation team, which takes into the nature of the team's expected work programme and skills required.
Related to the above was the concern that reducing the number of Principal Advisers would risk losing sector knowledge, senior capability, as well as undermine our commitment to domain knowledge.	As noted above, the final structure includes 11 Principal Adviser roles – the number we currently have in the Ministry.
Several submitters reflected on the role of Principal Advisers in coaching and mentoring staff and the importance of making expectations clear in this space while also building in sufficient time for this to be given priority.	I agree and believe the role descriptions adequately cover my expectations of what Principal Advisers will be expected to achieve.

In finalising our organisational structure, I have taken the opportunity to right size our workforce model so that we have an appropriate mix of Principal Advisers, Senior Advisers and Advisers in our structure.

I agree that we need to ensure that Principal Advisers are bringing their intellectual heft and sectoral institutional knowledge to our work. Therefore, it is my expectation that, in the future, Principal Advisers will be leading our most complex projects and programmes in order to ensure our key priorities and outcomes are being delivered to the highest standard. This means that, in the future, some work currently being undertaken by Principal Advisers will need to be allocated to senior advisers as we concentrate our more senior resource on our most important work. This model will also involve Principal Advisers mentoring and coaching Senior Advisers in order to grow our capacity for the future.

Approach to Auckland

Feedback	Response
There was feedback on the need for the Ministry to continue to be able to provide a 'system' view of Auckland, with suggestions that retaining a dedicated Auckland team was the best way to achieve this.	I agree we need to provide a 'system' view of Auckland. I believe this will be achieved by adopting the proposed model which retains Auckland located staff with a Director leading the strategic direction we are taking on Auckland issues and influencing outcomes.
A number of submitters highlighted the need to ensure staff based in Auckland received day-to-day pastoral care, which would be made more difficult without an Auckland-based manager (noting the Director role does not have formal people management responsibilities). It was suggested that staff may need to be more senior, and able to work autonomously, for this approach to work.	I agree that Auckland staff should have day to day pastoral care. It is my expectation that, while our Auckland people will report into Managers based in Wellington, the Director based in Auckland will provide the daily pastoral care for any issues they may have.

Furthermore, I have picked up the suggestion around the distribution of Auckland-based staff, and now have them split across only three policy teams, with at least two Auckland-based staff per team. |
There was concern expressed that the model would reduce accountability for Auckland issues	I disagree. This model will ensure that Auckland issues are given more prominence in our structure, most importantly with the Director Auckland having a seat at the SLT table, and SLT will therefore take collective responsibility and accountability for Auckland issues.
There was also some concern that the proposed structure risks reducing the Ministry's ability to deliver cohesive, coordinated and timely advice on Auckland matters.	As noted above, the Director Auckland provides an oversight role to ensure our advice is cohesive, coordinated and timely.
There was generally support for the proposed Director role. The main question raised was about how to ensure they could be effective, without having	I expect that the Director Auckland will have leadership of a policy programme and be adept at influencing, both internally and externally, to ensure they

responsibility for managing people, or leadership of a policy programme. A number of suggestions were made to support the role to be more effective, including the suggestion the Director role should be Tier 2 to reinforce its importance and influence, both internally and externally.	have resources to achieve the outcomes they are tasked with delivering. I am also of the view that having the Director Auckland at Tier 2.5 gives it sufficient weight and importance to influence in the way I envisage.

I have carefully considered all the feedback I have received on this broad issue.

I am very mindful of the need to ensure that both our Wellington and Auckland teams are better aligned and engaged on the right work, and that both geographic areas are able to bring perspectives to the broad range of issues that impact on Auckland. For this reason, I have decided to retain the model proposed in the Proposal, with the following key characteristics (taking on board feedback):

- As highlighted in the table above, I have picked up the suggestion around the distribution of Auckland-based staff, and now have them split across only three policy teams, with at least two Auckland-based staff per team.
- I have clarified the role of the Director Auckland to make it clearer that this person will lead key projects on behalf of the organisation, as well as play a key role in influencing across central government, local government, and the private sector in the Auckland context. Further, I expect that the Director Auckland role will also play a key role in influencing internally, and in dealing with the Wellington based decision-makers and Ministers. A further key area of focus for this person will be in providing pastoral care for our people based in Auckland.
- To be consistent with the expectations on Principal Advisers based in Wellington, it is also my expectation that a key part of the Principal Adviser roles in Auckland will be to provide coaching to those junior staff located in Auckland.
- Finally, I note that a key factor to making this model successful will be ensuring regular face-to-face engagement between managers and staff. It is my expectation that managers who have staff located in Auckland will travel regularly to engage with them. Likewise, I am also keen that our Auckland-based people take regular opportunities to come to Wellington and meet with the wider team they work in.

Finally, I note that the Proposal document accidentally left out one Adviser role from the proposed structure. This has been added back in and is reflected in the final structure taking the total number of Auckland-based roles to nine FTEs.

Approach to Business Support

Feedback	Response
There was general support for business support being more closely aligned with teams.	Noted.
Feedback indicated a concern that only one PA/Team Administrator had been allocated to support both the Governance and Engagement, and Corporate Services Groups. The feedback suggested that the Governance Team and the Engagement and Communications Team in particular both require significant amounts of administration support.	The rationale for the split of administrative support between groups in the Proposal was that, as a policy agency, the clear majority of Ministerials, Ministerial briefings, external meetings and official correspondence is generated in the policy teams. As a result, I considered that the two policy groups would require a higher level of administrative support to format documents and assist with stakeholder meetings but also manage inboxes and diaries of managers. Having considered the feedback however, I have decided to add an additional 1 FTE (to be called the Correspondence Administrator) to the Engagement and Communications Team who will primarily provide additional capacity for official correspondence but would also provide back-up for administration services across the Engagement and Governance, and Corporate Services Groups (this role is discussed in more detail below).

Approach to Ministerial Servicing

Feedback	Response
A large number of submitters expressed concern about the Proposal to disestablish the role of Private Secretary (Administration). Concerns generally related to: • ensuring we are able to provide a high level of service to Ministers and their offices • the volume of work currently undertaken by the Private Secretary (Administration) and Official Correspondence Coordinator, and the ability to absorb this function in other roles	I have carefully considered feedback on how we manage the flow of our official correspondence, and have had further discussions about the proposed approach with the Minister's office. The Minister is our most critical stakeholder. I remain of the view that the best way to improve the effectiveness of our support for the Minister is through improving the quality of the advice and correspondence we prepare here, at the Ministry, before it goes to the Minister's office.

• the work-life balance and wellbeing of the Transport Private Secretaries (policy) if they were required to undertake more of the administrative task • the need for administrative support to be located in the office, to understand the wider context and to be available to provide assistance at short notice for unexpected tasks • uncertainty over how work stemming from the Crown Entities would be managed under the Proposal • the level of official correspondence resource provided in the Ministry under the Proposal, including key person risk, the suitability of back-up resource being provided by the Engagement and Communications Adviser/Graduate, and possible inflexibility to support the Private Secretaries if required.	I accept feedback about the need to ensure we have sufficient cover to provide administrative support to the Private Secretaries, as well as addressing key person risk. However, as outlined above, I do not consider this support should sit in the Minister's Office full time. I have therefore decided to add an additional person into the Engagement and Communications Team who will spend half of their time on official correspondence work, with the other half to provide back-up administrative support to the Governance and Engagement, and Corporate Services Groups. This means that, rather than having a full time Private Secretary Administration in the Minister's Office, we will have an Official Correspondence Adviser, with a 0.5 FTE Correspondence Administrator providing cover for all official correspondence the Ministry deals with. I note that, should the Minister's office request it, the Correspondence Administrator may spend a day a week in the Ministers Office as part of their role. It is also my expectation that the Communications Adviser/Graduate will also provide support and backup in the official correspondence area as needed (although perhaps to a lesser degree than originally anticipated by the Proposal). This team will be responsible for both managing the processes around our official correspondence, but will also have a direct line to DCE's in order to highlight any low quality work that is being submitted to the Minister's office.
A number of alternative proposals were suggested including the status quo, the establishment of a dedicated Official Correspondence Unit, and the sharing of one administration role across the Minister and Associate Minister of Transport offices.	I considered the possibility of a standalone Official Correspondence unit that would both produce and manage the flow of official correspondence. In my view, writing ministerials and responding to OIA requests is an essential and core skill for any policy adviser. It is also a good way of staying abreast of topical issues. For these reasons, the production of official correspondence will remain the responsibility of the team responsible for an issue.

	The final structure effectively establishes a smaller 'Official Correspondence Unit' in the Engagement and Communications team. Initially, this unit will be focussed on consolidating and managing our processes, but also on 'policing' the quality, timeliness and consistency of our briefings and other material we provide to our Ministers. Over time, as we improve, I intend to have this unit move to adding more of a communications perspective to our correspondence.
A number of submissions also commented on the Proposal that the DCE MoT Governance and Engagement would manage each of the Transport Private Secretaries. There was some support expressed for this more senior level relationship, but concern about the DCE having time available for day-to-day coaching and support. It was suggested a manager might be an appropriate alternative for day-to-day support.	I agree with feedback about the importance of the relationships with the Minister's Office and the Private Secretaries. It is for this reason I have elevated the relationship manager to DCE level. I acknowledge that there is a time commitment associated with this but I expect that the DCE MoT Governance and Engagement will prioritise time to invest in these relationships. I note day-to-day support and advice will be provided by the policy DCEs (as outlined in the Proposal document). In a similar vein, this relationship is critical to their accountabilities.

I have carefully considered feedback on how we manage the flow of our official correspondence (OC), and have had further discussions about the proposed approach with the Minister's office.

As highlighted in the above table, I have decided to add an additional FTE into the Engagement and Communications Team who will spend approximately half of their time providing additional support on official correspondence (which will include being available to provide some on-site administrative support in the Minister's Office). This means we will have a minimum of 1.5 FTEs focussed on official correspondence in our organisation[3].
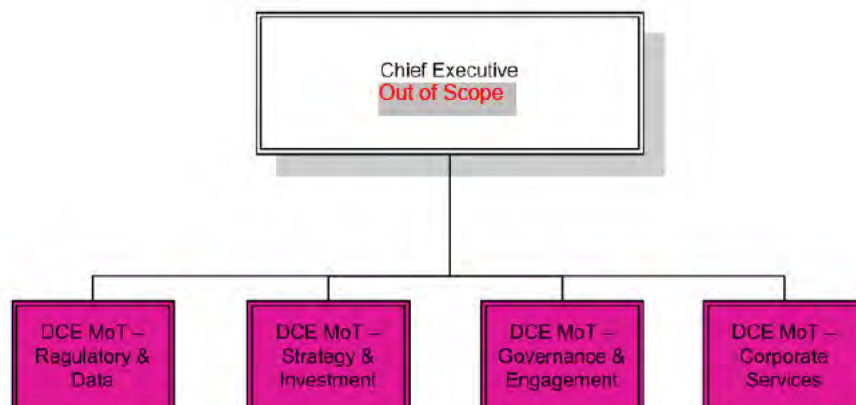
I have taken this approach because I believe that, while there may be a need to bolster the official correspondence administration function to a degree, I do not consider the answer is to retain the Private Secretary Administration role. The Minister is our most critical stakeholder. I remain of the view that the best way to improve the effectiveness of our support for the Minister is through improving the quality of the correspondence we provide to the office initially - at the front-end - rather than in the office itself. Consistent with the operating model we are now adopting, I am clear that the 'last line of defence' should not sit in the Minister's office but instead should sit here with us.

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[3] It is also my expectation that the Communications Adviser/Graduate will provide support and backup in the official correspondence area as needed (although perhaps to a lesser degree than originally anticipated by the Proposal).

I am strongly of the view that we need to take more responsibility internally, to improve the quality of briefings and correspondence we provide to the Minister's office and externally (through OIAs), rather than relying on our people in the Minister's office to read all of our work, pick up our errors and request amendments. It is my expectation that *we* will be the 'last line of defence' and I intend to hold managers to account for ensuring we are consistently submitting high quality work. To make this happen, the Official Correspondence Adviser and Correspondence Administrator will be focussed on consolidating and managing our internal processes for ministerial, OIAs, the weekly report etc to make sure these are running smoothly and seamlessly. In addition to this, I will also be asking them to oversee the quality, timeliness and consistency of our briefings and other material and they will have a direct line to DCEs in order to highlight any low quality work that is being submitted to the Minister's office.

Section Four: The Final Structure

Senior Leadership Team roles and purpose statements

Role title	Reporting to	Role purpose	Status /Advertise
DCE MoT – Regulatory and Data	Chief Executive	The role of the DCE MoT Regulatory & Data is to drive and support the Ministry to achieve its strategic objectives, provide leadership across the transport and wider government sector and to ensure strong relationships are built and maintained with key strategic stakeholders through the development of regulatory policy based on robust evidence and analysis. As a member of the Senior Leadership Team, they are collectively responsible for all decisions made by the Ministry of Transport and are together held accountable for the performance of the organisation. This role is responsible for developing and maintaining relationships with Civil Aviation Authority (CAA), Maritime New Zealand (MNZ), and the Transport Accident Investigation Committee (TAIC), and represents the Ministry on cross-government senior officials groups.	New Internal / external

Role title	Reporting to	Role purpose	Status /Advertise
DCE MoT – Strategy and Investment	Chief Executive	The role of DCE MoT Strategy & Investment is to drive and support the Ministry to achieve its strategic objectives, providing leadership across the transport and wider government sector to ensure and to ensure strong relationships are built and maintained with key strategic stakeholders to ensure high quality, integrated transport frameworks and systems for New Zealand. The DCE MoT Strategy & Investment is also responsible for leading the development of medium and long term policy, taking a view of transport as an integrated system and demonstrating, through their leadership greater engagement, collaboration and influence across-Government forums. As a member of the Senior Leadership Team, they are collectively responsible for all decisions made by the Ministry of Transport and are together held accountable for the performance of the organisation. This role is responsible for developing and maintaining strategic relationships with the New Zealand Transport Agency (NZTA), Auckland Transport (AT) and Kiwirail, and these roles represent the Ministry on cross-government senior officials groups.	New Internal / External
DCE MoT – Governance and Engagement	Chief Executive	The role of the DCE MoT Governance & Engagement is to drive and support the Ministry's strategic objectives, provide leadership across the governance, stakeholder liaison and engagement functions within the Ministry, and to ensure strong relationships are built and maintained with key strategic stakeholders. As a member of the Senior Leadership Team, they are collectively responsible for all decisions made by the Ministry of Transport and are together held to account for the performance of the organisation. This DCE will also assume the responsibility of the Departmental Security Officer role as the security function sits in this area. This role is responsible for developing and maintaining relationships with the Ministers' Office and supports the Chief Executive's relationship with the Minister and Associate Minister.	New Internal / External

Role title	Reporting to	Role purpose	Status /Advertise
DCE MoT – Corporate Services	Chief Executive	The role of the DCE MoT Corporate Services is to drive corporate support for the Ministry to achieve its strategic objectives, provide leadership across a broad range of business functions within the Ministry and ensure strong relationships are built and maintained with key strategic stakeholders through the delivery of effective corporate services. As a member of SLT, they are collectively responsible for all decisions made by the Ministry of Transport and are together held to account for the performance of the organisation. This role is responsible for developing and maintaining relationships with the State Services Commission (SSC) and the Public Service Association (PSA), and represents the Ministry on cross-government senior officials groups.	New Internal / External

Regulatory and Data

This group will be responsible for the effective delivery of much of our regulatory policy, and providing insights from data and analytics to inform our long-term strategy and policy advice. The focus of the group represents a significant investment in, and commitment to, developing a centre of regulatory excellence and data stewardship responsibilities.

The following are the new and vacant roles for this group.

Role title	Reporting to	Role purpose	Status / Advert
Director	DCE MoT – Regulatory and Data	The role of the Director in the Regulatory & Data Group is a close aide to the DCE and acts as a mentor and leader to the wider policy team. They are responsible for providing senior support to teams, issues management and assistance & leadership in the early identification of, and response to, emerging issues, concerns or threats and will achieve outcomes primarily through influencing others.	New Internal / External
Manager - Resilience and Security	DCE MoT – Regulatory and Data	The role of Manager - Resilience & Security is a leadership and management role within the Ministry's Regulatory & Data Group. They lead the team to ensure the Ministry is well-placed to provide national security and resilience leadership across the transport sector.	New CSR EOI
Manager – Mobility and Safety	DCE MoT – Regulatory and Data	The role of Manager - Mobility & Safety is a leadership and management role within the Ministry's Regulatory & Data Group. They lead the team to provide strategic policy and regulatory advice on domestic mobility and safety issues.	New CSR EOI
Manager - International Connections	DCE MoT – Regulatory and Data	The role of Manager - International Connections is a leadership and management role within the Ministry's Regulatory & Data Group. They lead the team to provide strategic policy and regulatory advice to enhance New Zealand's international connections and manage associated risks.	New CSR EOI
Manager - Analytics and Modelling	DCE MoT – Regulatory and Data	The role of Manager - Analytics & Modelling is a leadership and management role within the Ministry's Data, Analytics & Regulatory policy Group. They lead a team that provides data handling, modelling and analytics capability for the Ministry and the transport sector.	New Internal / External
Principal Economist - Domain Strategy, Economics and Evaluation	Manager – Domain Strategy, Economics and Evaluation	The role of the Principal Economist is to provide/contribute to high quality economic research and analysis on transport issues, to enhance robust transport policy advice to enable the Ministry to deliver on the policy development programme of work.	New Internal / External
Senior Data Analyst (x2)	Manager - Analytics and Modelling	These roles were previously advertised and are currently in a recruitment and selection process	Vacant

Role title	Reporting to	Role purpose	Status / Advert
Senior Economist - Domain Strategy, Economics and Evaluation (x2)	Manager - Domain Strategy, Economics and Evaluation	These roles were previously advertised and are currently in a recruitment and selection process	

Resilience and Security

This team will be responsible for assessing the resilience of the transport sector to a one-off event or longer-term change, and providing advice on options to affect this. The team will also be responsible for transport security policy across all modes, and emergency management.
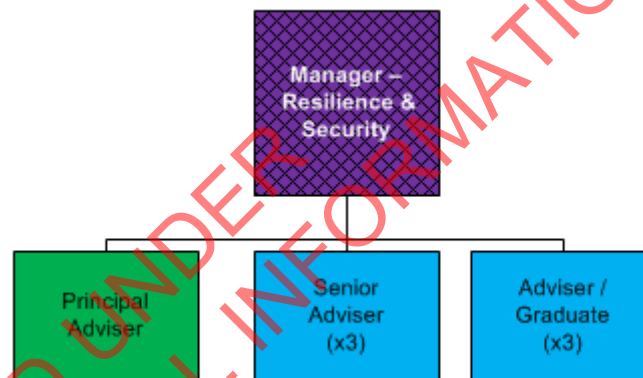
Key areas of responsibility
- Strategic Resilience (Transport Sector Leadership Group project)
- Wellington Regional Resilience
- Freight system resilience
- Oil Pollution Activities
- Supplementary Fund Protocol
- Emergency Management
- Security Policy (all modes), including implementation of the Domestic Aviation Security Review

Feedback on the Proposal

Feedback	Response
Submitters discussed the merits of this team (or another team) being responsible for all aspects of climate change policy (mitigation and adaptation). It was noted the Ministry should be considering environmental policy from more than just a resilience perspective.	I agree there are different aspects to our environmental and climate change policy work. Noting there are resilience and broader objectives, there remains advantage in allocating responsibility for this area to one team. This responsibility is captured in the recast Urban Development and Environment team.
Submitters also discussed the merits of one team being responsible for all aspects of emergency management, with alternative options proposed that would disaggregate functions across teams.	Overall responsibility for the emergency framework and lead response sits with this team. I agree various parties have roles to play under the framework. Successfully delivering this function will necessitate working across the Ministry, transport sector and wider Government.
It was noted that a number of roles in this team would require security clearances, with the suggestion this should be reflected in the role descriptions.	Role descriptions have been updated to reflect roles that will need to obtain a security clearance. This may not be exhaustive, and the Ministry's DCO, in consultation with the DCE MoT Data & Regulatory Policy, will need to ensure this meets the functional needs of the Ministry.
There was also discussion about the breadth of the Ministry's security work, with the suggestion this is largely limited to aviation security and that it should remain aligned with the International Connections team (formerly the Aviation and Maritime team under the Proposal).	The majority of our recent security work has been in relation to aviation. However, my intention with this separation is to provide flexibility to adopt a broader, multi-modal view in future, which will support us to provide a more strategic and comprehensive transport contribution in cross-Government discussions.
It was suggested that resilience work is a strategic issue and this team would therefore be more appropriately placed in the Strategic Policy, Innovation and Design Group.	In allocating teams to groups, I have had regard to aligning functional responsibilities where possible (e.g. regulatory in one area, and investment in another), as well as the size of each policy group. The functions are not mutually exclusive, and I expect all policy teams will be involved in strategic, regulatory and investment issues.

Summary of key changes
- Team structure is unchanged
- Team responsibilities:
  - Clarified which team will be responsible for all aspects of emergency management
  - Climate change policy moved to the recast Urban Development and Environment team in its entirety
- Updated role descriptions to include the need to obtain and hold a security clearance

Mobility and Safety

This team will be responsible for advice on domestic mobility and safety in the transport system, including leading the implementation of the Safer Journeys Action Plan.
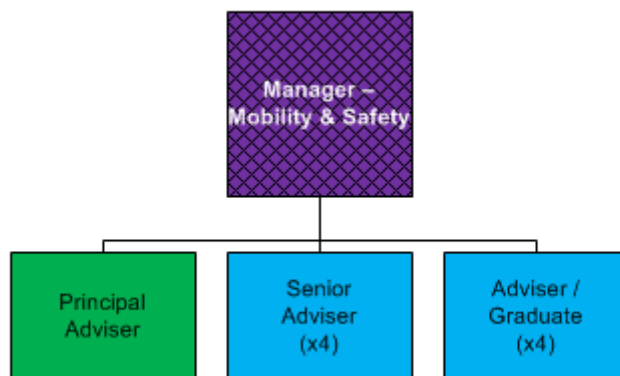
Key areas of responsibility

- Land Transport Amendment Bill
- Driver Licensing review and Rule change
- Review of Land Transport Offences & Penalties
- Implementation of the Electric Vehicles package
- Safer Journeys
- Drug-driving
- Vehicle Classification Review
- Electric vehicles
- Mobility as a Service (MaaS)
- ITS Action Plan - SBAS and Mapping
- Public transport
- Active modes

Feedback on the Proposal

| Feedback	Response
There was concern in submissions about the overall level of resourcing, relative to the current/proposed work programme	I agree with feedback about the scale of the established work programme this team will assume responsibility for. I have added an additional Senior Adviser role to provide some additional capacity. Like all teams, however, I expect there to be consideration given as to how to deliver this programme most efficiently. I also note aspects of this team's work programme such as the Driver Licence Review and MaaS are emergent and strategic in nature, and strong candidates to be supported by resource from the Strategic Policy and Innovation Team.

There was feedback that the team was light in resource at the Principal Adviser level, which would lead to a downgrade in experience and affect the ability to mentor junior staff and ramp up effort quickly when required.	As discussed earlier, I expect Principal and Senior Advisers to work quite differently going forward. On that basis, I have decided to retain one Principal Adviser in this team.
A small number of submissions expressed concern about the scale of resource needed to support the Electric Vehicles (EV) programme going forward, and also questioned placing responsibility for this work in this team (Road and Rail under the Proposal)	The EV programme is in its implementation phase, and I expect the Ministry to find ways to fulfil our obligations efficiently going forward. Should a strategic discussion about the EV policy be required in future, this may be led or supported by the Strategic Policy and Innovation Team.
There was strong support for all Rail policy being delivered by one team (the Rail and Freight team)	I agree and have clarified that responsibility for all rail policy will sit in the Rail and Freight team in the Strategy and Investment Group.
It was noted that this team will be expected to absorb much of the BAU work currently handled by the Land Transport Safety team, with concern expressed about the level of resourcing needed to handle this.	I am comfortable the overall team allocation is appropriate for the level of BAU expected. As noted above, I expect all teams to identify ways to deliver their work programmes most efficiently.

Summary of key changes

- Team name change
- Additional Senior Adviser role added
- Team responsibilities:
  - o Rail operational policy moved to the Rail and Freight team
  - o Clarification of a number of responsibilities, including MaaS, Public Transport and Active Modes

International Connections

This team will be responsible for the Ministry's work on international connections, including the opening of international markets for tourism and freight, and the management of associated risks.
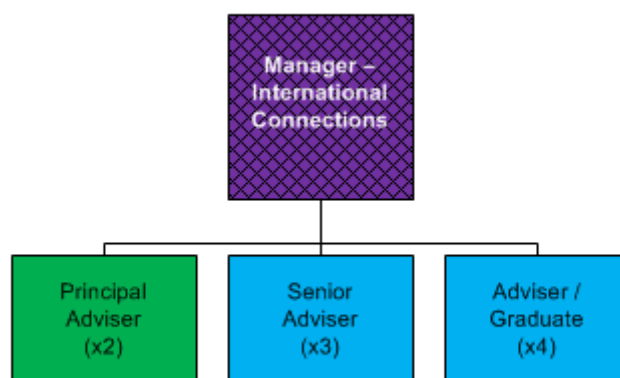
Key areas of responsibility

- Economic Regulation of International Airlines
- Opening Aviation Markets
- Aviation Safety Policy
- Aviation Technology Policy
- Civil Aviation Reform Bill
- Maritime Transport Amendment Bill
- Maritime Conventions
- Maritime and Marine Protection Rules
- Milford Aerodrome

Feedback on the Proposal

Feedback	Response
There was strong support for including two Principal Advisers in this team given the diversity in the Aviation and Maritime sectors, and specialist nature of our role in each	I have carefully considered the need for an additional Principal Adviser in this area. On balance, I agree that there is a need to provide for a second Principal adviser role to ensure the Ministry is able to continue to fulfil its responsibilities on both aviation and maritime matters. I would expect the team's profile to be reviewed the next time one of these roles becomes vacant.
There was concern that the Proposal did not capture the full extent of the Ministry's aviation work.	I have clarified some team responsibilities in this document. However, by necessity both the Proposal and Decision Document discuss high-level responsibilities. The relevant DCE and manager will need to make decisions over responsibilities for detailed functions, and prioritisation decisions.

Because of the above, there was concern that the resource required to deliver this work was underestimated. It was suggested the team should have a minimum of three Principal Advisers and five Senior Advisers.	As discussed earlier, I have carefully considered the size of each team. The additional Principal Adviser role will provide some additional capacity. However, like all teams, I expect there to be consideration given as to how to deliver this programme most efficiently.

Summary of key changes
- Team name change
- Additional Principal Adviser role added
- Team responsibilities:
  - Clarification of team responsibilities

Domain Strategy, Economics & Evaluation

This team will be responsible for the transport sector's domain strategy, the provision of core economic analysis and advice, and the development and delivery of the Ministry's evaluation strategy.
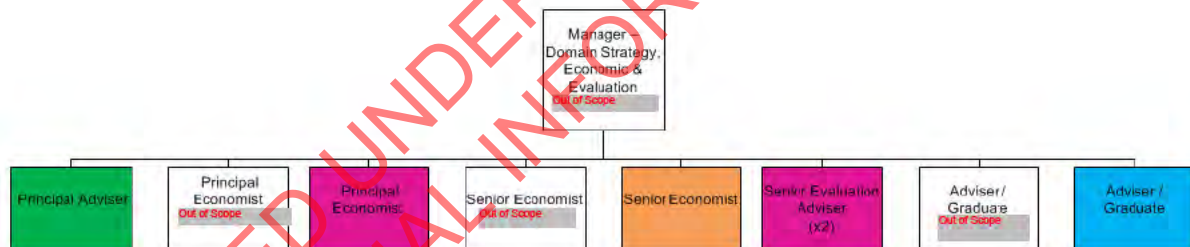
Key areas of responsibility
- Domain Plan
- Research Strategy
- Evaluation Strategy
- Big data strategy
- Delivery of the Road Safety Data Strategy
- GPS evaluation
- VLR evaluation
- Public Transport Operating Model Evaluation

Feedback on the Proposal

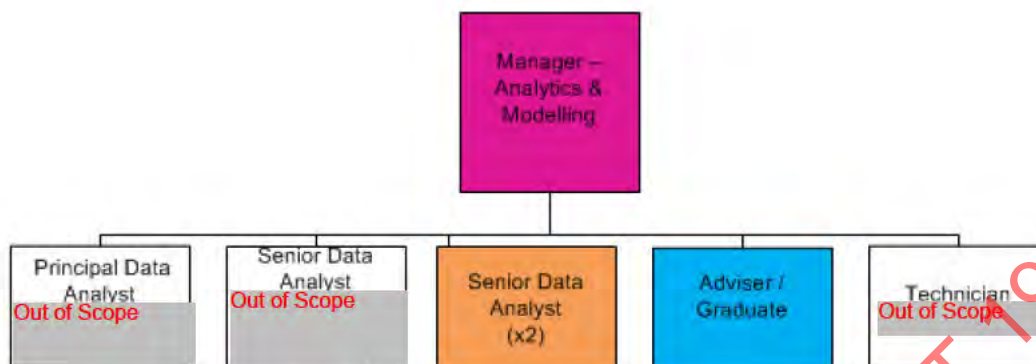| Feedback	Response
There was some concern about splitting the current Financial, Economic and Statistical Analysis (FESA) Team, noting the need for close collaboration between the strategic and technical components of the function. However, submitters acknowledge the need for manageable-sized functions, and a number of alternative ways of structuring the teams were proposed.	I have taken on board the suggestions, and decided upon a team structure very similar to Option 3 proposed by the FESA Team. This groups the strategic functions together in the Domain Strategy, Economics and Evaluation Team, while keeping the data handling, analytics and modelling functions together in the Analytics and Modelling Team. I fully agree with feedback that these functions will need to collaborate closely to deliver the highest quality expert support to the Ministry and wider sector.
There was good support for increasing the focus and capacity in the Ministry's technical and analytical capabilities, particularly establishing a dedicated evaluation function. There was, however, some uncertainty about the scope of the evaluation function and skills required for this.	I have clarified that the team will be responsible for the evaluation strategy and annual evaluation programme. This could extend to undertaking evaluations directly, and/or commissioning outside expertise for all or part of individual evaluations. I accept feedback that this is a specialist function, and have added two new Senior Adviser – Evaluation roles to provide capability for this.
There was some feedback that the proposed level of effort in this area was in fact maintaining the status quo, with the suggestion there was an opportunity to do more, for example with respect to revenue modelling.	The two additional Senior Adviser – Evaluation roles will provide additional capacity in this area, freeing the economist roles to contribute more to the strategic and analytical outputs of the Ministry. In total, the number of roles across the Domain Strategy, Economics and Evaluation, and Analytics and Modelling teams has increased.
There was opposition to the proposed removal of specialist role titles in this team.	I accept feedback regarding role titles. I have retained the title of Economist (with relevant seniority indicated).

Summary of key changes
- Team name change
- Team structure
  - Addition of two Senior Evaluation Advisers
  - Two Principal Adviser roles are provided, alongside a Principal Economist. One of the Principal Adviser roles is deemed to be part of the Principal Policy Adviser cohort, noting it will require a mix of policy and technical skills.
  - Adviser/Graduate roles changed from specialist to generalist
- Role titles
  - Economist role title retained
- Team responsibilities reorganised, including:
  - Modelling function placed into Analytics and Modelling Team
  - Evaluation function clarified
  - Analytics and Modelling Team

Analytics and Modelling

This team will be responsible for the Ministry's data handling, modelling, and analytics function.

Key areas of responsibility

- Data handling and analysis
- Freight Information Gathering System (FIGS)
- Transport Modelling
- Vehicle Fleet Modelling
- Research programme (day-to-day)
- Household travel survey

Feedback on the Proposal

Feedback	Response
There was strong support for moving towards an 'open by default' approach to our data management. There was a suggestion this should also apply to our policy advice.	I am keen to ensure we are as open and transparent as possible. Ensuring our digital systems support data and information being easily accessible will be a key aspect of our approach to Digital and Knowledge Strategy.
As with the economics function, there was concern about the removal of specialist role titles (e.g. scientist).	I agree about the need to distinguish roles in this team with specialist role titles. I take on board feedback that specialists in this area handle, model and analyse data and it can be difficult to clearly distinguish roles. I have therefore introduced the title of Data Analyst for all specialist roles in this team. This title will replace the existing titles of Modeller and Scientist.
Feedback highlighted the need for the manager of this team to hold a reasonable level of technical expertise, in part given the need to engage with stakeholders with technical knowledge.	I agree the manager of this team needs specialist expertise and a technical background. For this reason, the role is not being treated as part of the policy manager cohort. As a new role, I will be looking to advertise this role both internally and externally.

In addition to the feedback and changes noted above, I have re-introduced the role of technician into this team. This is a current role, which was omitted by oversight in the Proposal. It is treated as a reassignment.

Summary of key changes

- Team name change
- Team structure
  - Reintroduction of the Technician role. This role is expected to provide support to both the Domain Strategy, Economics and Evaluation Team, and Analytics and Modelling Team
- Role titles
  - introduction of 'Data Analyst' titles in this team
  - provision and reassignment of the 'Technician' role into this team
- Team responsibilities reorganised, including:
  - Strategic functions shifted to the Domain Strategy, Economics and Evaluation Team

Strategy and Investment

This group will be responsible for the Ministry's overall policy and organisational strategy, and advice on major investments.

The establishment of the Strategy and Investment Group will support the Ministry to achieve the step change in our sector leadership that both our stakeholders and we want, and help to bridge the gap between our long-term strategy and day-to-day policy advice. It will also support us to provide consistent, comprehensive advice on investment choices.

The following are the new and vacant roles for this group.

Role title	Reporting to	Role purpose	Status /Advertise
Chief Scientist	DCE MoT – Strategy and Investment	The role description will be developed once the new SLT are in place and the CE will work with the Chief Science Adviser for the Prime Minister to recruit for this role.	New (on hold until SLT in place)
Director - Auckland	DCE MoT – Strategy and Investment	The role of Director - Auckland is a close aide to the DCE MoT Strategy & Investment and acts as a mentor and leader to the wider policy team in Auckland. They are a key strategic influencing position that works closely with key stakeholders, both nationwide and in the Auckland region and bridges the gap between national transport strategy, and broader Auckland issues. They play a key role in the Auckland Policy Office through contributing to cross-Governmental issues. The Director - Auckland sits at Level 2.5 in the organisation, reporting to the DCE MoT Strategy & Investment.	New Internal / External
Director	DCE MoT – Regulatory and Data Policy	The role of the Director is a close aide to the DCE and acts as a mentor and leader to the wider policy team. They are responsible for providing senior support to teams, issues management and assist in the early identification of, and response to, emerging issues, concerns or threats and will achieve outcomes primarily through influencing others. This role assists the DCE to develop and maintain relationships with New Zealand Transport Agency (NZTA), Auckland Transport (AT) and Kiwirail.	New Internal / External
Manager – Demand Management	DCE MoT – Regulatory and Data Policy	The role of Manager – Demand Management is a leadership and management position within the Ministry's Strategy & Investment Group. They lead a team that provides strategic policy and regulatory advice on the management and use of New Zealand's transport network.	New CSR EOI
Manager - Strategic Policy and Innovation	DCE MoT – Strategy and Investment	The role of Manager – Strategic Policy & Innovation is a leadership and management position within the Ministry's Strategy & Investment Group. They lead a team that provides strategic policy and innovation capability for the Ministry and the transport sector.	New CSR EOI

Role title	Reporting to	Role purpose	Status /Advertise
Manager - Investment	DCE MoT – Strategy and Investment	The role of Manager - Investment is a leadership and management position within the Ministry's Strategy & Investment Group. They lead the team that provides strategic Investment advice for the Ministry and the transport sector.	New CSR EOI
Manager – Urban Development and Environment	DCE MoT – Strategy and Investment	The role of Manager - Urban Development & Environment is a leadership and management role within the Ministry's Strategy & Investment Group. They lead the team that provides strategic Urban Development & Environment advice for the Ministry and the transport sector.	New CSR EOI
Manager – Rail and Freight	DCE MoT – Strategy and Investment	The role of Manager - Rail & Freight is a leadership and management role within the Ministry's Strategy & Investment Group. They lead the team that provides strategic advice on Rail and Freight for the Ministry and transport sector.	New CSR EOI

Strategic Policy and Innovation

This team will be responsible for developing the Ministry's strategy, and delivery of the Ministry's strategic policy programme. It will also provide additional capacity and capability to support strategic work led by other teams.
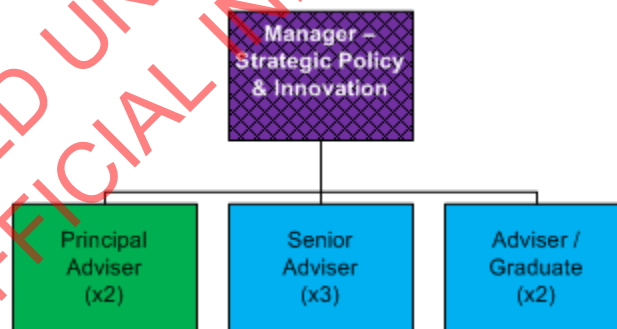
Key areas of responsibility

- Strategic Policy Programme (Access; PT2045)
- Four Year Plan
- BIM
- Safer Journeys Strategy and Action Plans
- ITS Action Plan
- ITS Action Plan – Connected and Autonomous Vehicles
- ITS Action Plan – Trialling and economic opportunities

Feedback on the Proposal

Feedback	Response
There was support for separating Ministry's strategic policy work from its corporate accountability work (both of which are currently led by the Strategic Direction and Performance Team).	I agree that it is desirable to establish separate teams to lead these functions, given the significant difference in technical skills and experience required for each.
There was some discussion about whether the strategy should be centrally led, or decentralised. Most submissions acknowledged the need for some level of centralisation, while highlighting the need for input from across the business.	I agree a centralised approach is necessary. However, I would reiterate that while there is a dedicated Strategic Policy and Innovation team, this does not cover the full remit of our strategic work. All teams will contribute to the development and implementation of strategic work.
It was highlighted that one of the challenges of being effectively strategy-led is separating strategy from the policy functions. There was concern the proposed structure was flawed in placing responsibility for strategy in one group. A number of alternative options were proposed.	I agree an effective strategy-led approach requires buy-in across the Ministry – this includes but is not limited to senior management. Everyone will be contributing to the Ministry's strategic objectives. Senior leadership buy-in will be strengthened by making SLT collectively accountable for the organisation's performance – this is reflected in the updated role descriptions of DCEs. The Strategy and Innovation Team will work across the Ministry to meet its accountabilities.
There was some uncertainty about how the team would deliver strategic documents, without having detailed sector knowledge.	I am very clear that this team will be unable to deliver its accountabilities without input and support from other teams. It will be essential for this team to work with relevant subject matter experts in developing any strategic document.
There was support for aligning the Ministry's technology work more closely with strategy. However, there was some concern that the disaggregation of technology capability across teams would create confusion regarding responsibilities, and make it more difficult for stakeholders to engage with us. It was suggested technology was a specialist area, and the Ministry's technology function would best be served as a standalone team. As an alternative, it was suggested that 'Strategy' and 'Innovation' could be managed as sub-teams, within a larger overall team.	I am keen to ensure that, as a Ministry, we continue to build our work on ITS. I have carefully considered how best to do this, including whether or not to establish a separate technology team. I consider we can most effectively achieve our ambition in this area by joining our strategic and innovation work centrally, and working across the Ministry and sector on particular deliverables. I also propose that the Director, Strategy and Investment take an oversight role on ITS to ensure we maintain a coherent approach and provide a single point of contact

	I accept some of the risks highlighted in feedback. Overcoming these risks will require a step change in how we collaborate, internally and externally, and is a good example of how I see the Ministry operating differently in future.
Some feedback suggested technology could be considered a specialist area, best housed in one team and working across the business (similar to the Economics, Modelling and Evaluation Team under the Proposal).	I consider the core skills required to work on matters relating to transport technology to be comparable to other policy areas.
There was a suggestion to separate the GPS responsibilities into a new team.	I accept feedback that the breadth of the proposed work programme was too large for the resources allocated. In recasting the policy teams, I have reassigned GPS responsibilities to the Investment team to both give appropriate focus to this, and to address concerns about resourcing in this team.
There was concern the team would not have sufficient capacity to deploy resource to work led by other teams, as intended under the Proposal.	With changes in functional responsibilities noted above, I am confident the team will have capacity to both deliver its work programme and support strategic work led in other parts of the Ministry.
There was also feedback that this team should include graduate roles, to provide opportunities for graduates to work on strategic policy.	I agree. I have amended the final structure to provide space for two advisers OR graduates.

Summary of key changes

- Team responsibilities reorganised, including:
  - Responsibility for the GPS moved to the Investment team
  - Clarification of responsibilities brought forward from the Technology & Transport Systems team
- Team structure changes
  - Principal Adviser (Wellington) role removed, in part recognising the reduction in permanent responsibilities including the GPS
  - Principal Adviser – Auckland. This role has been reallocated to the Demand Management team.
  - Adviser roles changed to be Adviser/Graduate Adviser, to provide scope for high-performing/high-potential graduates to work in this team.

Investment

This team will be responsible for investment advice, including leading the development and monitoring of the GPS, which directs the largest investment the Crown makes in the transport network. The team will also provide policy oversight of the NLTF.
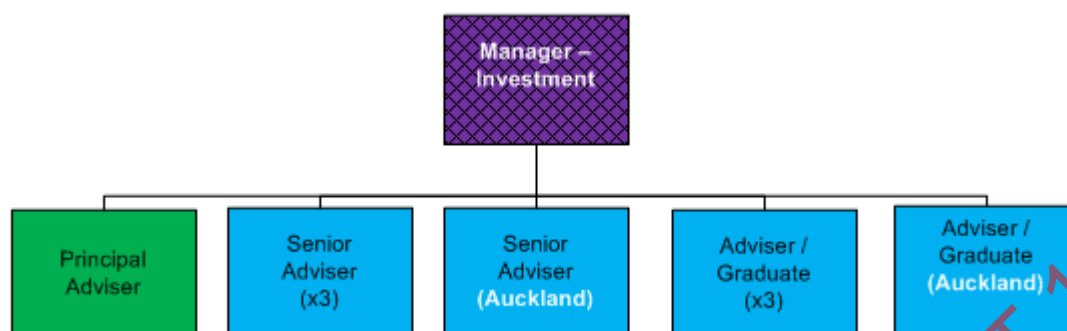
Key areas of responsibility
- GPS 2018
- GPS Preparation & Engagement
- GPS Monitoring
- Regional Development
- NLTF oversight, including revenue forecasting and FED/RUC changes

Feedback on the Proposal

Feedback	Response
Some submissions called for greater resourcing to be given to the GPS given the scale of the investment involved, and the challenges we have historically faced to dedicate enough resource to the development and monitoring of the GPS. An alternative view to the above was that any additional resource was better allocated to the sector teams identifying the outcomes the investment was seeking to deliver	I have carefully considered both perspectives and decided that in order to ensure we have sufficient capacity to deal with an increasing number of strategically important investment proposals, it is appropriate to provide additional resource in this area. This requires us to have a sound knowledge of the state of the network, in order to provide robust assessment and advice on investment choices. I have deliberately built additional capacity into this area to allow flexibility to support work led by other teams (particularly that which may lead to investment proposals). It will also allow capacity to collaborate with the Governance and Commercial Team, particularly in relation to Fee and Funding Reviews and commercial proposals.

Summary of key changes
- Investment and Demand Management are now split into two teams

Demand Management

This team would be responsible for demand management policy, including the Smarter Transport Pricing project.
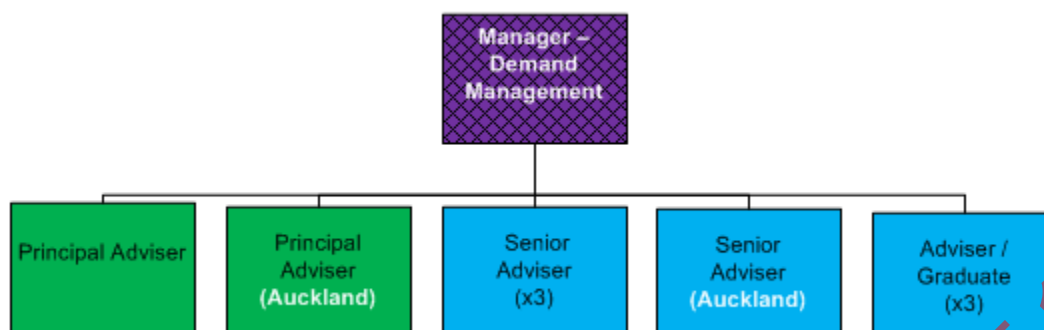
Key areas of responsibility

- Auckland Smarter Transport Pricing Project
- Heavy Vehicle Differential Pricing Trials
- Alternative Financing Options
- Tolling
- RUC Act Review
- Heavy vehicle monitoring, enforcement and compliance review
- Asset Management

Feedback on the Proposal

Feedback	Response
Feedback highlighted the complexity of pricing and wider demand management issues.	In recasting the policy teams, I have had careful regard to known work programmes that are both highly complex and requiring a significant resource investment. The establishment of dedicated Investment and Demand Management teams both recognises the complexities of the GPS and Smarter Pricing, and also signals my intent to increase our work in understanding and influencing how the network is utilised, and how investment is directed.

Summary of key changes
- Investment and Demand Management are now split into two teams

Urban Development and Environment

This team will lead the Ministry's advice on how transport can shape and support effective urban development, including having responsibility for the transport sector's planning frameworks. Outcomes in Auckland and other major urban areas will be a core focus of the team. The team will also lead the Ministry's advice on Environmental and Climate Change policy.
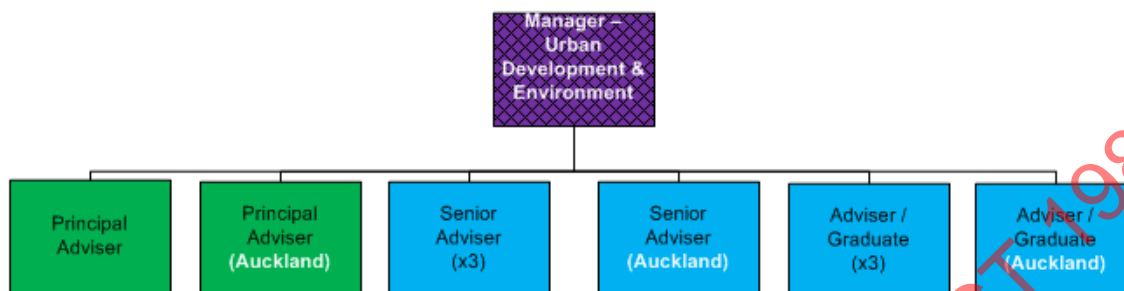
Key areas of responsibility

- Urban development
- Land use regulation
- Transport planning frameworks
- ATAP implementation
- Environmental policy
- Climate change
- Harmful emissions

Feedback on the Proposal

Feedback	Response
There was considerable uncertainty about the scope of this team's responsibilities.	I agree the list of team responsibilities in the Proposal was relatively light. In creating this team, it is my expectation that the Ministry will grow its role in cross-cutting Urban Development and Environmental issues. This will, in many cases, be new work for the Ministry. To provide flexibility to do this, issues relating to Public and Active transport are assigned to the Mobility and Safety team, though these will remain key issues for this team to keep abreast of.
Related to this, there was concern that we were committing a significant level of resource for a relatively constrained programme. It was noted limited progress had been made in relation to Land Use Regulation issues previously.	I am of the view that the Ministry has a significant role to play in contributing to or leading policy development in respect of Urban Development issues going forward.
Given the proposed level of resourcing in the team, a number of suggestions were made to expand its remit of responsibilities. Suggestions included:	I welcome the suggestions for clarifying and expanding the team's remit. Following feedback, I have decided that the team will assume responsibility for all environmental

• recognising this team as being responsible for transport planning frameworks • including Environmental policy as part of the team's remit • including the full remit of Auckland issues in this team's scope.	policy and has been renamed as such. It will need to work closely with the Resilience and Security team on matters relating to the resilience of the transport system to environmental changes. I also accept feedback that the team will be responsible for transport planning frameworks. The team responsibilities have been amended to reflect this more clearly.
There was suggestion that the Urban Development team should assume responsibility for all Auckland issues.	As outlined in section Four, it is my intention to grow the total level of resources with an understanding of Auckland issues. While many Auckland based issues will fall within the responsibilities of this team to respond to, this will not be the case in all instances. The final structure provides an additional Auckland-based Adviser/Graduate role, in part to support the team's understanding of, and involvement in, Auckland issues.

Summary of key changes

- Team name changed
- Team responsibilities:
  - updated to include all environmental and climate change policy
  - clarified responsibility for transport planning frameworks
  - clarified responsibilities brought from the Technology and Transport Systems team
- Team structure
  - Adviser/Graduate role changed from Wellington to Auckland based.

Rail and Freight

This team will be responsible for all advice on rail, and for multi-modal advice on freight, including continuing to grow our understanding of how the freight task is changing and the role of government in shaping and supporting this.
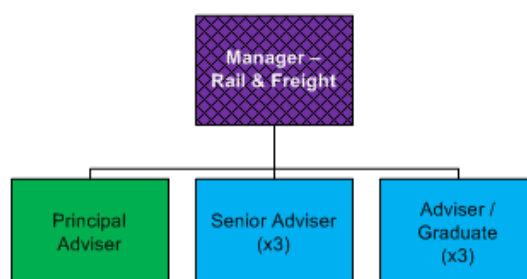
Key areas of responsibility

- City Rail Link
- Metro rail operating model review
- Rail Safety Funding Review
- Rail operational policy/activity work
- Freight Policy

Feedback on the Proposal

Feedback	Response
The main theme to emerge was a view that all rail policy should be led by one team, in order to provide critical mass (reduce key person risks) and certainty for stakeholders.	I agree with feedback that it is clearer and preferable that the Rail and Freight team leads all rail policy. Team responsibilities have been clarified to reflect this.
There was also support for a truly multi-modal approach to be taken with freight policy. In this regard, it was questioned whether singling out rail in the team title would affect this.	I also acknowledge the importance of taking a multi-modal approach to freight policy. The team name does not diminish this. Rather, it recognises that the Ministry has a significant medium-term work programme ahead with respect to rail (freight and passenger) and this team will be responsible for that work. Additionally, it will be responsible for strategic freight policy, of which rail plays a role.

Summary of key changes
- Team structure
  - Principal Adviser roles reduced from two to one
  - Senior Adviser roles retained at three (no longer an Auckland-based role)
- Team responsibilities:
  - Clarified that all rail policy will be led by this team

Governance and Engagement

This group will be responsible for the Ministry's Governance of the Crown Entities and overall stakeholder engagement and communications strategy. It will also lead advice on some key commercial policy projects.

The following are the new and vacant roles for this group.

Role title	Reporting to	Role purpose	Status /Advertise
Manager – Business Integrity and Performance	DCE MoT – Governance and Engagement	The role of the Manager - BIP is to partner with the Senior Leadership Team to lead all aspects of strategic and operational management of risk, project management and business performance frameworks to effectively support and enable a high performing organisation. They lead the BIP team.	New Internal / External
Manager – Engagement and Communications	DCE MoT – Governance and Engagement	The role of the Manager - Engagement & Communications is to partner with the Senior Leadership Team to lead all aspects of strategic engagement and communications to effectively support and enable a high performing organisation. This role partners with the DCE MoT Governance & Engagement to maintain the relationship with the Minister's office.	New Internal / External

Role title	Reporting to	Role purpose	Status /Advertise
Senior Adviser – PMO and procurement	Manager – Business Integrity and Performance	The role of the Senior Adviser – PMO & Procurement is to provide expert advice and support to manage delivery of the Ministry's strategies and plans in a structured way. They ensure plans, approaches and initiatives are consistent with the Ministry's strategies and plans and best practice project management frameworks. They also manage the procurement process for the Ministry.	New Internal / External
Senior Adviser – Security, Risk and BCP	Manager – Business Integrity and Performance	The role of the Senior Adviser – Security, Risk & BCP is to provide expert advice and to support the development and manage delivery of the Ministry's risk, security and business continuity strategy and plans. They ensure plans, approaches and initiatives are consistent with the Ministry's strategies plans and risk management legislation.	New Internal / External
Senior Adviser – Governance and Commercial	Manager – Governance and Commercial	The role of the Senior Adviser – Governance and Commercial partners with managers to provide advice on all aspects of strategic and operational management of governance and assessment to effectively support and enable a high performing sector.	New Internal / External
Principal Adviser Communications	Manager – Engagement and Communications	The role of the Principal Adviser – Engagement & Communications is to provide strategic and operational management of the delivery of the Ministry's corporate engagement and communication strategies and Ministry identity. They ensure plans, approaches and initiatives are consistent and improve the customer experience. They provide mentoring to the Engagement & Communications Team.	New Internal / External
Senior Adviser – Internal Communications	Manager – Engagement and Communications	The role of the Senior Adviser – Internal Communications is to support the development and manage delivery of the Ministry's internal communication strategy and business plans, and contribute to improved staff engagement. They ensure plans, approaches and initiatives are consistent with the Ministry's engagement and communications	New Internal / External

Role title	Reporting to	Role purpose	Status /Advertise
		strategies and identity.	
Senior Adviser Web Content	Manager – Engagement and Communications	The role of the Senior Adviser – Web Content is to support the development, and manage the delivery of, the Ministry's communication and digital content strategies through the Ministry's online presence. They ensure plans, approaches and initiatives improve the customer experience, and are consistent with the Ministry's engagement and communications strategies and identity. This role has an emphasis on maintaining and improving customer experience with the Ministry and transport sector.	New Internal / External
Official Correspondence Adviser	Manager – Engagement and Communications	The role of the Official Correspondence Adviser is to support delivery of the Ministry's engagement and communication strategies through the Ministry's engagement with its Ministers. They lead the day-to-day management of the official correspondence for the Ministry and ensure there are processes and systems in place to support the provision of high quality, fit for purpose (the quality and timeliness of written work to and for the Minister responses and for fostering continuous improvement and growth in capability.	New Internal
Correspondence Administrator	Manager – Engagement and Communications (with dotted line to Manager – Business Services)	The role of the Correspondence Administrator is to provide high level administration and coordination support to the wider Engagement & Communications Team (0.5 FTE) and to the Communications and Official Correspondence functions (0.5 FTE).	New Internal

Business Integrity and Performance

This team will provide an advisory function to the Chief Executive and SLT to support its leadership of a high performing Ministry. Its core functions will include corporate accountability, business continuity and risk, and the Project Management Office (PMO).
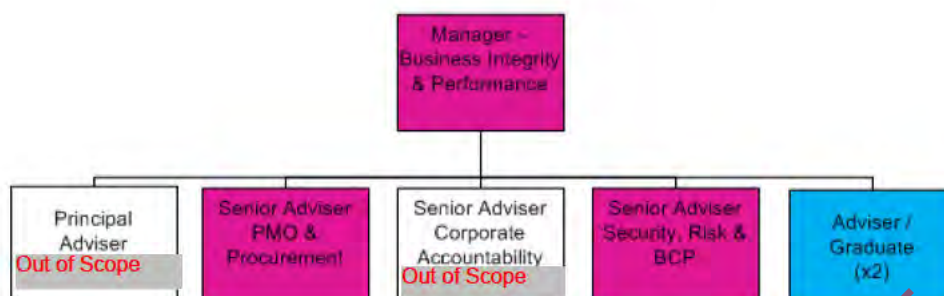
Key areas of responsibility

- Corporate Performance and Accountability
- Internal planning and reporting
- PIF Review 2017
- Security
- Risk
- BCP
- Project Management Office
- Procurement

Feedback on the Proposal

Feedback	Response
There was support for the focus and resourcing given to this area.	Thank you for the feedback. I expect this team to play a crucial role in supporting me and SLT to drive a high-performing Ministry.
There was support for clearly assigning responsibility for security. There was, however, some suggestion that this role needed a dedicated FTE, and that aligning it with BCP and Risk functions risked undermining the effectiveness of one or all of these functions.	The proposed resource allocation in this team recognises the expected effort required in the medium term. The functions highlighted are areas the Ministry has fallen behind in, and will, in the short term, require quick progress. The design of the team provides some flexibility for this (for example, the Principal Adviser may devote a significant proportion of their time to these matters).
There was uncertainty about the distinction between procurement responsibilities between this team and the legal team.	I have responded to this feedback in the Legal team section. Please see more information under the Legal section.

Summary of key changes

- Team title, structure and responsibilities are unchanged from the Proposal

Governance and Commercial

This team will be responsible for the Ministry's monitoring and governance of the transport Crown Entities, including their financial performance. It will also lead advice on selected commercial matters, working closely with the Investment team.
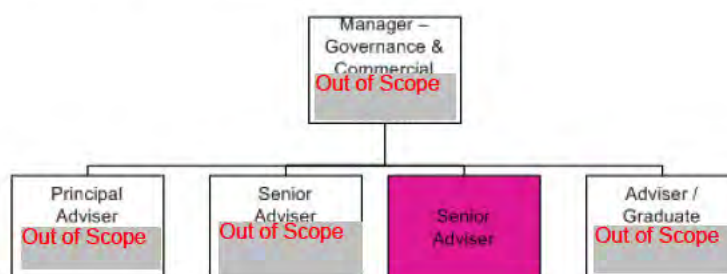
Key areas of responsibility

- Board Appointments and Governance Projects
- Crown Entity Monitoring and Performance
- Cross Sector Initiatives, including G2G
- Crown Entity Fee and Funding Reviews
- Maritime NZ 2018/19 Funding Review
- Maritime NZ Mid Point Review (Funding Methodology)
- Secretariat to Leadership Forums, including the Transport Sector Leadership Group
- Commercial/Ownership Operations (airport ownership, asset divestment, contract monitoring)

Feedback on the Proposal

Feedback	Response
It was noted that the team title did not accurately reflect the full breadth of the team's functions, particularly in respect of the commercial advice function.	I agree and have renamed the team Governance and Commercial.
Feedback highlighted a number of changes in functions and resourcing compared to the status quo, with concern that the team was not adequately resourced to deliver this. Most significantly, it was noted that the team would be responsible for fee and funding reviews.	I accept feedback that the team requires additional resource to support the fee and funding review programme. I have added an additional senior adviser role accordingly. I consider the total level of resource available appropriate to cover the remainder of the team's responsibilities, noting I expect there to be close collaboration with the investment team on a range of matters.
It was suggested that responsibility for regular engagement with Board Chairs should be reflected in the role descriptions of the DCE and/or manager in this area.	I agree and have updated the role descriptions accordingly.
It was suggested that the Governance and Commercial team would assume responsibility for oversight of the new CRL company.	At this stage, I have assigned this responsibility to the Investment team, noting I expect there to be close collaboration with the Governance and Commercial team.

	My expectation is that the Governance and Commercial team will principally focus its efforts on matters relating to crown entities. I acknowledge however, responsibility for this area may need to be reviewed once we confirm the full extent of the Ministry's monitoring role for CRL.
There was feedback about the extent of administrative support required for this team, and concern that a single PA/Team Administrator across the Corporate Services, and Governance and Engagement Groups would be insufficient.	I have provided an additional 0.5 FTE in the Engagement and Communications Team to provide administrative support across the Groups.

Summary of key changes

- Team named changed
- Team structure
  - Addition of a Senior Adviser role to assume responsibility for the Fee and Funding review programme
- Clarified expectations for close collaboration with the Investment team, particularly in relation to the commercial function and fee and funding reviews
- Adviser/Graduate roles changed from specialist to generalist
- Role descriptions updated to include responsibility for engagement with board chairs

Engagement and Communications

This team will be responsible for the Ministry's stakeholder engagement and internal and external communications, including official correspondence.
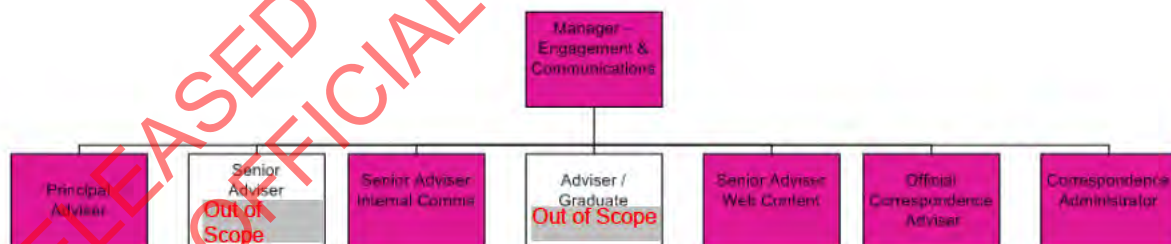
Key areas of responsibility

- Engagement and communications strategy
- Media
- Internal communications
- Official correspondence, including the weekly report

Feedback on the Proposal

Feedback	Response
There was significant discussion about the role of the Official Correspondence Adviser, including the size of the function and this potentially crowding out the advisory function.	I have responded to feedback about Ministerial Servicing / Official Correspondence in the earlier section. An additional 0.5 FTE has been added to provide additional capacity in this area.
Related to this, there were questions about the expectations of the Adviser/Graduate in the team, particularly in relation to being back up to the Official Correspondence Adviser.	I have considered feedback regarding the role of the Adviser/Graduate in this team. I remain of the view that official correspondence is a key communications channel and a critical function for any Adviser/Graduate in this area to understand. The Adviser/Graduate role will therefore continue to be expected to provide backup to the Official Correspondence function, alongside other engagement and communications responsibilities. The additional 0.5 FTE noted above will reduce the time involved to some extent.
One submission questioned whether the proposed team had the headroom to support the step change in stakeholder engagement envisioned in the Proposal. They suggested consideration be given to providing a dedicated stakeholder engagement specialist.	I have considered feedback regarding the level of resourcing needed to support the Ministry's strategic stakeholder engagement. I believe the final resourcing allocated provides sufficient headroom to support this.
There was good discussion about the role of the Senior Adviser – Web Content, and support for growing our online presence. Some submitters commented on the challenge of finding someone with both a technical and communication background, and questioned whether an Adviser/Graduate – Web Content role also needed to be retained alongside the new Senior Adviser role, for some tasks.	I remain of the view that a senior position is necessary and sufficient to support the step change I expect in this area. They will be closely supported on technical matters by the Digital and Knowledge Team. I agree with feedback that we may need to invest in a new web platform to support more effective day-to-day use of web channels. This will need to be considered as part of the development of a Digital strategy.

Summary of key changes

- Team structure
  - o Addition of an Engagement and Communications Administrator
  - o Adviser/Graduate roles changed from specialist to generalist
- Role descriptions
  - o Clarified expectations of the Engagement and Communications Adviser/Graduate Adviser following feedback

Corporate Services

This Group will be responsible for the Ministry's corporate services, which are essential in supporting the design and implementation of the organisation's strategy and effective management of the Ministry. The consolidation of these functions will support the establishment of a centre of excellence for management of Corporate Services.

The following are the new and vacant roles for this group.

Role title	Reporting to	Role purpose	Status / Advertise
Manager – Human Resources	DCE MoT – Corporate Services	The role of the Manager - Human Resources is to partner with the Senior Leadership Team to lead all aspects of strategic HR to effectively support and enable a high performing organisation. This role partners with the DCE MoT Corporate Services to maintain the relationship with the Public Servants Union (PSA). They lead the HR team.	New Internal / External
Chief Financial Officer	DCE MoT – Corporate Services	The Chief Financial Officer is the head of finance for the Ministry and is the primary advisor to the Chief Executive and Ministry management on financial and related matters. The CFO sits at 2.5 in the organisation reporting to the DCE MoT Corporate Services, however the CFO attends as-of-right all Senior Leadership Team (or equivalent) meetings.	New Internal / External

Role title	Reporting to	Role purpose	Status / Advertise
Manager – Digital and Knowledge	DCE MoT – Corporate Services	The role of the Manager – Digital and Knowledge is to partner with the senior leadership team to lead all aspects of strategic and operational information and communications technology and learning management, to effectively support and enable a high performing organisation. They ensure that digital procurement is fit for purpose, the digital platform is operating, secure and up to date including dealing with external vendors who support the technology. They champion and enable learning management across the organisation and ensure learning management fosters a culture of organisational learning. They lead the Digital & Knowledge Team.	New Internal / External
Manager – Business Support	DCE MoT – Corporate Services	The role of the Manager - Business Support is to lead all aspects of Business Support to effectively support and enable a high performing organisation. They lead the Business Support Team	New Internal / External
Business Partner	Manager – Human Resources	The role of the Business Partner is to provide strategic and expert operational management of the delivery of the Ministries HR strategies. They work closely with managers across the business to ensure consistency of delivery of HR services. They provide mentoring to the HR Team.	Vacant Internal / External
Human Resources Adviser	Manager – Human Resources	The role of the HR Adviser is to provide operational HR advice and support to Managers in the Ministry in order to bring the HR strategies to life. The role supports the Business Partners and Managers across the Ministry to deliver on all aspects of HR. This role has an emphasis on health, safety and wellbeing for the Ministry.	New Internal / External
Human Resources / Payroll Administrator	Manager – Human Resources	The role of the HR Administrator / Payroll is to provide high level administration and coordination support to the Manager - Human Resources and the wider HR Team and co-ordinate the payroll function.	New Internal
Senior Adviser – Transition (18 months fixed term)	Manager – Human Resources	The role of the Senior Adviser - Transition will support and lead the development, delivery and management of Ministry-wide learning and development initiatives and/or programmes to build capability and bring the HR strategies to life following the Ministry Organisational Review. They also assist with recruitment and selection. The role works	New Internal / External

Role title	Reporting to	Role purpose	Status / Advertise
		with the Senior Leadership Team and managers.	
Financial Accountant	Chief Financial Officer	The Financial Accountant has primary responsibility to ensure the accuracy and integrity of financial information produced by the Ministry that occurs as the result of financial transactions. This responsibility includes oversight of all transactional systems.	New Internal / External
Management Accountant	Chief Financial Officer	The Management Accountant is the primary advisor to Ministry managers and staff on day to day financial matters and maintains an overall system to enable budgeting forecasting and reporting as required by the Ministry.	New Internal / External
Accounts Officer	Chief Financial Officer	The Accounts Officer is responsible for the efficient and effective processing of all transactional processing aspects of the finance function.	New Internal / External
Principal Adviser Transition (18 months fixed term)	Chief Financial Officer	The role of the Principal Adviser - Transition is to assist the Chief Financial Officer with the efficient and effective operation of the finance function. The role works with the Senior Leadership Team and managers to build finance capability and assist the Ministry to implement recommendations out of the Finance Assessment.	New Internal / External
Senior Digital Adviser (2)	Manager – Digital and Knowledge	The Senior Digital Adviser works in partnership to provide strategic and operational digital advice, guidance and support relevant to the Ministry's strategies. They ensure that digital procurement is fit for purpose, the digital platform is operating, secure and up to date including dealing with external vendors who support the technology. They work effectively with other agencies to deliver appropriately joined up services and expertise and ensure the Ministry meets regulatory requirements in relation to digital information. They champion and enable knowledge management across the organisation to foster a culture of organisation learning.	New Internal / External
Principal Adviser – Knowledge Management	Manager – Digital and Knowledge	The role of the Principal Adviser - Knowledge Management is to provide strategic and operational management of knowledge management advice, guidance and support relevant to the Ministry's	New Internal / External

Role title	Reporting to	Role purpose	Status / Advertise
		strategies. They ensure that knowledge management procurement is fit for purpose, that knowledge management systems are operating, secure and up to date including dealing with external vendors. They lead the provision of knowledge management and workflow systems and tools to enable efficient and effective use of Ministry resources, working effectively with other agencies to deliver appropriately joined up services and expertise. They ensure the Ministry meets its regulatory requirements. They champion and enable knowledge management across the organisation to foster a culture of organisation learning.	
Senior Solicitor	Chief Legal Officer	The role of the Senior Solicitor is to work in partnership to provide high quality, cost effective and efficient legal advice to the Ministry and Ministers.	Status / Advertise
Solicitor	Chief Legal Officer	The role of the Solicitor is to work in partnership to provide high quality, cost effective and efficient general legal advice to the Ministry and Ministers.	Vacant Internal / External
Executive Assistants (3)	Manager – Business Support	The role of the Executive Assistant to the DCE is to contribute to the effective and efficient operation of the Group by providing high-level professional support services to the DCE to ensure the smooth and efficient operation of their business groups.	New Internal / External
PA / Team Administrators (5)	Manager – Business Support	The role of the Personal Assistant/Team Administrator is to provide shared secretarial services, general office administration support to their relevant business group and personal assistance to relevant team managers. Note that support is provided on the basis of approximately 1x Personal Assistant / Team Administrator per 2 x Managers plus 10 x staff.	New Internal / External
PA / Team Administrator Auckland	Manager – Business Support	The role of the Personal Assistant/Team Administrator is to provide shared secretarial services, general office administration support to their relevant business group and personal assistance to relevant team managers. Note that support is provided on the basis of approximately 1x Personal Assistant / Team Administrator per 2 x Managers plus 10 x staff.	New Internal / External

Role title	Reporting to	Role purpose	Status / Advertise
Facilities Administrator	Manager – Business Support	The role of the Facilities Administrator is to provide essential day-to-day office administration and facilities coordination management services to support the Ministry.	New Internal

Human Resources

This team will be responsible for all aspects of people capability within the Ministry, this will include ensuring the Ministry has the policies, frameworks, advice and support to ensure the right people capability for the new operating model and structure now and in the future.
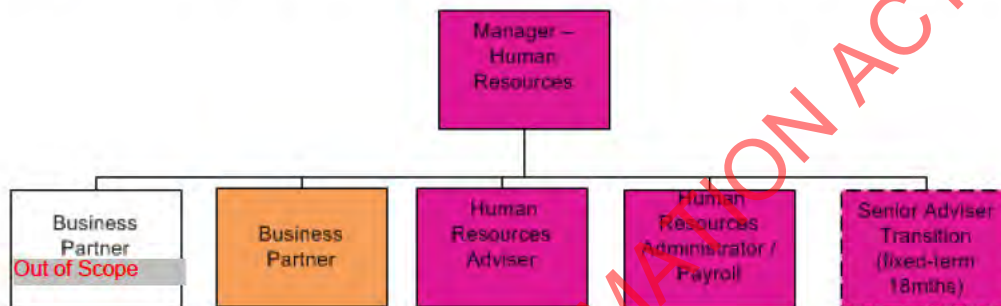
Key areas of responsibility

- Workforce planning and recruitment
- Performance and change management
- Employee relations, remuneration and benefits
- Learning and Development, including induction policy
- Health and Safety and wellbeing
- HR polices and frameworks

Feedback on the Proposal

Feedback	Response
There was an acknowledgement of the need to increase investment in this area of the Ministry, though there was some concern that this was an over-investment for an organisation of the Ministry's size.	I believe there is a need to increase effort in this area. While I understand feedback about the size of this team relative to the overall size of the Ministry, it will be needed to support the growth in staff numbers that needs to occur over the next few years, and the work we need to do on our supporting policies.

Related to the above, there was a question of whether the Ministry requires two business partner roles.	Further to the above, I believe there is a need for two strategic business partners. The nature of the expected work programme over the next 2–3 years warrants this level of senior resource to ensure it is delivered effectively.
There was a question about whether the team included sufficient capacity to support upcoming recruitment needs, with the suggestion that additional temporary resource may be required.	I agree the Ministry will have a significant recruitment programme over the next few years to both fill vacancies and bring in additional resources following our increase in budget. I have provided an additional transitional role to help with recruitment and other HR tasks. The HR Adviser is also expected to be involved in all aspects of HR including recruitment.
There was feedback that payroll input is a technical skill, warranting senior oversight. There was good discussion about whether this best sits in the HR or Finance team.	The payroll function is one that could sit in either HR or Finance. For the Ministry, I consider it is appropriate to retain this in the HR team for the time being. However, this may need to be reviewed, subject to any changes to our financial and payroll systems. I agree with feedback about the need to clearly articulate responsibilities for payroll at a manager level. The HR Manager and Chief Financial Officer role descriptions have been updated accordingly.
There was a question of why the HR team has a dedicated HR Administrator/Payroll role	The allocation of a dedicated administrator role reflects the nature of the HR function, and the need for continuity in providing confidential administration support. This role will be responsible for inputting payroll data to support fortnightly pay cycles, and support recruitment, induction and other HR functions.
There were calls for this team to review the Performance Management Framework, in order to ensure this supports the objectives of the review.	I agree this is a priority. The exact timing of the review of the Performance Management Framework will be considered by the DCE Corporate Services, and overseen by the People and Capability sub-committee.

Summary of key changes
- Team name, structure and responsibilities are unchanged
- Role descriptions updated to clarify payroll responsibilities

Finance

The Finance team provides specialist financial services to the Ministry. The Finance team also provides advice to Ministry managers and staff on financial matters pertaining to the Ministry's financial resources and the wider Vote Transport.
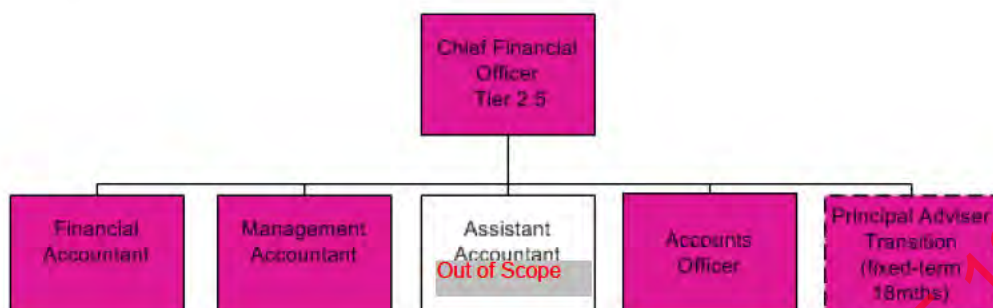
Key areas of responsibility

- Financial accounts for external publications (annual reports, estimates)
- Management of financial systems
- Management of finance function suppliers
- Budgeting and forecasting process
- Financial management reporting process
- Ministry financial policies
- Primary and secondary advice on financial matters to SLT and policy staff

Feedback on the Proposal

Feedback	Response
There was strong support for the move to fit-for-purpose ICT systems to enable the Finance Team to be more efficient with its time, noting it will take time for these to be implemented.	Ensuring our financial systems are robust and fit-for-purpose is a priority. The Finance Assessment has made recommendations on how our system requirements can be assessed and implemented. I expect MLT/SLT to make decisions on a way forward shortly.
It was noted that the role descriptions were largely generic for finance roles, and did not adequately identify the unique elements and tasks associated with Vote Transport. It was also noted the transitional Principal Adviser role was light on detail.	I agree. Further detail has been added to the relevant role descriptions.
It was suggested that there was insufficient coverage in the event that the Accounts Officer is absent. As a solution it was proposed to add a new Finance Administration role.	In all teams it is necessary to make contingency plans for absence at any level, and the same applies in this team. I consider the establishment resource is sufficient to support cover of this role. This feedback was also considered when making changes to the role descriptions, noted above.

There were mixed views about the lack of a senior role between the Chief Financial Officer and the remainder of the Finance Team under the proposed structure. The Finance team submission expressed support for retaining a Senior Accountant role to help ensure the CFO does not end up carrying out transactional rather than strategic tasks. A contrasting view was offered that this structure had not worked previously.	I have carefully considered the need for an additional senior accountant role. I acknowledge there are some complexities to Vote Transport. However, I remain of the view that the permanent establishment is appropriately sized for the function. A transitional Principal Adviser role has been provided to help bridge the gap while fit-for-purpose ICT systems are implemented. The addition of the Investment team will also provide some additional oversight of the NLTF and Vote. I also note feedback that the CFO role description indicates that it would not personally produce the core finance functions. I have clarified this to ensure it is clear the CFO will have some day-to-day involvement in core financial functions, as you would expect in an organisation this size.
There was a suggestion that Payroll should be clearly identified as a functional responsibility of the Finance team.	Please see the Human Resources team description for my response to this.
There was feedback that the Assistant Accountant role was similar to the tasks currently being undertaken by the Financial Accountant.	I have reviewed the role description of the Assistant Accountant and agree this is consistent with the role undertaken by the current Financial Accountant. As such, this is now treated as a reassignment rather than a new role.

Summary of key changes
- Team structure
  - Clarified that the Financial and Management accountant roles, while not denoted as "Senior", are significantly different to roles previously held in the Finance team under equivalent names
  - Assistant Accountant is now deemed a reassignment, given the close alignment between this role and the current financial accountant role

Digital and Knowledge

This team will be responsible for the development and implementation of the Ministry's digital strategy and knowledge management. Together, these functions aim to transform the Ministry's internal and external service delivery through enhanced digital channels, and unlocking the full potential of our data and information.
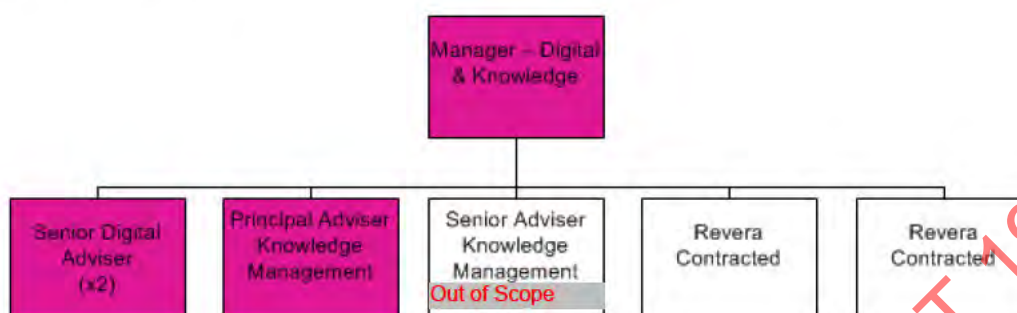
Key areas of responsibility

- Digital/ICT strategy
- ICT (platform) architecture
- ICT support (through a 3rd party provider)
- ICT disaster recovery
- Knowledge management and learning

Feedback on the Proposal

Feedback	Response
There was support expressed for the dedicated Digital and Knowledge (formally the Information and Learning team, with feedback that our ICT systems are long overdue for change.	It is essential that the Ministry's digital and knowledge systems and processes support both our internal operation, and our interactions with other parts of Government and the wider public. I agree there is a need to increase our focus and effort in these areas.
A small number of submissions noted the potential difficulty in filling the Manager role with someone who has both an ICT and knowledge management background. A number of alternative team structures were proposed, including establishing a dedicated IT team alongside an Information and Learning team. Alternatively, it was suggested that I could more clearly articulate the need for the Information and Learning Manager to have a strong background in ICT, with the clear expectation that this would be supported by a Principal Adviser whose depth in expertise was in the knowledge management field.	My view is that these functions need to be more closely aligned, rather than separated, in order to deliver the far more strategic approach in this area that I expect. I do accept, however, that it may be difficult to fill the management role with someone who has both ICT and Knowledge Management experience. I have therefore accepted the suggestion that the team should be structured around the manager having strong experience in strategic digital and ICT fields, and that the Principal Adviser is the appropriate person to lead the knowledge management work programme. I have adjusted role descriptions accordingly.

Some submissions suggested the need for additional resource in the team to help manage day-to-day knowledge management tasks.	I appreciate the suggestion. In an unconstrained environment, I agree there would be benefit in having an additional, junior resource to assist in this area. However, given overall priorities, I do not consider it appropriate to increase the establishment beyond that which was originally proposed. I expect that PA/Team Administration support can and will be accessed for significant administrative tasks.
A number of submissions commented on the proposed team name and role titles. There was particular concern expressed that the term 'learning management' could cause confusion between a 'learning organisation' and a 'learning management' (training) framework. It was suggested to revert to knowledge management or similar titles.	I accept this feedback and have reclassified relevant roles as Principal and Senior Adviser - Knowledge Management.
There was also feedback indicating the need to clarify the roles of the two technical specialist roles.	Following further discussion with Government Chief Information Officer (GCIO), I have clarified that the technical specialist roles are senior roles, and added additional description of function into the role descriptions.

Summary of key changes

- Team name changed
- Team structure
  - We have corrected an inconsistency in the Proposal – the Senior and Adviser Learning Management roles are reclassified as Principal and Senior Adviser Knowledge Management roles in the final structure
- Role descriptions
  - Clarified the team manager role as needing strategic ICT focus, and changed title to Manager Digital and Knowledge
  - Clarified the technical specialist roles are at senior level and change the title to Senior Digital Adviser.

Legal

This team is responsible for providing pragmatic and agile legal advice to support effective and efficient policy development, decision making and implementation, internally by the Ministry and externally by the Government.
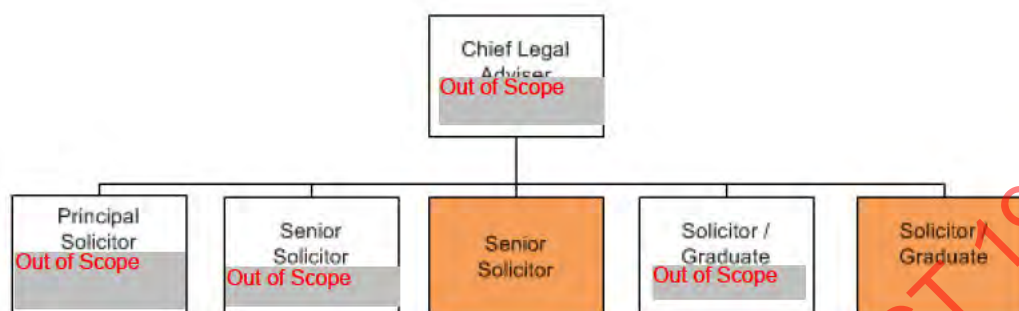
Key areas of responsibility

This function remains largely unchanged from currently, with the exception of procurement. Responsibility for the procurement policy and day-to-day procurement management and support will shift to the Business Integrity and Performance Team. The Legal team will retain responsibility for procurement contracting.

I also expect the Legal team to increase its focus on its end-to-end involvement in strategically significant projects.

Feedback on the Proposal

Feedback	Response
There was concern expressed about the proposed use of generic adviser role titles in the Legal Team. The submission suggested retaining the current specialist Solicitor role titles, and this was well supported.	I accept the feedback offered regarding the use of Solicitor titles, and have amended the role titles accordingly.
There was also support for consideration given to making the Chief Legal Adviser role Tier 2.5, given the role's importance to strategically significant projects and the need to be able to draw SLT's attention to issues of compliance.	I have also considered the suggestion that the Chief Legal Adviser be Tier 2.5. The assignment of the Chief Financial Officer and Director Auckland roles as Tier 2.5 largely reflects the regularity and breadth of issues I expect they will need to advise SLT on. I agree with feedback that it is important that the Chief Legal Adviser is able to advise the Chief Executive and SLT on matters of concern directly. However, I'm comfortable this can be achieved through the proposed structure (as with other Tier 3 roles, for example, the Manager Human Resources).

One submission sought clarification about the distinction between the role of legal, and the role of the Business Integrity and Performance Team, in relation to procurement.	The Legal team will retain responsibility for the preparation of contracts. The PMO (in the Business Integrity and Performance team) will be responsible for the procurement policy, and day-to-day procurement management and support. This will help to free up Principal Solicitor resource to focus on strategic issues.

Summary of key changes

- Team structure and responsibilities unchanged from the Proposal
  - Clarified separation of responsibilities in respect of procurement matters
- Role titles have been amended to retain the specialist title of Solicitor, with relevant seniority denoted

Business Support

This team will be responsible for the provision of all executive and administrative support across the Ministry.
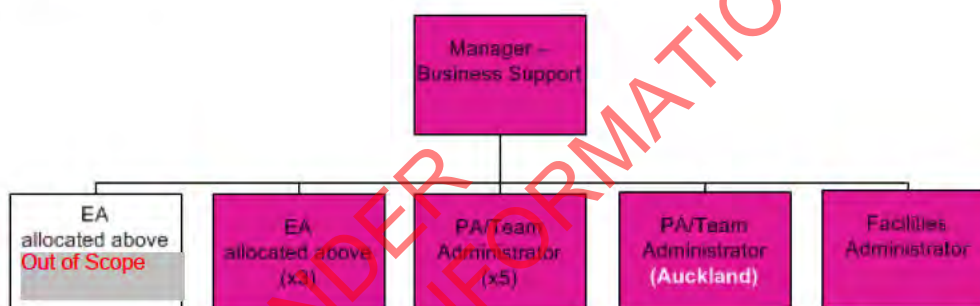
Key areas of responsibility

- Executive support to each member of the SLT and Directors
- Diary and inbox management support for third Tier managers
- Administrative support across the Ministry, including the Auckland office
- Facilities management

Feedback on the Proposal

Feedback	Response
There was strong support for the Proposal to more closely align PA/Team Administration roles with the groups and teams they will support, and to increase the level of administrative support available overall.	Administrative support is both a key input into the policy process, and essential to the effective operation of the Ministry as an organisation. I believe the approach to administration will support the Ministry to deliver high quality, timely and influential policy advice and to function efficiently as a business.
The main feedback was concern that there would be insufficient administrative support available to the proposed	One of the strongest themes emerging from the sounding sessions was the need for more administrative support across the

Governance and Engagement, and Corporate Services Groups, who would share a PA/Team Administrator role under the Proposal. Particular feedback was provided about the administrative tasks associated with the functions of the Engagement and Communications Team, and the Governance and Commercial Team.	organisation, in order to ensure all staff are using their time efficiently. In allocating administrative support across the organisation, I have had regard to the functions that produce the majority of our official correspondence and are most heavily involved in external engagement.

I accept, in part, feedback about the need for additional administrative support in the Governance and Engagement, and Corporate Services Groups. An additional 0.5 FTE is provided through the newly created role of Correspondence Administrator. This role will have an indirect (dotted line) reporting relationship to the Manager Business Support, and about half of their time will be available to provide administrative assistance to these groups as deemed appropriate by the Manager |
| There was also concern expressed about the extent of change to current EA and OD roles, with requests to look at how this level of change could be minimised. | We have reviewed the proposed treatment of EA and OD roles. Consequently, the EA to the Deputy Chief Executive will now be a reassignment rather than a new role. |

Summary of key changes

- Team structure unchanged from the Proposal
- Additionally, the NZSAR Secretariat has been funded by the NZSAR Council for a dedicated administrative support person. They will report to the Manager Business Support for professional development but sit with the NZSAR team. Further, they will be able to be drawn on to support the organisation and provide backfill where necessary.

Section 5: Recruitment Processes and Next Steps

This section outlines the recruitment processes that we will follow to implement the changes outlined in the decision document.

Reconfirmation or reassignment into existing roles

Staff in roles that remain the same or nearly the same in the new structure will be either reconfirmed or reassigned into the roles. There are 31 of people who are being reconfirmed or reassigned in the structure.

Staff who are being reconfirmed or reassigned will receive a letter advising them of the change to their role by 16 June 2017.

Contestable roles

If the number of roles available is fewer than the number of staff to be reconfirmed or reassigned, these roles will be contestable.

There are eight of the Tier 3 manager roles where this is the case. The selection process will be ring-fenced and only people in a substantially similar role will be able to apply in the first instance.

More information on the process will be provided to this group, however, it is expected that the process will include an interview and a CV will be required.

New roles

We have confirmed the process detailed in the consultation document with Tier 2, Director and non-policy Manager and other key specialist roles to be advertised internally and externally. The timeframe for the recruitment of these roles is contained in later in this section on page 70 of this document.

Any other new roles reconfirmed, reassigned or contestable, will be advertised, internally in the first instance. New roles will be open to applications from all internal staff however, affected staff will be given preference for if they meet the requirements for the role. This means where an affected staff member is able to demonstrate they have the required competencies (technical and behavioural), experience and qualifications as indicated in the role description, they will be offered reassignment to the role ahead of non-affected applicants.

Advertisement and role descriptions

Advertisements and role descriptions for new roles and contestable roles will be available on Discover (the Intranet). All new, contestable and vacant roles will be available on Discover as per confirmed timeframe table below. Roles will be advertised in a staggered manner so that, where possible, the relevant appointed manager can be involved in the selection of their own teams. An approximate timeframe of how this might happen is detailed later in this section on page 70 More information on roles being advertised is contained in section/page.

Preference or 'preferred' status

An affected staff member would have preference over a non-affected staff member to an appointment as part of the contestable process where they have the relevant skills and experience (technical and behavioural) to undertake the functions of the role within a reasonable timeframe. This means that their application would be considered prior to the application from staff members who do not have affected status.

Expression of Interest roles (EOI)

Once the process for the contestable roles have taken place we will then complete the Expression of Interest processes (EOI) for the Senior Advisers and Adviser/Graduates. The EOI process is to allocate staff to roles in the new structure. More information on this process will be available in late June / July.

Transition roles and the ORT

There are two transition roles which will from part of the new structure for an 18-month period. One of these roles is in Human Resources and the other is in Finance. It is understood that these two roles will support the relevant areas to ensure that the relevant systems and processes are in place to support the new structure.

There may also be shorter term transition roles to support transition between now and when we Go Live on 2 October, these roles will form part of a change team that will support the Ministry to transition from the current structure to the new structure including agreeing a plan to embed the Vision, Values and Purpose.

Post the Final Decision Document being announced the focus of the ORT will turn immediately to the recruitment and selection processes to enable the Ministry to 'Go Live' on 2 October. To ensure people are well-informed through this process, the ORT will continue to communicate with regular emails. Should you have any queries in the meantime, please contact ▮▮▮▮▮▮▮ or the team via email or in room 209.

Confirmed timeframe

Timeframe	Description
14 June 2017	Meet with MLT Meet with affected staff / TMG
15 June 2017	Meet with affected staff
15 June 2017	ALL-MoT
16 June 2017	Tier Two all DCE role descriptions available on Discover (the Intranet) and externally advertised
19 & 20 June 2017	All other role descriptions available on Discover (the Intranet) Advertising / recruitment starts for the CFO, Policy Directors, Policy Director Auckland and specialist Tier 3 roles (new and vacant)
19 June 2017 28 June 2017 (midday)	Manager/PMP CSR applications open Manager/PMP CSR application closes
6 & 7 July	Manager/PMP CSR interview process
3 to 17 2017 July (indicative)	Principal Adviser / Senior Adviser / Adviser & Graduate EOI allocation processes take place
17 to 21 July 2017 (indicative)	Advertising starts for Tier 4 (new and vacant) and other vacant roles
2 October 2017 (indicative)	Go-live / transition to the new way of working

Support

This will be a challenging time for some people, especially those who are directly affected or impacted. Support that can be accessed will, by necessity vary from person to person due to differing needs and circumstances. This support may include:

- change-related support and training sessions
- career counselling
- access to confidential support through EAP, contact details can be found on Discover

If you are directly affected or impacted by the decision, you will be, or have been, individually invited to attend relevant training sessions.

Details on career counselling support will be provided to individuals as part of the redeployment conversations held with their line manager, the Chief Executive or the ORT.

Please also know that you can continue to contact a variety of people for support, advice and guidance. These include:

- your line manager
- internal HR support
- PSA representatives
- the ORT.

We encourage you to look after yourself and your colleagues. It is important to respect that this change may affect people differently so please check in on each other and make sure people are accessing the support available.

Organizational chart (Annex 1)

Chief Executive — Out of Scope

EA

- **DCE MoT – Regulatory & Data** (EA)
- **DCE MoT – Strategy & Investment** (EA)
- **DCE MoT – Governance & Engagement** (EA)
- **DCE MoT – Corporate Services** (EA)

DCE MoT – Regulatory & Data
- Director
  - PA/Team Administrator (x2)
  - Manager – Resilience & Security
    - Principal Adviser
    - Senior Adviser (x3)
    - Adviser / Graduate (x3)
  - Manager – Mobility & Safety
    - Principal Adviser
    - Senior Adviser (x4)
    - Adviser / Graduate (x4)
  - Manager – International Connections
    - Principal Adviser (x2)
    - Senior Adviser (x3)
    - Adviser / Graduate (x4)
    - NZSAR Secretariat Manager — Out of Scope
    - NZSAR Support Programme Coordinator — Out of Scope
    - NZSAR Assurance Coordinator — Vacant
    - NZSAR Secretariat Senior Adviser — Out of Scope
    - NZSAR Office Manager/ Administration Support (dotted line to Manager Business Support) — Vacant
  - Manager – Domain Strategy, Economics & Evaluation — Out of Scope
    - Principal Adviser
    - Principal Economist — Out of Scope
    - Principal Economist
    - Senior Economist — Out of Scope
    - Senior Economist
    - Senior Evaluation Adviser (x2)
    - Adviser / Graduate — Out of Scope
    - Adviser / Graduate
  - Manager – Analytics & Modelling
    - Principal Data Analyst — Out of Scope
    - Senior Data Analyst — Out of Scope
    - Senior Data Analyst (x2)
    - Adviser / Graduate
    - Technician — Out of Scope

Note: Senior Data Analyst x2, & Senior Economist roles have previously been advertised and are currently in a recruitment process

DCE MoT – Strategy & Investment
- Director
  - Director – Auckland Tier 2.5
  - Chief Scientist .25 - .5 FTE
  - PA/Team Administrator (x2)
  - Manager – Strategic Policy & Innovation
    - Principal Adviser (x2)
    - Senior Adviser (x3)
    - Adviser / Graduate (x2)
  - Manager – Investment
    - Principal Adviser
    - Senior Adviser (x3)
    - Senior Adviser (Auckland)
    - Adviser / Graduate (x3)
    - Adviser / Graduate (Auckland)
  - Manager – Demand Management
    - Principal Adviser
    - Principal Adviser (Auckland)
    - Senior Adviser (x3)
    - Senior Adviser (Auckland)
    - Adviser / Graduate (x3)
    - Adviser / Graduate (Auckland)
  - Manager – Urban Development & Environment
    - Principal Adviser
    - Principal Adviser (Auckland)
    - Senior Adviser (x3)
    - Adviser / Graduate (x3)
  - Manager – Rail & Freight
    - Principal Adviser
    - Senior Adviser (x3)
    - Adviser / Graduate

DCE MoT – Governance & Engagement
- Manager – Business Integrity & Performance
  - Principal Adviser — Out of Scope
  - Senior Adviser PMO & Procurement
  - Senior Adviser Corporate Accountability — Out of Scope
  - Senior Adviser Security, Risk & BCP
  - Adviser / Graduate (x2)
- Manager – Governance & Commercial — Out of Scope
  - Principal Adviser — Out of Scope
  - Senior Adviser — Out of Scope
  - Senior Adviser — Out of Scope
  - Senior Adviser
  - Adviser / Graduate — Out of Scope
- Manager – Engagement & Communications
  - Principal Adviser
  - Senior Adviser Internal Comms
  - Adviser / Graduate
  - Senior Adviser Web Content
  - Official Correspondence Adviser
  - Correspondence Administrator
- Private Secretaries — Out of Scope

DCE MoT – Corporate Services
- PA/Team Administrator
  - Manager – Human Resources
    - Business Partner — Out of Scope
    - Business Partner
    - Human Resources Adviser
    - Human Resources Administrator / Payroll
    - Senior Adviser Transition (fixed-term 18mths)
  - Chief Financial Officer Tier 2.5
    - Financial Accountant
    - Management Accountant
    - Assistant Accountant
    - Accounts Officer
    - Principal Adviser Transition (fixed-term 18mths)
  - Manager – Digital & Knowledge
    - Senior Digital Adviser (x2)
    - Principal Adviser Knowledge Management
    - Senior Adviser Knowledge Management — Out of Scope
    - Revera Contracted
    - Revera Contracted
  - Chief Legal Adviser — Out of Scope
    - Principal Solicitor — Out of Scope
    - Senior Solicitor — Out of Scope
    - Senior Solicitor
    - Solicitor / Graduate — Out of Scope
    - Solicitor / Graduate
  - Manager – Business Support
    - EA allocated above — Out of Scope
    - EA allocated above (x3)
    - PA/Team Administrator (x5)
    - PA/Team Administrator (Auckland)
    - Facilities Administrator

Legend:
- New
- Vacant
- EOI (Reconfirm)
- Reassign
- EOI (Reassign)
- Reassign Cohort size reduction
- Transition role

Annex 1

RELEASED UNDER THE OFFICIAL INFORMATION ACT 1982

Document 3

May 2018 - Reporting line changes and additional resourcing

Document Name: Request to make a business change memo - SLT - May 2018

Memo to SLT

To	SLT
From	Out of Scope - Manager Human Resources
cc	Out of Scope , DCE Corporate Services
Date of SLT meeting	14 May 2018
Subject	Request to initiate a business change – organisation wide

1. Purpose of the Memo

1.   To seek **approval** to initiate changes to the organisation structure and its positions, as outlined in this memo.

2. Recommendations

2.   It is recommended that the SLT:

   a)   **Consider and endorse** the business changes outlined in section 3

   b)   **Note** the impacts of the change and **agree** to fund the change outlined in sections 4

   c)   **Endorse** the recommended communication and implementation approach outlined in section 5

3. Rationale for proposed business change

Each Group within the Ministry has assessed its current and future capacity and capability requirements, factoring in both long term resourcing and where the Ministry is currently experiencing pressures. This has resulted in the proposed changes:

3.1 Strategy and Investment Group

   a)   Establishment of additional 2.0 FTE positions within the Strategy & Investment Group effective 1 July 2018.

   o   Principal Adviser, Demand Management, Auckland

   This role is part of the establishment but is currently unfunded as funding and FTE were temporarily reallocated to the newly established position of Auckland Strategic Programme Lead.

   Change reporting line from Manager Demand Management to Director Auckland (with a dotted link to the Manager Demand Manager). This would ensure that the Director Auckland has the ability to allocate and assign work/tasks directly, monitor the progress and outcomes and be directly responsible/accountable for specific pieces of work.

Principal Adviser, Investment – An additional Principal Adviser is required to contribute to key strategic pieces of work including, GPS2 and considering new approaches to funding.

b) Change of team name from Demand Management to Revenue and Demand Management to better reflect the responsibilities and deliverables of this team.

c) Change in reporting line for the Principal Adviser in Urban Development from Manager Urban Development and Environment to Director Auckland (but with a dotted line to the Manager in Wellington).

This would ensure that the Director Auckland has the ability to allocate and assign work/tasks directly, monitor the progress and outcomes and be directly responsible/accountable for specific pieces of work.

3.2 Regulatory and Data Group

a) Establishment of a new Regulatory Policy team (5.5 FTE) Group effective 1 July 2018. Refer to paper "Proposed Regulatory Policy Team" for additional background and rationale for the creation of this team.

- o Manager (1.0 FTE)
- o Principal (1.0 FTE)
- o Senior Adviser (1.0 FTE)
- o Senior Adviser (0.5 FTE – position already established and budgeted)
- o Adviser (1.0 FTE)
- o Graduate Adviser (1.0 FTE)

b) Establishment of an additional Senior Adviser 1.0 FTE position within the International Connections team **effective immediately**.

A vacant Senior Adviser position was recently transferred from International Connections to Mobility & Safety. At the time, the view was this would have a manageable impact on workload, however it has become clear that this is not the case.

3.3 Governance and Engagement Group

a) Establishment of additional 2.0 FTE positions within the Governance & Engagement Group:

- o Senior Adviser, Governance & Commercial – additional Senior Adviser capacity is required to assist with workload, particularly for the Fee and Funding Review project and to manage strained relationship pressures with key stakeholders.
- o Administrator, Ministers Office – additional capacity is required from an administrative perspective to support the Minister and Associate Minister's office.

3.4 Corporate Services Group

d) Establishment of an additional 3.0 FTE within the Corporate Services Group:

- o Solicitor/Senior Solicitor, Legal – over time increased capacity from the Legal team is likely to be required to support the new Regulatory Policy team.

- o Accountant, Finance – It has become clear that the team is under resourced to manage BAU and increase the Ministry's financial capability.
- o 1.0 additional FTE – details to be tabled by Robyn Smith

3.5 Other considerations – graduate recruitment

- The Ministry will need to consider its ongoing approach to Graduate recruitment, and bear this in mind when making resourcing decisions as outlined above.

- The Graduate recruitment round is usually run at approximately June/July each year. The Ministry did not undertake a graduate round in 2017 due to the organisational wide review. HR noted this with SLT and it was agreed to review again during business planning. As we are currently in the 18/19 business planning process it is timely to review the need.

- There are 8 Graduate level Advisers who are all due to progress to Adviser Level 1 (based on performance) in July – August this year.

- There are 2 more recently placed graduates in the Rail and Freight team who have been here since January 2018 and will be ready to progress to Adviser Level 1 at September 2019 depending on performance.

- The Ministry currently only has 4 vacancies at Graduate / Adviser level and 2 of those are currently being recruited for.

- Business planning is currently underway and should clarify resource requirements and budgets by team/group for the 18/19 year.

- It should be noted that if we want to have more graduates than current available vacancies this would have an additional financial and FTE impact.

4. Impact of the changes

Position Establishment

The Ministry's overall staff numbers (established positions) will increase by **13.0** FTE from **169.5** FTE to **182.5** FTE. Note this figure excludes current fixed term employees who are not backfilling existing established positions.

There is an opportunity to limit the increase to Ministry's FTE footprint by considering repurposing any of the existing vacancies that do not currently have recruitment in action or planned:

Position	Team	How long has been vacant
Senior Adviser *(recruitment in progress)*	Resilience & Security	2 October 2017
Senior Adviser *(recruitment in progress)*	Resilience & Security	4 May 2018
Senior Adviser *(recruitment in progress)*	Mobility & Safety	March 2018
Adviser *(recruitment in progress)*	Mobility & Safety	26 March 2018
Principal Adviser *(planning to readvertise)*	Domain Strategy, Economics & Evaluation	2 October 2017

Graduate Adviser	Domain Strategy, Economics & Evaluation	2 October 2017
Adviser	Strategic Policy & Innovation	4 May 2018
Senior Adviser (*recruitment in progress*)	Investment	2 October 2017
Senior Adviser (*recruitment in progress*)	Investment	2 October 2017
Adviser (AKL) (*plan to readvertise shortly*)	Investment	28 February 2018
Senior Adviser (*negotiating with preferred candidate*)	Urban Development & Environment	4 April 2018
Graduate Adviser	Urban Development & Environment	2 October 2017
Adviser (*recruitment in progress*)	Urban Development & Environment	Not yet vacant – in notice period
Senior Adviser (*recruitment in progress*)	Rail & Freight	30 April 2018
Principal Adviser (*recruitment in progress*)	Governance & Commercial	9 May 2018
Adviser (*recruitment in progress*)	Governance & Commercial	2 October 2017
Principal Adviser (*recruitment in progress*)	Engagement & Communications	2 October 2017
Senior Adviser (*recruitment in progress*)	Engagement & Communications	23 February 2018

People

The impact of creating the new positions on current staff is minimal and does not constitute significant change in role and/or role accountabilities.

Note: The proposed establishment and subsequent impact on one position in Corporate Services is to be tabled at the meeting.

Refer to Appendix A – Impact Assessment for further information.

Finance – Costs

The total cost of the new roles is outlined below, noting that availability of budget has not yet been confirmed by Finance:

Positions excluding Regulatory Policy:

	2018/19	2019/20	2020/21	2021/22	2022/23
Total Additional cost (funding)	988,846	840,260	857,065	874,206	891,690
Total Additional cost (full including overheads)	1,520,372	1,378,892	1,402,945	1,427,480	1,452,505

Refer to Appendix B – New Position Cost and Funding for a breakdown of these costs by position.

<u>Regulatory Policy Positions:</u>

There would be a split funding arrangement for the Regulatory Policy team with some coming from the contestable funding currently provided to transport agencies for rules development, and the remaining from existing Ministry appropriation.

	2018/19	2019/20	2020/21	2021/22	2022/23
Contestable funding appropriation	400,000	600,000	600,000	600,000	600,000
Total Additional cost (Ministry-funding)	233,000	154,000	154,000	154,000	154,000
Total Additional cost (full including overheads)	Information not provided				

Accommodation

Business Support have been engaged about the need for additional accommodation and are working through options. This will add to existing accommodation challenges (in the short to medium term) and whilst we can't be specific at this stage, we will need to be mindful of the possibility of additional cost.

Technology

Knowledge and Digital are yet to be engaged about the additional FTE, however the technology requirements are standard (nothing out of the ordinary). Standard IT costing has been included in the costs indicated above.

5. Communication and Engagement

The communications strategy is to sequence communication carefully to ensure the right people are engaged first, prior to wider team and Ministry communications – refer to the timeline below and Appendix One: Impact Assessment for further detail.

6. Timeline

The timeline for the consultation and decisions is to be confirmed following SLT engagement:

Timeline	Event
By Wednesday 23 May	Impacted employee and team communication
By Wednesday 23 May	Manager-cohort communication
Wednesday 23 May	All of Ministry communication
Staggered from Wednesday 23 May	Initiate recruitment process
At differing stages, however no earlier than Wednesday 23 May	Implementation of new structure and roles

7. Approval

The request to initiate changes to the organisation structure and its positions, as outlined in this memo is:

Approved / Not approved

Out of Scope

Chief Executive

_____/_____/_____

Appendix One – Impact Assessment

NEW POSITIONS

13.0 additional FTE across the Ministry are being proposed:

Regulatory & Data

Regulatory Policy	
Position	**Impact (existing positions, team, work programme) and Action Needed**
Manager (1.0 FTE)	The International Connections, Resilience & Security and Mobility & Safety teams currently manage, oversee or are involved in work/projects that will move to Regulatory Policy.
Principal Adviser (1.0 FTE)	The following individuals will be impacted in terms of work currently performed being redirected to the new team. This is not considered to be a substantial change to their work programme/responsibilities.
Senior Adviser* (1.0 FTE)	• ▓▓▓▓▓▓ Manager International Connections • ▓▓▓▓▓▓▓▓ Senior Adviser International Connections (Rules Coordinator) • ▓▓▓▓▓▓▓▓ Adviser International Connections (Rules Coordinator) • ▓▓▓▓▓▓ Manager Resilience & Security (Civil Aviation Bill – will jointly run with new team)
Adviser (1.0 FTE)	• ▓▓▓▓▓▓▓▓ Manager Mobility & Safety (some projects and work programme will be realigned to the new team)
Graduate Adviser (1.0 FTE)	• ▓▓▓▓▓▓ Principal Adviser Mobility & Safety (standards work) • ▓▓▓▓▓▓ Senior Adviser Mobility & Safety (standards work) • ▓▓▓▓▓▓ Senior Adviser (change in reporting line to Manager Regulatory Policy) The following people are also working with ▓▓▓▓ Director as part of a virtual stewardship team. Discussions will need to be had with these individuals to clarify their role in the virtual team when the new team is established. • ▓▓▓▓▓▓▓▓▓▓▓▓
*NB. Regulatory Policy would also have an additional Senior Adviser 0.5 FTE which already has existing established and budgeted FTE	
International Connections	
Position	**Impact (existing positions, team, work programme) and Action Needed**
Senior Adviser (1.0 FTE)	Minimal (capacity increase) Number of direct reports for Manager, IC increases to nine (9) **Action**: Sequenced communication to key individual(s), team and wider Ministry.

Strategy & Investment

Demand Management	
Position	**Impact (existing positions, team, work programme) and Action Needed**
Principal Adviser, Auckland (1.0 FTE)	Minimal (position is vacant/reporting line change) Number of direct reports for Manager, DM decreases to eight (8) **Action**: Sequenced communication to key individual(s), team and wider Ministry.
Investment	
Position	**Impact (existing positions, team, work programme) and Action Needed**
Principal Adviser (1.0 FTE)	Minimal (capacity increase) Number of direct reports for Manager, Investment increases to 10 **Action**: Sequenced communication to key individual(s), team and wider Ministry.

Governance & Engagement

Governance & Commercial	
Position	**Impact (existing positions, team, work programme) and Action Needed**
Senior Adviser (1.0 FTE)	Minimal (capacity increase) Number of direct reports for Manager, G&C increases to eight (8) **Action**: Sequenced communication to key individual(s), team and wider Ministry.
Ministers Office	
Position	**Impact (existing positions, team, work programme) and Action Needed**
Ministers Office Administrator (1.0 FTE)	Work is currently being shared across the Ministry, particularly from Business Support and Communications. This role won't impact substantive duties for these roles. Number of direct reports for Manager, Engagement & Communication increases to nine (9) **Action**: Sequenced communication to key individual(s), team and wider Ministry.

Corporate Services

Finance	
Position	**Impact (existing positions, team, work programme) and Action Needed**
Accountant (1.0 FTE)	Minimal (capacity increase) Number of direct reports for CFO increases to five (5) (plus 1 fixed term) **Action**: Sequenced communication to key individual(s), team and wider Ministry.

Legal	
Position	**Impact (existing positions, team, work programme) and Action Needed**
Senior Solicitor (1.0 FTE)	Minimal (work is new/additional to the Ministry). Chris Roblett currently provides most of the support for regulatory related work. At such time the additional role is required, Chris would need to be engaged about the impact the new position would have to his work/workload. This would not be considered a substantial change. Number of direct reports for Manager, Legal increases to seven (7). **Action**: Sequenced communication to key individual(s), team and wider Ministry.
Other	
Position	**Impact (existing positions, team, work programme) and Action Needed**
[Position – Out of to discuss] (1.0 FTE)	Impact assessment will need to be conducted in conjunction with Human Resources **Action**: To be determined

OTHER CHANGES

Strategy & Investment	
Change	**Impact and Action Needed**
Change in reporting line for Principal Adviser in Urban Development and Environment from reporting to Manager Urban Development to Environment to Director Auckland (but with a dotted line to the Manager in Wellington)	• Engage with Manager Urban Development, Director, Auckland and Principal Adviser, Auckland on change, rationale and how arrangement is expected to work in future.
Change in reporting line for Principal Adviser in Demand Management from reporting to Manager Demand Management to Director Auckland (but with a dotted line to the Manager in Wellington)	• Engage with Manager Demand Management and Director, Auckland on change, rationale and how arrangement is expected to work in future.
Change in team name from Demand Management to Revenue & Demand Management	• Advise Demand Management team of the change in team name • Adviser wider Ministry of change in team name • Work with various parts of the Ministry to ensure team name is updated e.g. HR, Finance, Business Support, Comms, website etc.

Regulatory & Data	
Change	**Impact and Action Needed**
Change in Group name from Regulatory & Data – *yet to be determined*	• Advise R&D Group of the change in team name • Adviser wider Ministry of change in team name • Work with various parts of the Ministry to ensure team name is updated e.g. HR, Finance, Business Support, Comms, website etc.

Appendix Two – New Position Cost and Funding

All Positions (excluding Regulatory Policy)	2018/19	2019/20	2020/21	2021/22	2022/23
R&D Lawyer - Funding cost	132,419	111,088	113,310	115,576	117,888
R&D Lawyer - Full cost (including overhead)	202,880	182,959	186,618	190,350	194,157
Senior Advisor (INT) - Funding cost	132,419	111,088	113,310	115,576	117,888
Senior Advisor (INT) - Full cost (including overhead)	202,880	182,959	186,618	190,350	194,157
Senior Advisor (G&C) - Funding cost	132,419	111,088	113,310	115,576	117,888
Senior Advisor (G&C) - Full cost (including overhead)	202,880	182,959	186,618	190,350	194,157
Minister's office admin - Funding cost	82,174	71,068	72,490	73,940	75,418
Minister's office admin - Full cost (including overhead)	126,063	115,836	118,152	120,515	122,926
Corporate Accountant (FIN) - Funding cost	107,089	94,238	96,122	98,045	100,006
Corporate Accountant (FIN) - Full cost (including overhead)	166,362	154,696	157,790	160,946	164,165
Principal Adviser, Investments - Funding cost	160,076	135,311	138,017	140,777	143,593
Principal Adviser, Investments - Full cost (including overhead)	246,621	221,824	224,498	227,226	230,008
Principal Adviser, Auckland Demand Mgmt - Funding cost	160,076	135,311	138,017	140,777	143,593
Principal Adviser, Auckland Demand Mgmt - Full cost (including overhead)	246,621	221,824	224,498	227,226	230,008
Additional Corporate Services role - Funding cost	82,174	71,068	72,490	73,940	75,418
Additional Corporate Services role - Full cost (including overhead)	126,063	115,836	118,152	120,515	122,926
Total Additional cost (funding)	988,846	840,260	857,065	874,206	891,690
Total Additional cost (full including overheads)	1,520,372	1,378,892	1,402,945	1,427,480	1,452,505

Document 4

May 2018 - Reporting line changes and additional resourcing

Document Name: All of Ministry Communication on Org Changes - 23 May 2018

From:
To: AllMOT
Subject: Wednesday 23 May
Date: Wednesday, 23 May 2018 4:58:39 pm

Kia ora koutou

I am pleased to let you know that we are about to increase our people count at the Ministry.

Before I outline the detail, I would like to acknowledge the hard work and extended efforts right across the organisation over the last seven months. In this time, we have transitioned to our new organisational design and set about meeting the expectations of our new administration on top of keeping up with our regular deliverables. On behalf of SLT, thank you! Your contributions have been noticed and are appreciated.

Business planning 2018/19
As you may be aware, we are in the middle of our business planning process for 2018/19. SLT has identified five priorities for the coming financial year, which are: Road safety, co-contributions to wider government programmes (including with local government), access to economic development and opportunities, a lower carbon transport system, and Ministry capability. These are our priorities but it is not to say that other work is not important.

SLT considered proposals from teams that required $11m in Ministry expenditure, but we only have around $5m. SLT spent quite a bit of time agonising of these proposals, which were all worthy, and afters some robust debate took decisions on the funding that would be provided to specific workstreams in 2018/19.

Managers will now be reviewing their proposals to determine if any changes need to be made to the resource requirements given SLT's funding decisions. The next step will be to talk with the Minister about the priorities and ensure we are well positioned to meet his expectations.

Refining our organisational structure
SLT has also agreed to some permanent changes to our structure and position establishment, and we are pleased to be able to provide some more 'hands on deck' where needed.

As background, we planned for this review of staff numbers to occur six months into our new organisational design as per the Organisational Review Decision Document. We also planned to augment our numbers following the increase in baseline funding which was granted in the 2017 Budget and is being allocated over three years. In addition, considering the recent resourcing pressures on some of our teams, it was the ideal timing to consider resourcing/capacity.

After careful consideration, we have agreed on the following changes and plans to resource the new roles (where applicable) for each Group:

Regulatory & Data Group
A new **Regulatory Policy** team has been established so the Ministry can increase its focus on stewardship across the transport regulatory system. This is an exciting opportunity for the Ministry to take a proactive leadership role, working in close conjunction with the transport agencies. The Regulatory Policy team will be made up of the following positions:

- Manager
- Principal Adviser
- Senior Adviser
- Senior Adviser (note this is an existing part-time position currently occupied by ███ ██████████ which will move into the new Regulatory Policy team)
- Adviser
- Graduate Adviser

I would like to thank those who have been involved in supporting regulatory stewardship work to date – your contribution is valued and appreciated. We will be recruiting to the vacant positions in the coming weeks.

The **International Connections** team will be recruiting another senior adviser to increase capacity and assist with the delivery of the team's work programme.

Strategy & Investment Group

We are making some changes to the way the Auckland and Wellington offices interact, and have reviewed the reporting line relationships for Auckland-based staff.

Out of Scope (Principal Adviser Auckland) will now report directly to Out of Scope , Director Auckland, with a dotted reporting line to Out of Scope in the Urban Development and Environment team. We are also formalising a dotted reporting line relationship for all other Auckland-based positions to ████ These people will continue to report to their Wellington-based manager.

Overall, these changes will help to ensure successful delivery of our Auckland-focused work programme and strengthen the relationships between our Auckland and Wellington operations.

We are also renaming the Demand Management team to **Demand Management and Revenue**. We, and the team, think this better describes the nature of the work this team delivers. Demand Management and Revenue will be recruiting a Principal Adviser based in Auckland in the coming weeks.

The **Investment** team will be recruiting another principal adviser to enable us to build our overall approach to investment while we manage a large programme of work (including GPS2 and the PGF)

Corporate Services Group

The **Finance** team will be recruiting an additional accountant role. It has become clear that further resource is required to manage business as usual activity and to develop the Ministry's financial capability.

Governance & Engagement Group

The **Governance & Commercial** team will be recruiting another senior adviser as additional capacity is required across the team, in particular to support the Fee and Funding Review project.

An administrator position has also been established in the **Governance & Engagement** group. Out of Scope will be seconded to this position in Minister Twyford's office. Congratulations ▉ Thank you to Out of Scope for stepping in to cover the Correspondence Administrator position while we recruit for it on a fixed-term basis.

I would like to take this opportunity to thank our colleagues - from Business Support in particular - for supporting our Governance & Engagement colleagues with Correspondence Administration over recent months.

Vacancies – internal opportunities

As a result of these changes, we have a number of internal vacancies. We will be prioritising and staggering recruitment to vacant roles over the coming weeks, and we will advertise the roles through the usual channels both internally and externally. Keep an eye out on our [vacancies page](#) for further information and timelines.

If you are interested in any of the vacant roles, please speak with your Manager in the first instance and see the relevant hiring manager for further detail.

If you have any questions about any of the changes or positions, please let either me or any other SLT member know.

Naku noa, naa

Out of Scope

Out of Scope

Chief Executive
Ministry of Transport – Te Manatū Waka

Mobile: +64 21 409 990 |
Out of Scope

Enabling New Zealanders to flourish

Document 5

October 2019- Official Correspondence Review

Document Name: Proposed OCU Redesign_Staff Info Pack_updated 18.10.19

Proposed OCU Redesign

For Consultation with the OCU Team

Ministry of **Transport**
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(25 September 2019 – Version Final)

Strategic Priorities

What are the Strategic Priorities for Official Correspondence

- *Official correspondence is a core output for the Ministry – it is an important part of what we do.*

- *Whether it is on behalf of Ministers or the Ministry's own official correspondence, it is essential that we are producing quality material that is up-to-standard.*

- *Across the suite of official correspondence the Ministry manages and produces a large volume of material, so it is essential that we deliver official correspondence as efficiently as possible.*

Ministry of **Transport**
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Understanding our Purpose

- Why we (the OCU) exists – our reason for being?

- **The OCU is the heart of the Ministry's official correspondence activity**

- **On the back of the review of official correspondence, the Ministry has decided it needs a Official Correspondence Unit that:**
  - Manages OC processes
  - Provides advice, support and training to ministry staff producing official correspondence
  - Produces some OC material
  - Reports on ministry official correspondence performance
  - Manages continuous improvement in OC processes

Ministry of **Transport**
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Why are we proposing changes

Terms of Reference for a review of the current OC operating model were signed off by SLT in February 2019.

Probity Consulting were engaged to undertake the review of the Ministry of Transport's (the Ministry) official correspondence (OC) model throughout February, March, April 2019. The purpose of this review was to ensure that the operating model for delivering official correspondence is fit for purpose to meet the needs of Ministers, the Ministry and external parties.

A need to re-align the current OCU resources better to meet business needs was identified, specifically the need to increase capability and capacity in the OCU to support improved consistency in the standards and timeliness of official correspondence outputs.

The Probity work reviewed the Ministry's current OC model and examined approaches of comparable external agencies. A Working Group was formed to undertake the internal and external reviews and to undertake initial options analysis. A managers group was formed to then further develop the options and supporting content and to feedback to Probity as part of the development of the Report. The review assessed the viability of various OC model options across functional processes, resourcing implications and the required technology solution.

Probity reported back to a cross-Ministry managers group with analysis on a range of options for change. Probity recommended greater centralisation of content development for OC products and additional resourcing. On this basis they recommended three centralised options.

The managers group considered the final Probity Report and agreed to one of the three centralised options recommended by Probity, then presented it to SLT in July 2019.

This consultation pack outlines the proposed OCU model options that the manager working group worked through with SLT during July and August 2019. The following slides describe the journey the Ministry has taken to get to this stage.

Ministry of **Transport**
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What does Success look like

– How will we be different?

<table>
<tr><td>

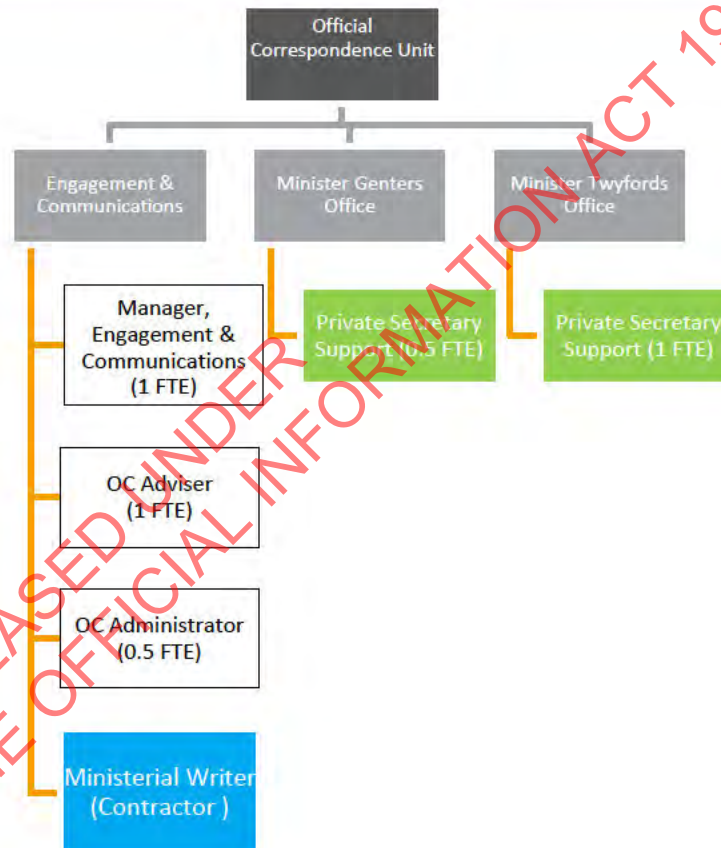**How we work now – 2018/19**

- Current operating model struggling to manage increase in volume of OC products
- Ministerial's are not being consistently delivered on time and to a consistent standard
- Lack of visibility across OC products with regards to development of OC products and their progress to completion, identifying roadblocks is also a challenge for staff and managers
- Minimal training, support and guidance of TARDIS workflow and OC processes
- Inconsistent processes and practices being undertaken across OC products.
- Many TARDIS workflow issues are symptomatic of an inefficient process as well as product limitations.
- Inability to deliver a centre of excellence of OC material, guidance and support within the current OCU.
- Difficulty in managing the accountability of OC outputs.
- Decentralised model
- Lack of dedicated resourcing

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How we want to work in the future….. 2019/20

- More centralised operating model
- Clear accountability of outputs
- Improved processes
- Improved workflows and supporting technology
- Improved capability and consistency in delivery of OC Products across teams and agencies
- Improved visibility across OC products
- Improved coordination around staff training, particular OIA's.
- Adequate resourcing
- Administration activities will continue to be undertaken by the OCU
- Content development: All content creation will continue to be developed within the business with the current exception of some simpler OIA requests, however improved templates will be delivered.
- Quality assurance and review processes would continue to be delivered within the Ministry
- Sign out process would continue to be delivered within the Ministry with some sign-off responsibility sitting within the OCU

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Current Structure

Under the current OCU structure there are 2.5 FTE's, 1 Contractor & 1.5 open ended secondments based in Wellington

```
                          Official
                     Correspondence Unit
                              |
        ┌─────────────────────┼─────────────────────┐
  Engagement &          Minister Genters        Minister Twyfords
  Communications            Office                  Office
        |                      |                      |
   Manager,            Private Secretary        Private Secretary
  Engagement &         Support (0.5 FTE)        Support (1 FTE)
  Communications
    (1 FTE)
        |
   OC Adviser
    (1 FTE)
        |
  OC Administrator
    (0.5 FTE)
        |
  Ministerial Writer
    (Contractor )
```

Key:

- Ongoing secondments (DIA & MoT). Dual reporting line to Manager, Engagement & Communications.

- Contractor (Fixed Term ending xx)

- Current Permanent FTE

RELEASED UNDER THE OFFICIAL INFORMATION ACT 1982

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What is consultation

Consultation is asking others for their views and considering those views when making decisions.

In this instance, OCU employees are being asked for their views on the proposed structure and the process to fill the positions in the structure.

Alternatively you can request a private meeting to give feedback and you may bring a support person or representative to that meeting. The PSA can provide a submission on behalf of a PSA member and on the consultation.

These will be considered by the **DCE Governance and Engagement** as part of their decision making process.

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Proposed Structure Option 1

Proposed structure option 1

Official Correspondence Unit

- Engagement & Communications
  - Manager, Engagement & Communications (1 FTE)
    - Senior Adviser (1 FTE)
    - OC Adviser (1 FTE - Fixed Term)
    - OC Coordinator (1 FTE - Fixed Term)
- Minister Genters Office
  - Private Secretary Support (1 FTE)
- Minister Twyfords Office
  - Private Secretary Support (1 FTE) **VACANT**

Key:

- Ongoing secondments (DIA & MoT). Dual reporting line to Manager, Engagement & Communications.
- Proposed New Roles
- Existing Permanent FTE

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Proposed Structure Option 1
- Rationale and Benefits

This option proposes a new model of greater centralisation within the OCU in that the new OCU would take the lead from a strategic and operational perspective on OC content development, guidance and support for OIAs, ministerials and external information requests. The development of specialist content would continue to be developed within the Ministry.

Resourcing

This option introduces one additional senior resource and one additional coordinator to deliver this function (an additional 2x FTEs). The existing OC Adviser role would be re-scoped.

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Proposed Structure Option 1
- Rationale and Benefits

Functional Processes

- Administration activities will continue to be undertaken by the OCU
- Content development: Greater centralisation of content development with the OCU
- Reporting would be managed and delivered by OCU
- Advice and the provision of a 'Centre of Excellence' for official correspondence outputs
- Greater support, such as champions and online guides
- The OCU would take the role of business owner of the workflow tool leading and continuing the improvements to the workflow tool, deliver training and ensure the tool was fit for purpose
- Quality assurance and review processes would be delivered by OCU in line with other models run by other comparable agencies
- Sign-out responsibility remains in the business groups. Some content e.g. ministerials based on previously agreed templates, sign-out could sit with the new proposed senior role in the OCU.

Proposed Structure Option 1

Current Roles and Key Responsibilities		Proposed Roles and Key Responsibilities	
n/a	n/a	Senior Adviser (1 FTE)	• Developing and embedding processes and guidance. • Monitoring, reporting and continuous improvement. • Producing some content. • Sign-off on "template" ministerials. • Induction and formal training. • Advice/coordination with agencies. • Advising on risk management for official correspondence. • Providing advice to assist the thinking of our senior leaders, to ensure communication and engagement strategies are relevant to Ministry strategies and plans.
OC Adviser (1 FTE)	Administration, processing and limited advice on OIAs, MOIAs, WPQs; drafting some MOIA's; weekly report process; liaison with Minister's offices'; admin of inter agency requests.	OC Adviser (1 FTE) Fixed Term	• Content development: significant proportion of ministerials (similar to current contract writer) Current .7 of an FTE. Future .8 of an FTE on content development (ministerials, OIAs and information requests). • Participating in the development of engagement and communication strategies for the Ministry. • Ensuring information and knowledge-sharing practice is aligned with Ministry strategies, plans and policies • Supporting sector communication advice and support as allocated.

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Proposed Structure Option 1

Current Roles and Key Responsibilities		Proposed Roles and Key Responsibilities	
OC Administrator (0.5 FTE)	Provide administration and coordination support to the OC Function. From May 2018 the MoT based OC Administrator position was allocated to top up admin support in Genter's office to 1 FTE via secondment between MoT and DIA.	OC Coordinator (1 FTE) Fixed Term	• Administration and processing of OIAs, MOIAs, WPQs and general information requests • Weekly report process • Supporting the administration of official correspondence systems including reporting • Supporting sector communication advice and support as allocated. •

Proposed Structure Option 1
- Risks

The SLT feedback on the proposed option 1 structure questioned whether a Senior Adviser role would be sufficiently senior to achieve the required change in OC performance the review is seeking to achieve. In particular there was a desire to ensure there is a sufficiently senior role that could:

- Exercise the judgement required to oversee what will need to be a flexible model, rather than one that is entirely rules based
- Manage and judge work allocation
- Ensure suitable risk assessment and mitigation are being undertaken
- Be able to achieve results and change across the organisation through influence
- Challenge and negotiate with managers across the Ministry
- Oversee a programme of process improvements on OC policies, processes and systems.

The SLT requested further detail including:

- Re-scoping the proposed senior requirements and the implication of this on the other roles in the structure
- Implementation issues including financial implications of the recommended model
- Clarity for responsibilities

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Proposed Structure Option 2

Proposed structure option 2 for consultation

Official Correspondence Unit

Engagement & Communications

Minister Genters Office

Minister Twyfords Office

Manager, Engagement & Communications (1 FTE)

Private Secretary Support (1 FTE)

Private Secretary Support (1 FTE)
VACANT

Team Leader (1 FTE)

Senior Adviser (1 FTE - Fixed Term)

OC Administrator (1 FTE - Fixed Term)

Key:

Ongoing secondments (DIA & MoT). Dual reporting line to Manager, Engagement & Communications.

Proposed New Roles

Existing Permanent FTE

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Proposed Structure Option 2
- Rationale and Benefits

As a result of SLT feedback on option 1, the manager working group presented the proposed option 2 to SLT in August 2019.. This option is the same as the proposed option 1 however introduces two additional senior resources and one additional administrator to deliver this function.

Resourcing

This option introduces additional resourcing of 2 x FTEs:

- An additional Team Leader role is created to take the lead from a strategic perspective on OC content development, advice and guidance, process improvement including working closely with internal stakeholders.
- An additional Senior Adviser role is created. This role would involve significant content development, guidance, support and training.
- The current OC Adviser role is disestablished and its tasks redistributed.
- An additional OC Administrator role is created to manage the administrative functions of the OCU.
- Private Secretary Support roles; the current Private Secretary Support and OC Administrator undertaking PS Support work, are retained in their current form across both Minister Twyford and Genter's offices

Functional Processes

These would be delivered as proposed in option 1.

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Proposed Structure – Option 2

Proposed Role	Proposed Key Responsibilities
Team Leader (1 FTE)	• Exercise the judgement required to oversee what will need to be a flexible model, rather than one that is entirely rules based • Manage and judge work allocation • Ensure suitable risk assessment and mitigation are being undertaken • Sign-off on "template" ministerials • Achieve results and change across the organisation through influence • Challenge and negotiate with managers across the Ministry • Oversee a programme of process improvements on OC processes, policies and advice around OC products • Delivery and management of the Ministry's official correspondence function in-conjunction with Manager – Engagement & Communications. • Providing advice to assist the thinking of our senior leaders, to ensure communication and engagement strategies are relevant to Ministry strategies and plans. • Ensuring information and knowledge-sharing practice is aligned with Ministry strategies, plans and policies • Supporting sector communication advice and support as allocated.
Senior Adviser (1 FTE) Fixed Term	• Content development: significant proportion of ministerials (similar to current contract writer) Current estimate .7 of FTE. Future estimate .8 FTE on content development, delivering ministerials and OIAs and information requests. • Content development for routine external information requests. • Supporting the team leader to support embedding processes and guidance, induction and formal training • Monitoring, reporting and continuous improvement • Advice/coordination with agencies

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Proposed Structure – Option 2

Proposed Role	Proposed Responsibilities
OC Administrator (1 FTE) Fixed Term	• Administration and processing of OIAs, MOIAs, WPQs and general information requests • Weekly report process • Supporting the administration of official correspondence systems including reporting • Supporting sector communication advice and support as allocated • Ensuring information and knowledge-sharing practice is aligned with Ministry strategies, plans and policies
Private Secretary Support (1 FTE) Secondment	• Provide administration and coordination support to the official correspondence function. • Role based at Minister Genter's Office via secondment between DIA and MOT.
Private Secretary Support (1 FTE) Secondment	• Provide administration and coordination support to the official correspondence function. • Role based at Minister Twyford's Office via secondment between DIA and MOT.

Proposed Structure – Impacts

Proposed Impacts of Option 1		Proposed Impacts of Option 2		Rationale
Manager, Engagement & Comms (1 FTE)	No change	Manager, Engagement & Comms (1 FTE)	Direct Reports reduce from 10 to 7 across Engagement & Comms + OCU	Continues to ensures the coordination and quality of official correspondence in respect to OIA's, Ministerials, PQ's, SCQ's and other Parliamentary requests, as required
		Team Leader (1 FTE)	New Role.	Meets need to increase capability and capacity in the OCU specifically a greater role in areas such as advice, guidance, process improvement, including working closely with mangers and DCE's. It is also intended the OCU will look to pick up process and content development for information to the Ministry that currently aren't in scope of the Unit.
Senior Adviser (1 FTE)	New Role	Senior Adviser (1 FTE) Fixed Term	New Role, Fixed Term to June 2020 while the Team Leader reviews and determines the long term OCU requirements. For key responsibilities refer to above.	Significant portion of this role would incorporate the current Ministerial writer responsibilities e.g. significant content development. Breakdown of tasks will depend on demand but indicatively writing ministerial 60%, compiling OIA responses 20%, providing advice to other staff 10%
OC Adviser (1 FTE) Fixed Term	New Role, Fixed Term to June 2020 while the Team Leader reviews and determines long term OCU requirements. Proposed roles contains significant changes to key responsibilities - refer to above.	OC Adviser (1 FTE) Fixed Term	Role disestablished and existing responsibilities distributed out to the Team Leader, Senior Adviser and Administrator positions.	The current OC Adviser responsibilities being distributed because the existing scope and key responsibilities and tasks of the role are greater than one FTE. This is currently the case and will be more so as the OCU takes on increased functions around content development and responsibilities around external information requests.

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Proposed Structure - Impacts

	Proposed Impacts of Option 1		Proposed Impacts of Option 2	Rationale
Ministerial Writer (Contractor)	Role disestablished and existing responsibilities distributed to the Senior Adviser position.	Ministerial Writer (Contractor)	Role disestablished and existing responsibilities distributed to the Senior Adviser position.	Current contractor time estimated at .7 of FTE. Future estimate .8 FTE on content development, delivering ministerial's and OIAs and information requests. Role topped up to 1 FTE to provide further capability and capacity to assist with supporting the team leader with system/process improvements and delivery of advice to internal and external stakeholders.
OC Coordinator (1 FTE) Fixed Term	New Role, Fixed Term to June 2020 while the Team Leader reviews the and determines long term OCU requirements.	OC Administrator (1 FTE) Fixed Term	New Role, Fixed Term to June 2020 while the Team Leader reviews the and determines long term OCU requirements.	Increased administration support identified hence the increase to 1FTE. Proposing OC Administrator role is fixed term while the Team Leader reviews and determines long term OCU requirements.
Private Secretary Support (1 FTE) Secondment	FTE increases from 0.5 FTE to 1 FTE. No other changes	Private Secretary Support (1 FTE) Secondment	FTE increases from 0.5 FTE to 1 FTE. Reporting line change to Team Leader.	The 0.5 FTE Administration role under current structure currently covers .5 of 1 FTE PS support requirements in Genter's office. Proposing disestablishment of .5 Administrator role however formalising existing practice of 1 FTE providing support in Minister Genter's office.
Private Secretary Support (1 FTE) Secondnment	No change	Private Secretary Support (1 FTE) Secondment	Reporting line to Team Leader	The current Private Secretary Support role in its current form at Minister Twyford's office is retained.

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Proposed Process and Timeline

Activity	Dates
Discuss proposal with employee. Clarify what PSA involvement they would like.	Thursday 26 September 2019
Consultation with OC employees on proposed structure and changes.	Friday 11 October 2019
Feedback on proposed structure and process closes	Friday 18 October 2019
Consider, review and evaluate feedback from OC team	Monday 21 – 25 October 2019
If proposal goes ahead - advise employees of final structure	Monday 28 October 2019
If the proposal goes ahead - advertise Team Leader, Fixed Term Senior Adviser and Fixed Term OC Administrator vacancies	Monday 4 November 2019
Applications close for new / substantially changed positions	Sunday 17 November 2019
Start interviews and other selection activities for new positions	20 November 2019
Start advising OCU employees of the outcome of internal and external selection process	Post appointment.

Note that if there are substantial changes to this proposal, then there will be further consultation and amendment to the timetable

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Proposed Principles for filling roles

- Based on Change Protocols (attached) which operate in accordance within the Employment Relations Act 2000

Description	Impact on Positions	Principles
Reconfirmation	• Role is the same or substantially similar to an employee's current role.	Employees may be reconfirmed in to role. (Note reporting lines and title changes don't constitute a substantial change)
Reassignment	• Position disestablished.	There is no role suitable for an affected employee to be reconfirmed into. Affected employees may be reassigned to a 'suitable alternative' role.
Redeployment	• Position disestablished.	Affected employees will be given the option to be redeployed into positions which the organisation believes they have the skills, knowledge and experience to perform.
New or Vacant Positions	• Positions are new so do not exist in the current structure or positions are vacant. Position titles and reporting lines may have changed.	Where The Ministry of Transport considers that the pool of internally affected staff does not have the necessary skills and experience for any new roles, it may advertise those roles internally and externally at the same time. If any affected staff member applies, and does meet the requirements of the role, they will be given preference for appointment over non-affected candidates

Ministry of **Transport**
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Proposed Principles for filling roles

The Ministry of Transport will comply with the terms and conditions outlined in your employment agreement, HR policies and in line with Change Protocols which operate in accordance within the Employment Relations Act 2000 and State Sector Act 1988.

Short-listing will be undertaken against the criteria in the position description.

Position descriptions will be available on confirmation of a new structure.

Interview by a panel using competency-based questions. The panel will include the **Manager, Engagement and Communications**, a Human Resources representative and a nominated manager from the Ministry.

Other selection processes that may be used could include:
- Presentation (role dependent)
- Psychometric testing (role dependent)

Applications may provide material in support of their application including CV and covering letter.

Wherever possible, we will limit interviews to a single interview per applicant. Feedback on the selection process will be provided to applicants.

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Questions/Feedback & Employee Support

Questions/Feedback:
We welcome your feedback.

You can ask questions or provide feedback in writing to ██████████ Manager – Engagement and Communications or ██████████ DCE Governance and Engagement.

Alternatively you can request a private meeting to give feedback and you may bring a support person or representative to that meeting. The PSA can provide a submission on behalf of a PSA member and on the consultation.

Questions and answers will be compiled and a copy of responses sent to affected employees.

If you have queries about the structure, please contact ████████████████████

If you have queries about the process, you can contact ██████████ Human Resources Business Partner in the Human Resources team.

Support:
Contact Employee Assistance Programmed (EAP) for confidential and professional counselling for support during the OCU consultation process.

You can contact EAP on 0800 327 669 or www.eapservices.co.nz

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Thank you

Document 6

October 2019- Official Correspondence Review

Document Name: OCU redesign preliminary decision document

OCU Redesign

Decision Document

Ministry of **Transport**
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(25 September 2019 – Version Final)

Strategic Priorities

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Ministry of **Transport**
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How we want to work in the future….. 2019/20

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Ministry of Transport
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Official Correspondence Unit

- Engagement & Communications
  - Manager, Engagement & Communications (1 FTE)
  - OC Adviser (1 FTE)
  - OC Administrator (0.5 FTE)
  - Ministerial Writer (Contractor)
- Minister Genters Office
  - Private Secretary Support (0.5 FTE)
- Minister Twyfords Office
  - Private Secretary Support (1 FTE)

Key:

- Ongoing secondments (DIA & MoT). Dual reporting line to Manager, Engagement & Communications.
- Contractor (Fixed Term ending xx)
- Current Permanent FTE

Ministry of **Transport**
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Proposed Structure Option 1

Proposed structure option 1

Official Correspondence Unit

- Engagement & Communications
  - Manager, Engagement & Communications (1 FTE)
    - Senior Adviser (1 FTE)
    - OC Adviser (1 FTE - Fixed Term)
    - OC Coordinator (1 FTE - Fixed Term)
- Minister Genters Office
  - Private Secretary Support (1 FTE)
- Minister Twyfords Office
  - Private Secretary Support (1 FTE) **VACANT**

Key:

- Ongoing secondments (DIA & MoT). Dual reporting line to Manager, Engagement & Communications.
- Proposed New Roles
- Existing Permanent FTE

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Proposed Structure Option 1
- Rationale and Benefits

This option proposes a new model of greater centralisation within the OCU in that the new OCU would take the lead from a strategic and operational perspective on OC content development, guidance and support for OIAs, ministerials and external information requests. The development of specialist content would continue to be developed within the Ministry.

Resourcing

This option introduces one additional senior resource and one additional coordinator to deliver this function (an additional 2x FTEs). The existing OC Adviser role would be re-scoped.

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Proposed Structure Option 1
- Rationale and Benefits

Functional Processes

- Administration activities will continue to be undertaken by the OCU

- Content development: Greater centralisation of content development with the OCU

- Reporting would be managed and delivered by OCU

- Advice and the provision of a 'Centre of Excellence' for official correspondence outputs

- Greater support, such as champions and online guides

- The OCU would take the role of business owner of the workflow tool leading and continuing the improvements to the workflow tool, deliver training and ensure the tool was fit for purpose

- Quality assurance and review processes would be delivered by OCU in line with other models run by other comparable agencies

- Sign-out responsibility remains in the business groups. Some content e.g. ministerials based on previously agreed templates, sign-out could sit with the new proposed senior role in the OCU.

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Proposed Structure Option 1

Current Roles and Key Responsibilities		Proposed Roles and Key Responsibilities	
n/a	n/a	Senior Adviser (1 FTE)	• Developing and embedding processes and guidance. • Monitoring, reporting and continuous improvement. • Producing some content. • Sign-off on "template" ministerials. • Induction and formal training. • Advice/coordination with agencies. • Advising on risk management for official correspondence. • Providing advice to assist the thinking of our senior leaders, to ensure communication and engagement strategies are relevant to Ministry strategies and plans.
OC Adviser (1 FTE)	Administration, processing and limited advice on OIAs, MOIAs, WPQs; drafting some MOIA's; weekly report process; liaison with Minister's offices'; admin of inter agency requests.	OC Adviser (1 FTE) Fixed Term	• Content development: significant proportion of ministerials (similar to current contract writer) Current .7 of an FTE. Future .8 of an FTE on content development (ministerials, OIAs and information requests). • Participating in the development of engagement and communication strategies for the Ministry. • Ensuring information and knowledge-sharing practice is aligned with Ministry strategies, plans and policies • Supporting sector communication advice and support as allocated.

Proposed Structure Option 1

Current Roles and Key Responsibilities		Proposed Roles and Key Responsibilities	
OC Administrator (0.5 FTE)	Provide administration and coordination support to the OC Function. From May 2018 the MoT based OC Administrator position was allocated to top up admin support in Genter's office to 1 FTE via secondment between MoT and DIA.	OC Coordinator (1 FTE) Fixed Term	• Administration and processing of OIAs, MOIAs, WPQs and general information requests • Weekly report process • Supporting the administration of official correspondence systems including reporting • Supporting sector communication advice and support as allocated. •

Proposed Structure Option 1
- Risks

The SLT feedback on the proposed option 1 structure questioned whether a Senior Adviser role would be sufficiently senior to achieve the required change in OC performance the review is seeking to achieve. In particular there was a desire to ensure there is a sufficiently senior role that could:

- Exercise the judgement required to oversee what will need to be a flexible model, rather than one that is entirely rules based
- Manage and judge work allocation
- Ensure suitable risk assessment and mitigation are being undertaken
- Be able to achieve results and change across the organisation through influence
- Challenge and negotiate with managers across the Ministry
- Oversee a programme of process improvements on OC policies, processes and systems.

The SLT requested further detail including:

- Re-scoping the proposed senior requirements and the implication of this on the other roles in the structure
- Implementation issues including financial implications of the recommended model
- Clarity for responsibilities

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Proposed Structure Option 2

Proposed structure option 2 for consultation

Official Correspondence Unit

Engagement & Communications

Minister Genters Office

Minister Twyfords Office

Manager, Engagement & Communications (1 FTE)

Private Secretary Support (1 FTE)

Private Secretary Support (1 FTE)
VACANT

Team Leader (1 FTE)

Senior Adviser (1 FTE - Fixed Term)

OC Administrator (1 FTE - Fixed Term)

Key:

Ongoing secondments (DIA & MoT). Dual reporting line to Manager, Engagement & Communications.

Proposed New Roles

Existing Permanent FTE

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Proposed Structure Option 2
- Rationale and Benefits

As a result of SLT feedback on option 1, the manager working group presented the proposed option 2 to SLT in August 2019.. This option is the same as the proposed option 1 however introduces two additional senior resources and one additional administrator to deliver this function.

Resourcing

This option introduces additional resourcing of 2 x FTEs:

- An additional Team Leader role is created to take the lead from a strategic perspective on OC content development, advice and guidance, process improvement including working closely with internal stakeholders.
- An additional Senior Adviser role is created. This role would involve significant content development, guidance, support and training.
- The current OC Adviser role is disestablished and its tasks redistributed.
- An additional OC Administrator role is created to manage the administrative functions of the OCU.
- Private Secretary Support roles; the current Private Secretary Support and OC Administrator undertaking PS Support work, are retained in their current form across both Minister Twyford and Genter's offices

Functional Processes

These would be delivered as proposed in option 1.

Proposed Structure – Option 2

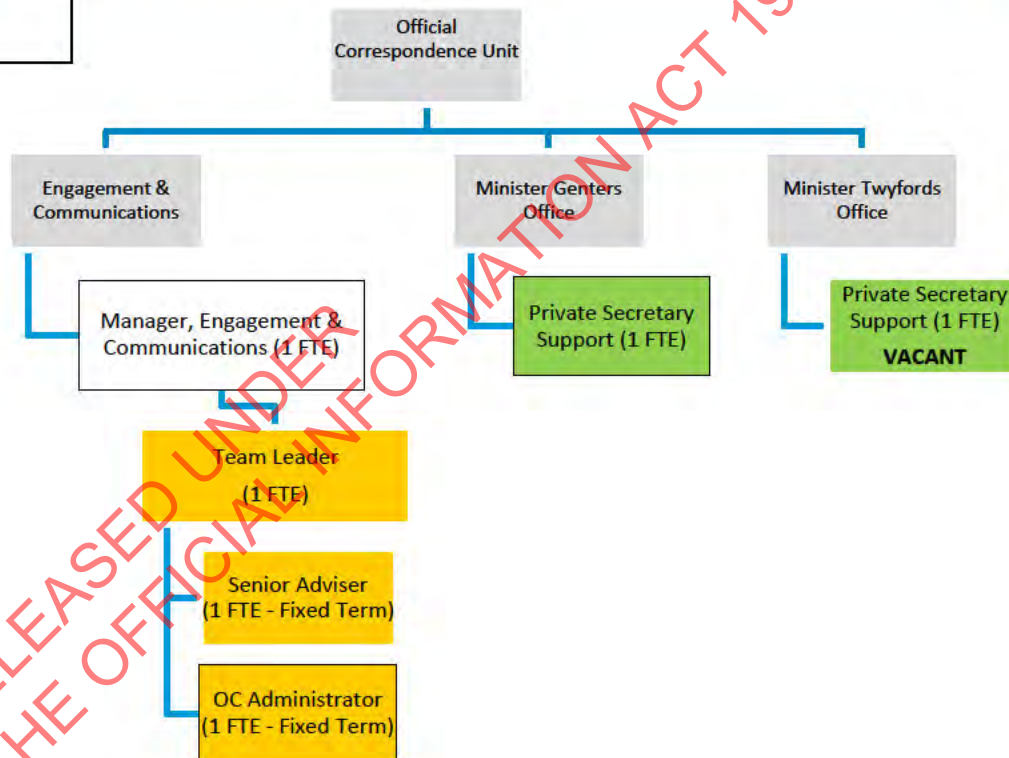| Proposed Role	Proposed Key Responsibilities
Team Leader (1 FTE)	• Exercise the judgement required to oversee what will need to be a flexible model, rather than one that is entirely rules based • Manage and judge work allocation • Ensure suitable risk assessment and mitigation are being undertaken • Sign-off on "template" ministerials • Embedding processes and guidance, induction and formal training • Achieve results and change across the organisation through influence • Challenge and negotiate with managers across the Ministry • Oversee a programme of process improvements on OC processes, policies and advice around OC products • Delivery and management of the Ministry's official correspondence function in-conjunction with Manager – Engagement & Communications. • Providing advice to assist the thinking of our senior leaders, to ensure communication and engagement strategies are relevant to Ministry strategies and plans. • Ensuring information and knowledge-sharing practice is aligned with Ministry strategies, plans and policies • Supporting sector communication advice and support.
Senior Adviser (1 FTE) Fixed Term	• Content development: significant proportion of ministerials (similar to current contract writer) Current estimate .7 of FTE. Future estimate .8 FTE on content development, delivering ministerials and OIAs and information requests. • Content development for routine external information requests. • Supporting the team leader to support embedding processes and guidance, induction and formal training • Supporting sector communication advice and support as allocated • Monitoring, reporting and continuous improvement • Advice/coordination with agencies

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Proposed Structure – Option 2

Proposed Role	Proposed Responsibilities
OC Administrator (1 FTE) Fixed Term	• Administration and processing of OIAs, MOIAs, WPQs and general information requests • Weekly report process • Supporting the administration of official correspondence systems including reporting • Supporting sector communication advice and support as allocated • Ensuring information and knowledge-sharing practice is aligned with Ministry strategies, plans and policies
Private Secretary Support (1 FTE) Secondment	• Provide administration and coordination support to the official correspondence function. • Role based at Minister Genter's Office via secondment between DIA and MOT.
Private Secretary Support (1 FTE) Secondment	• Provide administration and coordination support to the official correspondence function. • Role based at Minister Twyford's Office via secondment between DIA and MOT.

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Feedback and response on proposal 2

Topic	Feedback received on whether the proposed structure supports this	Response
More centralised operating model	Not really... insufficient resources in the roles of people actually doing the drafting for the OCU to really take on a meaningfully central role.	It is correct that the structure is based on the assumption not all content will be done centrally. The amount of dedicated resource in the OCU needs to take account of the variability and OC demands and the decision that more complex OC material is still best produced by subject matter experts. Part of the reason the Senior Advisor role is fixed term is to allow an assessment of optimal resourcing once the new system is in place.
Clear accountability of outputs	Probably	Agree
Improved processes	Most likely yes – team leader would provide.	Agree
Improved workflows and supporting technology	Nope. Not in the proposed new OCU team shape at all.	Process improvement is in the scope of the Team Leader. The technology aspect of that will be done with the support of the Digital and knowledge team.
Improved capability and consistency in delivery of OC Products across teams and agencies	Not really. I don't believe that one person in the OCU being responsible for this is going to work in this way.	The new model maintains manager responsibility for their teams output. The OCU will be responsible for improved training, advice and support which will improve the quality and consistency of OC products.
Improved visibility across OC products	Probably yes.	Agree

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Feedback and response on proposal 2 cont'

Topic	Feedback received on whether the proposed structure supports this	Response
Improved coordination around staff training, particular OIA's	Probably yes.	Agree
Adequate resourcing	Not at all.	It is recognised there where will still be a balance in areas such as central and devolved content development. Part of the reason the Senior Advisor and Administrator roles are fixed term is to allow an assessment of optimal resourcing once the new system is in place.
Administration activities will continue to be undertaken by the OCU	Yes	Agree
Content development: All content creation will continue to be developed within the business with the current exception of some simpler OIA requests, however improved templates will be delivered.	This doesn't seem to be in line with the previous "More centralised operating model" or the intention of "Adequate Resourcing"	Greater centralised content development will include ministerials and OIAs. The proportion of content produced centrally will depend on the amount and nature of OC that needs to be answered.
Quality assurance and review processes would continue to be delivered within the Ministry	How is this even a question? To the best of my knowledge there are no other Ministries or departments that produce OC work but outsource the QA or Review processes.	In the context "within the Ministry" refers to within the groups responsible for individual pieces of OC.
Sign out process would continue to be delivered within the Ministry with some sign-off responsibility sitting within the OCU	Doesn't sound like any improvement for Managers or teams, and no change for OCU.	Managers will not need to sign out previously agreed standard replies. In addition resource in their team will be freed up by the increase in content developed centrally.

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Feedback and response on proposal 2 cont'

Topic	Feedback received on whether the proposed structure supports this	Response
Senior Adviser Role	One FTE is going to be woefully under resourced in this space. Although the person in this role won't have to do the Weekly Report or the logging of correspondence (Usually – presumably those tasks fall onto this role whenever the 1x Administrator is away, for at least 5 weeks/10% of the year), the extra workload that this role is to pick up includes drafting of a substantial amount of correspondence. • In periods of high workload, where does the extra work overflow to? • In periods of high workload and 1x absence in the team, where does the extra work overflow to? • In periods where the person in this role is absent, where is the capacity for the work to be done? You can't just leave Ministerials and OIAs to not get done for a week or two. And if the primary roles of the other two team members are so different, I find it very hard to believe that they would become capable and effective drafters of correspondence for the duration.	The question on level of resourcing is relevant and was considered when the new structure was being developed. It is recognised that times of high workloads and times of absence will need to be managed. The new model is based on only having some content produced centrally. This was in part because it would not be efficient to have the resources in the OCU to create all content given the variability of OC coming into the Ministry. It is expected therefore that the amount of OC being produced in Groups will increase when there are high levels of OC. The Team Leader role is also expected to be undertaking some OC work, for example OIAs, particularly during absences. Part of the reason the Senior Advisor role is fixed term is to allow an assessment of optimal resourcing once the new system is in place.

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Feedback and response on proposal 2 cont'

Topic	Feedback received on whether the proposed structure supports this	Response
Senior Adviser Role	I would imagine that, in the consultation phase of this proposed redesign, some of the Managers provided feedback about how stretched their teams are with regard to taking on correspondence. Some of these Managers will have an expectation that the new structure will take some of the pressure off them. They are going to be disappointed: • I'm not sure of how many FTEs are working on correspondence across the Ministry in the current model but I am sure that it's a lot more than 0.7. • There is no scope in 0.7 FTEs to take on even 10% of the drafting of Ministerials and OIAs and information requests of the Ministry. The lessening of the burden of correspondence across the teams will not even be significant enough to be felt. • In fact, if the current Ministerial Writer role is essentially being wrapped into this role, some teams, primarily the Mobility and Safety team, are likely to feel more of the burden of correspondence being returned to them, with no corresponding lessening of the workload felt in other teams. This line: "Supporting the team leader to support embedding processes and guidance, induction and formal training" doesn't seem to have a corresponding line under the Team Leader role... leading me to think that the correct wording would be closer to "Embedding processes and guidance, induction and formal training". Which sounds like actually quite a lot of extra time and effort that merely "supporting" wouldn't imply.	When the new model was being developed it was clear that not all content could be developed centrally and that Groups would still need to undertake content development. This was highlighted and discussed during the development process, including at SLT discussions. The responsibility for "embedding processes and guidance, induction and formal training" does sit with the Team Leader. This has been made explicit in the new role description.

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Feedback and response on proposal 2 cont'

Topic	Feedback received on whether the proposed structure supports this	Response
Team Leader Role	This role seems to be a mini-leadership role, taking on some of the tasks previously owned by the OC Advisor and some of the tasks previously owned by the Engagement and Communications Manager. There seems a certain amount of optimism that the Team Leader will be able to "Achieve results and change across the organisation through influence" and "challenge and negotiate with managers across the Ministry." This responsibility needs to sit at a Manager level. I have doubts that the Team Leader will be able to change the behaviours of the managers across the Ministry through either influence, negotiations or challenging them. I refer to the number of times I have sent out requests to help on WPQs, OIAs, or the proactive release of lists of document titles, where a manager has too many competing priorities to consider my request from them to be a priority. This has led to me having to make guesses or do a significant amount of work to find the answer myself, and the support/advice from my Manager has been (paraphrasing) that they had a deadline and didn't meet it, therefore it's their responsibility for my work being inaccurate. That being the case, a Manager needs to hold the responsibility for changing the behaviours of their peers or for not being able to. However, in the past, there has been limited success for either the OC Advisor or the Engagement and Communications Manager in these tasks. Although Official Correspondence is a core function of the Ministry, it is still treated as a low-priority piece of work by the teams. That is, when asked to do Official Correspondence, it is treated as an irritating extra piece of work rather than a high-priority one. The Team Leader will have little support to achieve change in this. Part of the role is to "oversee a programme of process improvements on OC processes, policies and advice around OC products. I predict that this role is going to be consumed by OC changes that SLT wants to see, leaving no capacity to assist or cover for the other roles.	It is correct that the Team Leader will be taking on tasks currently done by the OC Advisor and the Engagement and Communications Manager. One of the outcomes from the new OC model will be for a stronger focus and emphasis on OC through improved training, resources, standards and guidance. These improvements will provide the Team Leader with a significant opportunity to influence OC standards across the Ministry and with Managers. The Manager Engagement and Communications will still have a role in driving OC outcomes. Under the new model this will include supporting the Team Leader in their role, but does not preclude the Manager addressing issues directly. Similarly, the DCE Governance and Engagement will also continue to have a role as Group Manager, for example in expectation setting and managing issues when necessary.

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Feedback and response on proposal 2 cont'

Topic	Feedback received on whether the proposed structure supports this	Response
Administrator Role	This seems like it has been written to be an admin role. In times when the person in this role is absent, who will fill the role – another Admin person on an ad-hoc basis as currently happens in the OC advisor role? Or is the Senior Advisor going to be expected to pick this up? These are full-time roles and the Senior Advisor will not have capacity. In the event that the Senior Advisor is absent, is the OC Administrator going to be responsible for that role? The person you will be recruiting for the role is unlikely to have the experience to be able to effectively become a Senior Advisor for several weeks in a year unless you are prepared to pay appropriately, which is presumably not the plan.	Part of the Senior Advisor role will be to provide backfill during periods of absence. For extended periods admin support from other parts of the Ministry will be considered. It is recognised this will have an impact on the output the Senior Advisor can deliver. This impact will be handled either by the Team Leader, other teams across the Ministry, or a combination of both. Part of the reason the OC Administer and Senior Advisor roles are fixed term is to allow an assessment of optimal resourcing once the new system is in place.
Across all 3 roles	I noticed that "Supporting sector communication advice and support as allocated" is present in the Team Leader role and the OC Administrator role, but not in the Senior Advisor role. • This seems like an oversight, which gives me little confidence that the proposal as a whole has been appropriately considered by someone who understands the work that the OCU does. • If it's not an oversight, who is doing the allocation – presumably the Senior Advisor is allocating to both the person above and the person below them in the hierarchy. Seems like a lot of double handling where a team of 3 will have Person A assess the sector communication advice and Person B act on it. These roles are at quite different levels and have widely different responsibilities. Again, if there is to be overlap in responsibilities in the day-to-day running of OC, these roles do not reflect that.	This is an omission in the drafting of the role description rather than an omission of the Senior Advisor's intended activity. The intent is that all three roles will undertake activity providing advice and support to other Agencies. Each role will have a different focus in this regard. By way of examples: • The Team Leader will engage with equivalents in other Agencies on issues such as sharing Ministerial expectations and OC processes . • The Senior Advisor will engage with other Agencies around handling shared work such as OIAs seeking multipole briefings from different agencies. • The Administer will liaise with other Agencies around ensuring OC and requests are handled with the appropriate organisation.

Recommendation

► Consultation document prepared and consultation was sought on option two.

► Consultation was undertaken with the one staff member affected by the proposed new structure.

► A summary of the feedback and responses to the questions raised are provided.

► The feedback raises a number of relevant questions, particularly around resourcing and responsibilities. The questions raised had been identified and considered in the development of the proposal and the intended implementation process.

► One minor change has been made between the proposed and recommended final structure. The proposal had the Private Secretary Support roles reporting to the Manager Engagement and Communications. This was an oversight as the intent is that they report to the new OCU Team Leader role. This has been updated in the recommended final structure.

► **Recommendation**: Having considered the feedback:

　　The recommended final structure is below.

　　The recommended role descriptions, incorporating some changes highlighted in the submission of feedback received, are attached.

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Proposed Final Structure

Official Correspondence Unit

- Engagement & Communications
  - Manager, Engagement & Communications (1 FTE)
    - OCU Team Leader (1 FTE)
      - Senior Adviser (1 FTE - Fixed Term)
      - OC Administrator (1 FTE - Fixed Term)
- Minister Genters Office
  - Private Secretary Support (1 FTE)
- Minister Twyfords Office
  - Private Secretary Support (1 FTE)

Key:
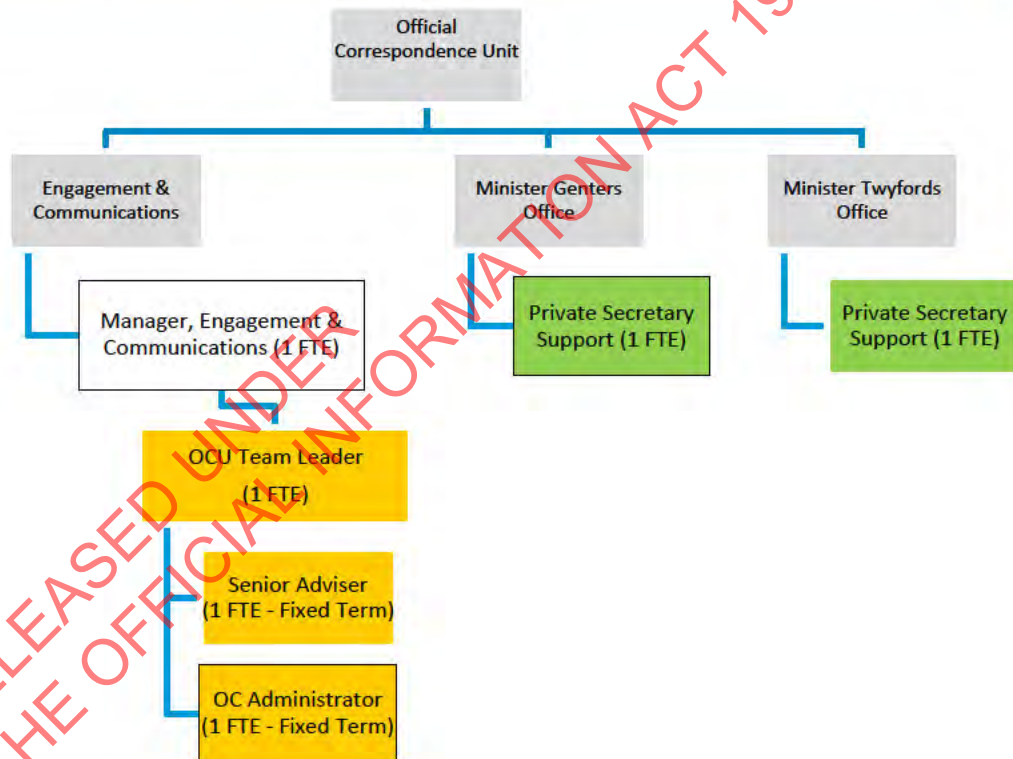
- Ongoing secondments (DIA & MoT). Dual reporting line to OCU Team Leader.
- Proposed New Roles
- Existing Permanent FTE

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Proposed Final Structure – Impacts

Proposed Impacts of Option 2		Rationale
Manager, Engagement & Comms (1 FTE)	Direct Reports reduce from 10 to 7 across Engagement & Comms + OCU	Continues to ensure the coordination and quality of official correspondence in respect to OIA's, Ministerials, PQ's, SCQ's and other Parliamentary requests, as required
Team Leader (1 FTE)	New Role.	Meets need to increase capability and capacity in the OCU specifically a greater role in areas such as advice, guidance, process improvement, including working closely with mangers and DCE's.
Senior Adviser (1 FTE) Fixed Term	New Role, Fixed Term to December 2020 while the Team Leader reviews and determines the long term OCU requirements. For key responsibilities refer to above.	Significant portion of this role would incorporate the current Ministerial writer responsibilities e.g. significant content development. Breakdown of tasks will depend on demand but indicatively writing ministerial 60%, compiling OIA responses 20%, providing advice to other staff 10%. In addition this role will provide further capability and capacity through supporting the team leader with system/process improvements and delivery of advice to internal and external stakeholders.
OC Adviser (1 FTE) Fixed Term	Role disestablished and existing responsibilities distributed out to the Team Leader, Senior Adviser and Administrator positions.	The current OC Adviser responsibilities being distributed because the existing scope and key responsibilities and tasks of the role are greater than one FTE. This is currently the case and will be more so as the OCU takes on increased functions around content development and responsibilities around external information requests.

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Proposed Final Structure - Impacts

Proposed Impacts of Option 2		Rationale
Ministerial Writer (Contractor)	Role disestablished and existing responsibilities distributed to the Senior Adviser position.	Current contractor time estimated at .7 of FTE. Future estimate .8 FTE on content development, delivering ministerial's and OIAs and information requests.
OC Administrator (1 FTE) Fixed Term	New Role, Fixed Term to December 2020 while the Team Leader reviews the and determines long term OCU requirements.	Increased administration support identified hence the increase to 1FTE. Proposing OC Administrator role is fixed term while the Team Leader reviews and determines long term OCU requirements.
Private Secretary Support (1 FTE) Secondment	FTE increases from 0.5 FTE to 1 FTE. Reporting line change to Team Leader.	The 0.5 FTE Administration role under current structure currently covers .5 of 1 FTE PS support requirements in Genter's office. Proposing disestablishment of .5 Administrator role however formalising existing practice of 1 FTE providing support in Minister Genter's office.
Private Secretary Support (1 FTE) Secondment	Reporting line change to Team Leader	The current Private Secretary Support role in its current form at Minister Twyford's office is retained.

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Proposed Process and Timeline

Activity	Dates
Discuss proposal with employee. Clarify what PSA involvement they would like.	Thursday 26 September 2019
Consultation with OC employees on proposed structure and changes.	Friday 11 October 2019
Feedback on proposed structure and process closes	Friday 18 October 2019
Consider, review and evaluate feedback from OC team	Monday 21 – 29 October 2019
If proposal goes ahead - advise employees of final structure	Wednesday 30 October 2019
If the proposal goes ahead - advertise Team Leader, Fixed Term Senior Adviser and Fixed Term OC Administrator vacancies	Monday 4 November 2019
Applications close for new / substantially changed positions	Sunday 17 November 2019
Start interviews and other selection activities for new positions	20 November 2019
Start advising OCU employees of the outcome of internal and external selection process	Post appointment.

Note that if there are substantial changes to this proposal, then there will be further consultation and amendment to the timetable

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Proposed Principles for filling roles

- Based on Change Protocols (attached) which operate in accordance within the Employment Relations Act 2000

Description	Impact on Positions	Principles
Reconfirmation	• Role is the same or substantially similar to an employee's current role.	Employees may be reconfirmed in to role. (Note reporting lines and title changes don't constitute a substantial change)
Reassignment	• Position disestablished.	There is no role suitable for an affected employee to be reconfirmed into. Affected employees may be reassigned to a 'suitable alternative' role.
Redeployment	• Position disestablished.	Affected employees will be given the option to be redeployed into positions which the organisation believes they have the skills, knowledge and experience to perform.
New or Vacant Positions	• Positions are new so do not exist in the current structure or positions are vacant. Position titles and reporting lines may have changed.	Where The Ministry of Transport considers that the pool of internally affected staff does not have the necessary skills and experience for any new roles, it may advertise those roles internally and externally at the same time. If any affected staff member applies, and does meet the requirements of the role, they will be given preference for appointment over non-affected candidates

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Proposed Principles for filling roles

The Ministry of Transport will comply with the terms and conditions outlined in your employment agreement, HR policies and in line with Change Protocols which operate in accordance within the Employment Relations Act 2000 and State Sector Act 1988.

Short-listing will be undertaken against the criteria in the position description.

Position descriptions will be available on confirmation of a new structure.

Interview by a panel using competency-based questions. The panel will include the **Manager, Engagement and Communications**, a Human Resources representative and a nominated manager from the Ministry.

Other selection processes that may be used could include:
- Presentation (role dependent)
- Psychometric testing (role dependent)

Applications may provide material in support of their application including CV and covering letter.

Wherever possible, we will limit interviews to a single interview per applicant. Feedback on the selection process will be provided to applicants.

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Questions/Feedback & Employee Support

Questions/Feedback:

We welcome your feedback.

You can ask questions or provide feedback in writing to Out of Scope , Manager – Engagement and Communications or Out of Scope , DCE Governance and Engagement.

Alternatively you can request a private meeting to give feedback and you may bring a support person or representative to that meeting. The PSA can provide a submission on behalf of a PSA member and on the consultation.

Questions and answers will be compiled and a copy of responses sent to affected employees.

If you have queries about the structure, please contact Out of Scope or Out of Scope .

If you have queries about the process, you can contact Out of Scope , Human Resources Business Partner in the Human Resources team.

Support:

Contact Employee Assistance Programmed (EAP) for confidential and professional counselling for support during the OCU consultation process.

You can contact EAP on 0800 327 669 or www.eapservices.co.nz

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Thank you

Document 7

June – September 2020 - Corporate Services Review

Document Name: Change Proposal Presentation updated June 2020

Corporate Services | Te Kāhui Tangata
Change Proposal July 2020

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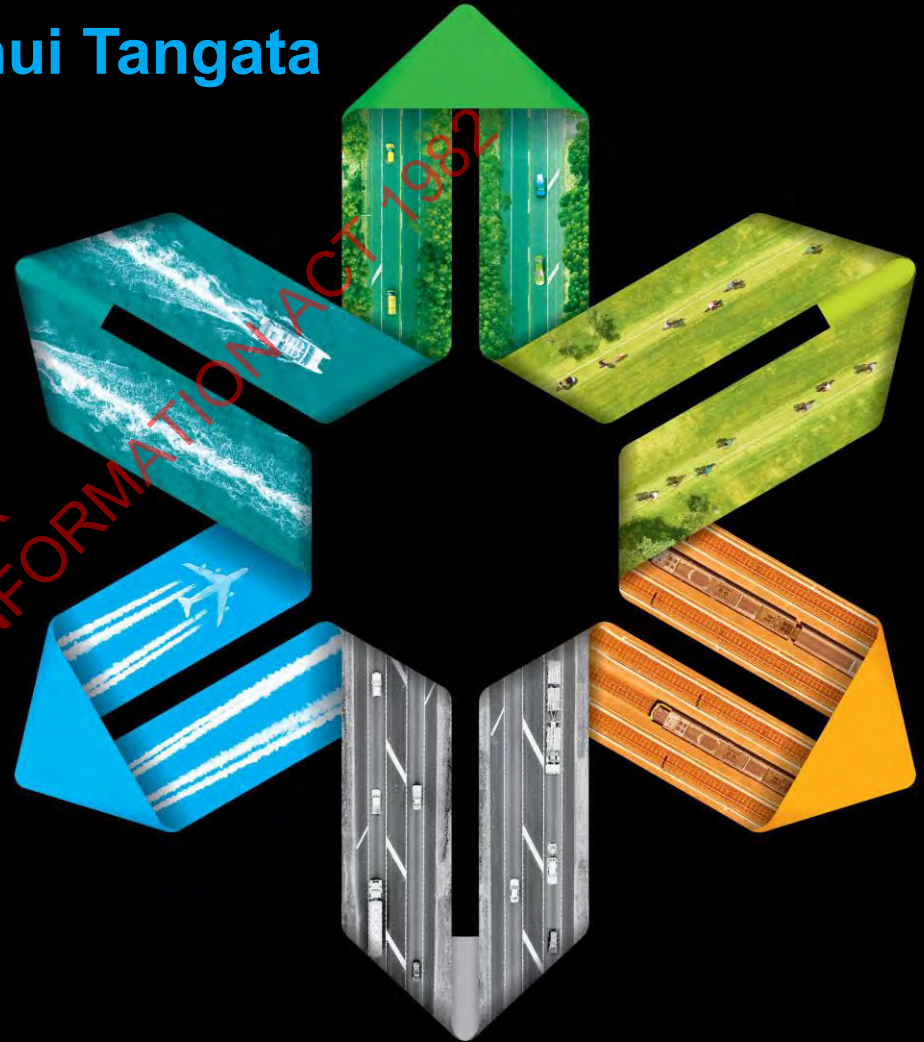
July 2020

Corporate Services Proposal July 2020

The purpose of the our Group - Corporate Services | Te Kāhui Tangata is **to enable the Ministry to flourish**. We manage and undertake organisational activities the Ministry needs to operate successfully. For our Group to provide the best value for our customers, we need clearly defined areas of accountability that align with the Ministry's strategic and operational objectives. As a group I want us to be clear about our role, own our responsibilities and accountabilities for the Ministry and aim for high performance outcomes. The aim of the group is to enable our Ministry to flourish. It does this by providing excellent customer service, ensuring the Ministry upholds its professional standards whilst recognizing the depth of expertise within our group.

In March 2020, I presented you with a proposal to reshape our Corporate Services – Te Kāhui Tangata Group. I had received your feedback on the proposal and before I could respond the process was paused due to the disruption caused by COVID-19. I am grateful to all of you who sent in your feedback, I read it all, and have incorporated it where it has strengthened the original proposal. Your comments and suggestions are summarised in Appendix 1 at the end of this updated proposal.

As I mentioned in the original proposal, I was intending to undertake a review of the Digital and Knowledge part of our group shortly after making the initial changes. During the time between then and now, I have had a chance to do that review and the proposed changes to Digital and Knowledge are now incorporated, along with a few other changes in this refreshed proposal.

Before presenting this refreshed proposal to you, I have again sought the views of SLT on how we can best align our work with the current and future challenges of the Ministry.

I can now enter a formal consultation process with you. This document sets out my thinking on how our Group needs to be organised to deliver our strategic objectives, organisational obligations and provide the services our customers need.

Ministry of **Transport**
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Corporate Services Proposal July 2020

This document outlines the proposed changes, how they are intended to support and enable the achievement of our purpose, and the next steps and timing from here. The aim of this proposal is to provide a strong organisational platform for the Ministry, where everyone has clear accountabilities, complexity is reduced, and our management structures are simplified. I also believe it will help move us towards achieving our strategic goal of being a high performance organisation.

I need your feedback on the proposals, together with any other ideas or suggestions that you would like to put forward. These proposals are just that, proposals, and your input is an important part of the process of getting to the right outcome. What I am proposing is change so please take the time to read what's proposed and provide your feedback. Job descriptions for new roles are attached in Appendix 2.

Please email your feedback to **CSproposal@transport.govt.nz** by **5pm on Tuesday 21 July 2020**. All feedback will be carefully and thoroughly considered before any final decisions are made.

I appreciate that times like these can be very unsettling for people, particularly those with changes proposed to their position. The decision to propose some changes has not been taken lightly, they are what I believe is necessary to better position us for the future.

Out of Scope

Deputy Chief Executive - Corporate Services / Te Kahui Tangata

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Context for change

In the organisation review of 2017 the Ministry chose to significantly increase its investment in the teams now in our Group.

During the nearly three years since then we have focused on improving our operations. We have achieved a lot of very good outcomes, as well as finding some unexpected challenges and gaps. While we have made real improvements, there is still a way to go. It is timely to think about whether our structures and roles are the best ones to help achieve our goals.

The environment in which we work continues to change rapidly. Both the transport sector and public sector environment is evolving very quickly and the Ministry has, and continues to, evolve and change along with it. The Ministry is increasing in size and the scope of its work is expanding as well. We are involved in more and more complex policy areas and system leadership roles. The impact of the pandemic has changed our work and will continue to influence it into the foreseeable future. This makes it even more important that the foundation our group provides the Ministry is strong and resilient.

The Ministry is changing and has a number of new challenges ahead. I am confident that we are the right size to deliver great outcomes for the Ministry, however this changing landscape means we do need to think about how we are organised. We need to be efficient and practical about how we use our resources to best effect.

We could continue in our current structure, we could work harder to manage the changes as they arise and try and seek more resources to support the rest of the Ministry. I don't believe that is the most logical way to proceed. I have had to think about whether we are setting ourselves up for success. This proposal sets out the results of that thinking for your consideration.

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Design Principles

Our Group is critical to the successful operation of the Ministry. The proposed new operating model and structure presented for feedback is one that I believe will better position us to achieve our strategic goals and operational deliverables. The aim of the group is to enable our Ministry to flourish. It does this by providing excellent customer service, ensuring the Ministry upholds its professional standards whilst utilising the depth of expertise within our group.

In developing this proposal, I have considered a number of principles to guide the direction of change.

Our new organisational design will:
- Bring similar or aligned activities together and reduce splintering of effort
- Increase role clarity and provide clear accountabilities for each team
- Align the management structure with key accountabilities and responsibilities
- Make it easy for our customers to succeed in their work and easily access our services
- Include external partners to support us and deliver specialist services
- Use a business partnering operating model where appropriate
- Assist in ensuring we are compliant and aligned with public sector and legislative requirements

As a group I want us to be clear about our role, own our responsibilities and accountabilities for the Ministry and aim for high performance outcomes.

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Proposed Changes – Ministerial Services

One of the bigger changes being proposed is the establishment of the new **Ministerial Services** team. This team brings together the activities that support our Ministers and respond to government processes. It includes private secretarial services, government accountability processes, OIAs, ministerials, output plans, business planning and reporting processes. This brings together into one team the roles needed to drive the Ministry's performance in these areas.

Proposed Changes:

► Establish a new manager role, Manager - Ministerial Services to lead this new team.

► The OCU team moves from Engagement & Communications unchanged from the structure determined by the OCU Review. This move is a key part of creating the alignment between the activities we undertake on behalf of the government.

► The Principal Adviser and Senior Adviser - Corporate Accountability roles from Business Integrity & Performance join this team. There are no proposed changes to the content of these roles.

► The Private Secretaries will join this team. The move to our group was indicated in the reporting line changes that occurred in January 2020. The Private Secretaries will report to the Manager - Ministerial Services, and will also be assigned a DCE to provide expert guidance.

Impacts:

► Business Integrity & Performance – two roles move into this team

► Engagement & Communications – the five OCU roles including Private Secretary Support roles move into this team

► Private Secretaries – the existing three Private Secretaries move into this team

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Proposed changes - Business Integrity & Performance

This team was created in the 2017 Organisational Review. It was an amalgamation of a diverse range of responsibilities. Government accountability and reporting, risk & assurance, security, business continuity, procurement, project management office, and contract management are all very important functions. I believe the proposed changes support the design principles and are a better alignment of these very important functions.

Proposed changes

► The Manager - Business Integrity & Performance role to be disestablished.

► The Principal Adviser and Senior Adviser - Corporate Accountability roles from Business Integrity & Performance move to the Ministerial Services team.

► The procurement function moves to sit alongside the Legal team. A new Procurement Business Partner role to be created reporting to the Chief Legal Adviser. One of the current Business Integrity & Performance Adviser roles will move to the Legal & Procurement team to support the Procurement BP.

► A new role of Risk Business Partner be created to focus on ensuring the Ministry has effective risk management, including integrating risks into our strategic and business planning, with a strong focus on the actions needed to manage our risks. The role will support managers to undertake good risk management and will include provision of tools, processes, and reporting. This role will report to me as DCE.

► Security will be led by me as DCE, supported by the Security Committee (HR Manager, Digital Manager, Business Support Manager, two policy managers). Actions will be taken by a range of individuals as directed by the Committee. Security clearances will be managed by my EA supported by the Legal team.

► The assurance part of the original role will be outsourced to an independent organisation to provide separation between identification and management of risks and measurement of our performance in this area. This external approach will bring additional rigour to the assurance work and by reporting directly to SLT give them a strong platform for assessing the Ministry's performance. The Risk and Assurance Committee will provide additional oversight and guidance.

► Our Business Continuity Plan to be initially developed by a external specialist. The plan will be reviewed regularly by the Security Committee, Health Safety & Wellbeing Committee, and the Risk and Assurance Committee to ensure it is fit for purpose.

Impacts

► Manager - Business Integrity & Performance role to be disestablished

► Senior Adviser - Security, Risk and BCP role (currently vacant) disestablished

► Senior Adviser - Procurement & PMO (currently vacant) disestablished

► Principal Adviser and Senior Adviser - Corporate Accountability move to Ministerial Services team

► One Adviser role moves to Legal and Procurement team, one Adviser role is disestablished and reconfigured as a Recruitment & Contracts Adviser

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Proposed changes - Digital & Knowledge

During the gap between the original proposal and this updated one, I have undertaken the proposed review of Digital and Knowledge services. I engaged external advisers, who worked with the team, and also consulted with the Government Communications and Digital Office.

The purpose of our Digital & Knowledge team is to enhance the productivity of the Ministry, to provide strong, stable and secure systems, and to develop and support processes that enable the Ministry to work smoothly and effectively. They are also a key driver of helping people feel positive about our working environment. I am proposing significant changes to completely refresh our approach in this area. I propose changing the operating structure of this team to a managed outsourced delivery model. This means we will engage external partners to deliver most, if not all, of our IT delivery and some of our knowledge work.

I am proposing to change the name of this team to IT Operations & Knowledge.

Proposed changes

► The Manager – Digital & Knowledge role to be disestablished. A new role, Manager - IT Operations & Knowledge, to be created to ensure we have strong external partnerships and that services needed for our strategic and business plans are obtained and delivered effectively. The strategic plan for information technology for the Ministry to be developed by an external specialist in partnership with the Ministry, and delivered by the Manager.

► Both Senior Digital Adviser roles to be disestablished. The work covered by these roles to be replaced by a contract/vendor management approach where most services are provided by external organisations or specialist contractors.

► During the gap between this proposal and the earlier one, the Principal Adviser - Knowledge Management acted in the Team Leader OCU role. ████ has now been appointed permanently to that role. The Principal Adviser role remains disestablished in this new proposal.

► Recently the Senior Adviser – Knowledge Management role moved temporarily to the OCU team. I am proposing to move this role back into IT Operations & Knowledge, as a response to feedback on the first proposal which was also supported by the findings of the review into the function. It will no longer move to Ministerial Services as originally proposed.

► There are no changes proposed to Helpdesk services.

Impacts

► Manager - Digital & Knowledge role is disestablished
► Two Senior Digital Adviser roles are disestablished
► Principal Adviser – Knowledge Management (vacant) is disestablished
► Senior Adviser - Knowledge Management returns to IT Operations & Knowledge team

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Proposed changes – Human Resources

The role of the Human Resources team is to enable the Ministry to flourish by leading the design, development and implementation of human resource and organisational development strategies, policies and systems and people capability initiatives. The team provides advice and support and facilitate capability building in management and leadership across the Ministry, whilst providing a customer-focused, strategic and operational HR approach to support strategic and business priorities. The team uses a business partnering service delivery model. It also sources people for the Ministry's workforce, including role based contractors.

I am proposing to change the name of this team to People & Capability (P&C) to better reflect its purpose and role in the Ministry.

Proposed structure

► Two Business Partner roles (BPs). BPs work at both a strategic and operational level and are focused on working with managers, teams, and business groups to provide customised and forward-looking solutions that develop people and organisational capability. BPs are the conduit between business groups and the wider HR team ensuring a flow of information, ideas and feedback, to shape targeted initiatives and drive effective talent management.

► A new role of Senior Adviser - Organisational Development to lead and support the development, delivery and management of Ministry-wide organisational development policies, initiatives and programes to build capability and bring the HR strategies to life

► Recruitment & Contracts Adviser (reconfigured role) to provide end to end recruitment and contract services, advice and support on all aspects of recruitment and selection

► One Adviser to provide operational advice and support to Managers. The role supports the BPs and Managers to deliver on all aspects of HR. This role has an emphasis on running the people processes, such as performance and remuneration rounds, progression and promotion rounds, and health, safety and wellbeing.

► Administrator/Payroll role provides high level administration and coordination support to the P&C team, as well as the payroll function.

Impacts

• Existing BP roles re-focused on business partnering and organisational development activities moving to the new Senior OD role

• Reconfiguring of the disestablished BIP Adviser role to the Recruitment & Contracts Adviser role

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Proposed changes - Business Support

In keeping with the Business Support team's recent focus on where it can add the most value for the Ministry there will be a change in emphasis of the some of the Business Support roles. These roles are crucial to the effective operation of the Ministry. The Business Support team are also undertaking a process in the next few weeks to determine their service offering to the business. They will engage with Managers on this work. Current proposed changes include the following:

Proposed changes

► The Chief Executive's EA role (currently vacant) will be extended to include coordination and guidance to assist the DCE EAs with prioritising and managing the support requirements of SLT to ensure effective outcomes.

► The current PA/TA role will have a change of emphasis – they will become Business Support Coordinators and along with the support they currently provide they will be a conduit between the policy teams and Corporate Services team and will also provide first line support for Ministry business systems and processes. One of the Business Support Coordinator roles will be extended to provide coordination and guidance across the other coordinators.

► The Facilities Administrator role will have a change of emphasis and is reconfigured as a Facilities & Business Support Coordinator. The role will have an equal emphasis on both Business Support and Facilities. This will include looking after Reception, information queries and managing the Ministry's phone. This role will also pick up gifts and hospitality from the disestablished BIP team, and some administrative functions from the current Knowledge team.

Impacts

- Ea to the Chief Executive role will be extended as described above
- Re-focus of PA/TA roles to the Business Support Coordinator roles and one role will be extended as described above.
- Re-focus of the Facilities Administrator role to the Facilities & Business Support Coordinator

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Other Teams

Legal

The Legal team is to be renamed Legal & Procurement. Getting procurement right is essential to the Ministry's work and reputation. We have not yet reached an appropriate level of compliance with government requirements and good business practice. The recent internal audit found we have an inadequate control environment. I believe we have not invested enough in this area and that having the process divided between two teams hasn't helped us have the required level of focus and delivery.

Proposed changes

- ► The procurement function moves to sit alongside the legal team.
- ► A new Procurement Business Partner role be created reporting to the Chief Legal Adviser & Manager Procurement.

Impacts

- ► The Business Integrity & Performance Adviser moves to the Legal & Procurement team to support the Procurement Business Partner.

Engagement and Communications

The OCU moves to the Ministerial Services team. There are no other proposed changes to this team. It remains focused on stakeholder management, external and internal communications, community engagement, and external media services, continuing in its business partnering approach.

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Proposed Changes Overview

The proposal includes a change to the type of teams in our Group, as well as several new positions. Draft position descriptions for the new roles are attached in Appendix 1.

Corporate Services | Te Kāhui Tangata						
People & Capability	**IT Operations & Knowledge**	**Ministerial Services**	**Engagement & Communications**	**Legal & Procurement**	**Business Support**	**Risk & Assurance**
Key change: Management of all contract staff (from BIP team) by disestablishing the vacant Adviser role in BIP and establishing a Recruitment & Contracts Adviser role to undertake these functions. Establishing Senior Adviser Organisational Development role. **Continuing**: All other functions remain in this team.	**Key change**: Manager role and both Senior Digital Adviser roles will be disestablished. Principal Adviser Knowledge Management role will be disestablished. Senior Advisor Knowledge Management returns from temporary reassignment. A new Manager – IT & Operations is created to lead IT operations in a contract/ vendor operating model	**Key change**: New team **Includes**: Manager - Ministerial Services OCU team Government processes functions (from BIP), SOI, estimates, reporting, business planning Private Secretaries and Private Secretary Support roles	**Key change**: OCU team moves to the Ministerial Services team. **Continuing**: All other Engagement & Communications functions remain in this team.	**Key change**: Procurement function moved to Legal and a Procurement Business Partner role is created. The team is renamed as Legal & Procurement and are two subsidiary teams under the Chief Legal Adviser role. **Continuing**: All other Legal functions remain in the Legal team.	**Key change:** Facilities Adminstrator is refocussed to become Facilities & Business Support Coordinator. Refocus of PA/TA roles to Business Support Co-ordinator function, one role to lead the BSC's EA to the CE coordinates and guides the DCE's EA's. .	**Key change:** Risk Business Partnering role is created to assist the Ministry in effective risk management. Reports to DCE. The assurance function will be outsourced. Security will be managed by the DCE and Security Committee.
Managing our workforce has been complicated by having staff managed across two teams	By partnering more with external specialist services we strengthen the overal digital approach for the Ministry.	This team brings together all of functions, processes and services provided by our Group for the government in one place.	OCU team fits into the new Ministerial Services team to create more direct alignment.	Procurement is an area where the Ministry needs more focus. One Manager leading the whole process will improve performance.	Focusing on providing first line support for Ministry systems, processes and policies, and high quality EA support for SLT.	The new role will bring the focus on risk and risk management for the whole of the Ministry.

Current structure

Deputy Chief Executive – Corporate Services

- **Manager - Human Resources**
  - HR Business Partner
  - HR Business Partner
  - HR Adviser
  - Administrator/ Payroll

- **Manager - Digital & Knowledge**
  - Senior Digital Adviser
  - Senior Digital Adviser
  - Principal Adviser Knowledge Management
  - Senior Adviser Knowledge Management

- **Manager - Business Integrity & Performance**
  - Principal Adviser
  - Senior Adviser Corporate Accountability
  - Senior Adviser PMO & Procurement
  - Senior Adviser Security, Risk & BCP
  - Adviser
  - Adviser

- **Manager - Engagement & Communications**
  - OCU Team Leader
    - OC Senior Adviser
    - OC Administrator
    - Private Secretary Support
    - Private Secretary Support
  - Principal Adviser
    - Senior Adviser
    - Senior Adviser
    - Senior Adviser Internal Communications
    - Senior Adviser Online Channels
    - Adviser
    - Principal Adviser – Māori Strategy Engagement

- **Chief Legal Adviser**
  - Special Counsel
  - Principal Solicitor
  - Senior Solicitor
  - Solicitor
  - Principal Solicitor
  - Senior Solicitor
  - Solicitor

- **Manager - Business Support**
  - EA to Chief Executive
  - EA to Deputy Chief Executive
  - EA to Deputy Chief Executive
  - PA/Team Administrator
  - PA/Team Administrator
  - PA/Team Administrator
  - EA to Deputy Chief Executive
  - EA to Deputy Chief Executive
  - EA to Director Auckland
  - Facilities Administrator
  - PA/Team Administrator
  - PA/Team Administrator

Deputy Chief Executive – System Performance & Governance

- Private Secretary
- Private Secretary
- Private Secretary

Established role

Vacancy

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Proposed new structure

Deputy Chief Executive – Corporate Services

Manager – People & Capability
- Business Partner
- Business Partner
- Senior Adviser Organisational Development
- Adviser
- Recruitment & Contracts Adviser
- Administrator/Payroll

Manager – IT Operations & Knowledge
- Senior Adviser Knowledge

Manager – Ministerial Services
- Principal Adviser
- Senior Adviser Corporate Accountability
- Private Secretary
- Private Secretary
- Private Secretary

- OCU Team Leader
- OC Senior Adviser
- OC Administrator
- Private Secretary Support
- Private Secretary Support

Manager – Engagement & Communications
- Principal Adviser
- Senior Adviser
- Senior Adviser
- Senior Adviser – Internal Communications
- Senior Adviser – Online Channels
- Adviser
- Principal Adviser – Māori Strategy Engagement

Chief Legal Adviser and Manager - Procurement
- Special Counsel
- Principal Solicitor
- Principal Solicitor
- Senior Solicitor
- Senior Solicitor
- Solicitor
- Solicitor

- Procurement Business Partner
- Adviser Procurement

Manager – Business Support
- EA to Chief Executive
- EA to Deputy Chief Executive
- EA to Deputy Chief Executive
- Facilities & Business Support Coordinator
- Business Support Coordinator
- Business Support Coordinator

- EA to Deputy Chief Executive
- EA to Deputy Chief Executive
- EA to Director Auckland
- Business Support Coordinator
- Business Support Coordinator
- Business Support Coordinator

Risk Business Partner

Legend:
- Established role
- Vacant
- New role
- New reporting line

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Summary of changes to roles

Note that established roles are listed in the following slides. Roles that utilize project / contractors are not mentioned in this document.

Team	Role	Change
Business Integrity & Performance	Manager - Business Integrity & Performance	Disestablished
Business Integrity & Performance	Senior Adviser – PMO and Procurement	Disestablished (currently vacant)
Business Integrity & Performance	Senior Adviser – Security, Risk & BCP	Disestablished (currently vacant)
Digital and Knowledge	Manager – Digital and Knowledge	Disestablished
Digital and Knowledge	Principal Adviser – Knowledge Management	Disestablished (currently vacant)
Digital & Knowledge	Senior Digital Adviser	Disestablished
Digital & Knowledge	Senior Digital Adviser	Disestablished
Ministerial Services	Manager – Ministerial Services	New role reporting to DCE
Corporate Services	Risk Business Partner	New role reporting to DCE
Legal	Procurement Business Partner	New role reporting to Chief Legal Adviser & Manager - Procurement
People & Capability	Senior Adviser Organisational Development	New role reporting to Manager – People & Capability
IT Operations & Knowledge	Manager – IT Operations & Knowledge	New role reporting to DCE

Summary of changes to roles

Note that established roles are listed in the following slides. Roles that utilize project / contractors are not mentioned in this document.

Team	Role	Change
Ministerial Services	Principal Adviser - Business Integrity & Performance	Move from Business Integrity & Performance to Ministerial Services. Reports to Manager – Ministerial Services.
Ministerial Services	Senior Adviser - Corporate Acountability, Business Integrity & Performance	Move from Business Integrity & Performance to Ministerial Services. Reports to Manager – Ministerial Services.
Ministerial Services	Offical Correspondence (OC) – Team Leader	Move from Engagement & Communications to Ministerial Services. Reports to Manager – Ministerial Services.
Ministerial Services	Offical Correspondence (OC) – Senior Adviser	Move from Engagement & Communications to Ministerial Services. Reports to Team Leader, Official Correspondence Unit.
Ministerial Services	Offical Correspondence (OC) – Administrator	Move from Engagement & Communications to Ministerial Services. Reports to Team Leader, Offical Correspondence Unit.
Ministerial Services	All Private Secretaries	Move from System Performance & Governance to Ministerial Services. Reports to Manager – Ministerial Services.
Ministerial Services	All Private Secretary Support roles	Move from Engagement & Communications to Ministerial Services. Reports to Team Leader Official Correspondence Unit.
Legal & Procurement	Adviser from Business Integrity & Performance	Move from Business Integrity & Performance to Legal & Procurement. Reports to Chief Legal Adviser & Manager - Procurement
People & Capability	Vacant Adviser role from BIP reconfigured to Recruitment & Contracts Adviser	Move from Business Integrity & Performance to People & Capability. Reports to Manager – People & Capability.

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Proposed Timeline

The following table outlines the indicative timeframe for feedback and decision making. Please note that these dates are indicative, and should there be any delays, the timeline may be adjusted.

Activity	Indicative date
Union advised of the proposal for structural change.	Thursday 2 July 2020
Communicate proposals to affected staff	Monday 6 July 2020
Communicate proposals to CS Group managers	Monday 6 July 2020
Communicate proposals to all Corporate Services staff and the Private Secretaries.	Tuesday 7 July 2020
Communicate proposals to all managers and then all MOT staff (via Discover)	Tuesday 7 July 2020
Consultation period (email CSproposal@transport.govt.nz inbox)	Tuesday 7 July – Tuesday 21 July 2020
Feedback considered. Proposal reviewed as a result of the feedback received. Analysis of responses to be completed. Final decisions made.	Wednesday 22 July - Friday 24 July
Union advised of the final decisions to be communicated.	Monday 27 July 2020
Affected staff advised of final decisions	Monday 27 July 2020

These dates/timelines are indicative and will depend upon the feedback received

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Proposed timeline continued.

Activity	Indicative date
Final decisions communicated to Corporate Services Group managers	Monday 27 July 2020
Final decisions communicated to all Corporate Services Group staff and the Private secretaries	Tuesday 28 July 2020
Final decisions communicated to all managers and then all MoT (via Discover)	Tuesday 28 July 2020
Commence implementation of final decisions as appropriate – processes for reassignment/ selection commence	End July 2020
Any remaining vacancies advertised internally / externally	August 2020
New structure implemented from	September 2020

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Consultation & Feedback Process

Feedback on the proposed changes is open to everyone at the Ministry. I encourage you to take the time to read this document and provide written feedback, including any ideas or suggestions you would like me to consider before decisions are made.

Comment is welcomed at any level of detail, from the design concept to proposed impact on specific positions.

People will inevitably have a wide variety of opinions and feelings in relation to the proposed changes. When giving feedback on the proposal for change, please focus on any issues related to the proposal that may be problematic or require further consideration. You should also consider providing possible solutions and you may also want to identify advantages with the changes that are proposed.

Submissions need to be made in writing, together with any questions, to **CSproposal@transport.govt.nz** by 5pm on Tuesday 21 July 2020.

If you are a member of a union, you may wish to seek their assistance with making a submission or you may ask them to make a submission on your behalf. Unions may also make submissions of their own and/or representing the collective view of their members.

Your submissions are a key part of this process and will enable the final decision to be better informed and considered. All submissions will be fully considered before any decisions are made. Any changes to the proposal made following consideration of submissions will be explained in the final decision document.

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Change Management Process & Support

If the proposals outlined in this consultation document go ahead as proposed, the implementation of the final structure will follow the change implementation process outlined in the Ministry's Change Protocol.

Anyone who will be affected directly by any confirmed changes will be advised individually, with the implications and options available to them discussed to ascertain their preferences.

If there are more people than positions, a fair, equitable and transparent process will be followed that complies with employment law and HR best practice.

Any vacant positions following reconfirmation and reassignment of current team members will be advertised. Anyone who has been reconfirmed or reassigned into the new structure is also be able to apply for any advertised roles.

Support

Change can be unsettling, particularly for those with changes proposed to their position. Please ask for support anytime you need it. You can talk to your manager or colleagues, Human Resources team, or to me.

You can also contact our Employee Assistance Program (EAP) at any time on 0800 327 669, https://www.eapservices.co.nz/ .

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Thank you

Appendix 1

Feedback/Questions	Response
Will support for Private Secretaries come from Directors rather than DCEs? DCE's are already very busy. A number of questions: Will the DCE/ Director be catching up with us? Will the DCE/ Director look after our PDP? How does the Director/ DCE work with the future manager of Min Services? How does which Director/ DCE get chosen for each of us get decided? what responsibility does the manager of Min Services have for us?	DCEs are keen to and do provide support to Private Secretaries. Their feedback has been that it would be hard for Directors to give advice as they don't attend Ministers meetings. We will try this approach and review in a few months for effectiveness. The Ministerial Services Manager is to be the manager for all other aspects of the roles.
Consider changing the proposed title back to Chief Legal Adviser and you could add Manager, Procurement to be consistent with other core crown agencies. Can you say who will have the function of legal compliance?	Agreed. The title will be Chief Legal Adviser & Manager Procurement. Legal compliance to be lead by Legal and reviewed by the external assurance function.
If the contractor management process goes to HR, does this include procurement? Is there a management or monitoring role? Is HR taking on the role of the "business owner" for the services or the system overseer role? It's important to clarify the above to be clear on what the role/ function of HR and then legal and procurement is in the proposed structure	The contractor process going to HR is the RSO process. So only for individual contractors filling a vacancy or adding extra resource to a team. The team managers will remain responsible for managing the contractor. HR will manage the appointment, termination and contract process.
Regarding procurement and Ministry non compliance. How will the Ministry ensure that non compliance in following procurement procedures is addressed?	The new Procurement Lead will be charged with changing the procurement culture at the Ministry. This will be supported by the Chief Legal Adviser & Manager Procurement. It will remain an ongoing focus of this role.
Currently the procurement role gathers information which, if the proposal goes ahead, will be split across two teams (HR and legal) How will that work?	Each team will provide reporting for the quarterly performance report dashboard reviewed by SLT. Separate reporting will allow more clarity about how many people we need to operate the business as opposed to specific external support and services from organisations. This will improve visibility for SLT on how our workforce is made up, and operating.
It seems that the responsibility to undertake contract work, which is currently split across BIP and Legal will now be split across Procurement and Legal and HR?	See above. HR will manage RSO arrangements. This means HR manages all workforce arrangements and Legal and Procurement manage all non-workforce contracts and procurement processes.

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Appendix 1

Feedback/Questions	Response
The Principal Risk and Assurance role is sole charge. Are there are BCP risks. Some of the duties are administrative and should not be undertaken by a Principal who should be focused on meatier issues	Following feedback this role has been changed to a Risk Business Partner role, external assurance services and security has been moved to my EA backed up by Legal. If there are BCP issues our external provider will be able to support us with a deep knowledge of our risks through their assurance work.
With the current FBSR project who will own the contract side going forward ?	The Procurement Business Partner
Has the importance of knowledge mgt been underplayed such that two roles should be retained	The knowledge work will continue to be supported by an external contractor from time to time.
Where does the internal audit function go ?	Internal audit is currently provided by an external specialist service provider and this will continue. This provider delivers reports directly to SLT and the Risk & Assurance committee
The job description for the Principal Advisor - Procurement is a bit inconsistent - can this be looked at ?	A refreshed position description is attached to this updated proposal
How does the knowledge role fit with Min services ? Is Ministerial Services the best place for Business Planning ? I'm not sure it fits entirely ? How does not proposing a PMO fit with the How were travelling survey	The knowledge role is moving back to Digital & Knowledge following feedback and the review of that area. Ministerial Services manages the Output Plan and as a consequence has the most knowledge and understanding of what would make up a good business plan. This makes them the best place to handle that business-wide process. A cross-functional group will be looking at project management needs following the HAWT survey and will report back to SLT later in the year. Any changes recommended will be considered at that time. *
Should we consider making a role of Building and Fac Mgt Lead ? And possibly adding a direct report to that role as well as part time facilities admin	This feedback has been considered and factored into the changes proposed for the Business Support team.
We should test whether we really do need a PMO or consider retaining 1 - 2 project managers rather than keep engaging contractors.	See * above. Changes may be required following the working party's recommendations later in the year.
Consider reviewing the Business Support team to determine the appropriate structure and functions	This feedback has been considered and factored into the changes proposed for the Business Support team.

Appendix 1

Feedback/Questions	Response
We need to look at clumsy procurement processes - this has been requested before	This will be part of the new Procurement Business Partner's business plan for this year.
Where does the internal audit function go ? if it is in the principal advisor role, that might not be the best idea as it is potentially an incredibly challenging role for a PA to raise concerns about anything corporate related to the DCE od that area. It might be better to have it report to a manager (HR or Legal perhaps)	See above. It will be provided by an external specialist provider.
The Ministerial services manager position description needs to support the DCE as Executive sponsor for Archives NZ as mandated by the information and records mg standard and to ensure compliance with the Public Records Act.	The knowledge function is returning to Digital & Knowledge. The position description of this function includes this responsibility.
Should the technical functions of TARDIS queries not stay with Knowledge management ? There is a lot of work in this space that requires overlap with the Digital resource - but the Digital resource do not have the knowledge or skills to undertake this work. This work requires technical knowledge and record mgt skills	The work will remain in the Digital and Knowledge team, and be separated or organised depending on the arrangements made with new partners and/or helpdesk services.
Both knowledge roles should remain - there is a risk to the Ministry with just one role / person in terms of Business Continuity. In addition, BAU may be achievable but ongoing enhancements, developments etc will not happen	The knowledge work will continue to be supported by an external contractor from time to time.
If TARDIS is moved to O365 this is a project in itself which cannot be resourced by only one DK person who will also run BAU. The risk with non compliance will not be managed. The importance of this cannot be under estimated	Projects such as this will be fully resourced with appropriate internal and external resources.
The library aspects of MoT work cannot be picked up by BS and are not in the Senior Know mgt skillset	Training and development will be provided to ensure the knowledge function can be effective
The work on embedding Information Principles (paper on TARDIS refers) needs to be completed. It was focused on assisting MoT becoming a learning organisation	This work is utilising external resource and can continue to do so.

Appendix 1

Feedback/Questions	Response
Should both the Business Services Manager role and the Facilities Admin role be looked at in terms of responsibility and role content	This feedback has been considered and factored into the changes proposed for the Business Support team.
Commit to retaining all staff and not make redundancies - its too soon after the major re org	The organisational refresh was at the end of 2017. The Ministry, the government and NZ have undergone significant changes since then. If we were to do the organisational wide refresh now, it would have had different results. We have an obligation to always be open to making the best use of our resources. It is timely to review our operations now, given the changes we have experienced since 2017.

Appendix 2

There are six new roles proposed in this change process. The links to each role are below:

- [Manager - Ministerial Services](#)

- [Manager - IT Operations & Knowledge](#)

- [Risk Business Partner](#)

- [Procurement Business Partner](#)

- [Recruitment & Contacts Adviser](#)

- Senior Organisational Developoment Adviser (coming soon)

And three roles that are refreshed, which are:

- [EA to the Chief Executive](#) (refreshed with additional coordination and guidance of EA to DCE's)

- [Business Support Coordinator](#) (refreshed PA/Team Administrator)

- [Facilities & Business Support Coordinator](#) (refreshed Facilities Administrator)

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Document 8

June – September 2020 - Corporate Services Review

Document Name: Change Propsoal - Final Decision - July 2020

Corporate Services | Te Kāhui Tangata
Final Decision Document July 2020

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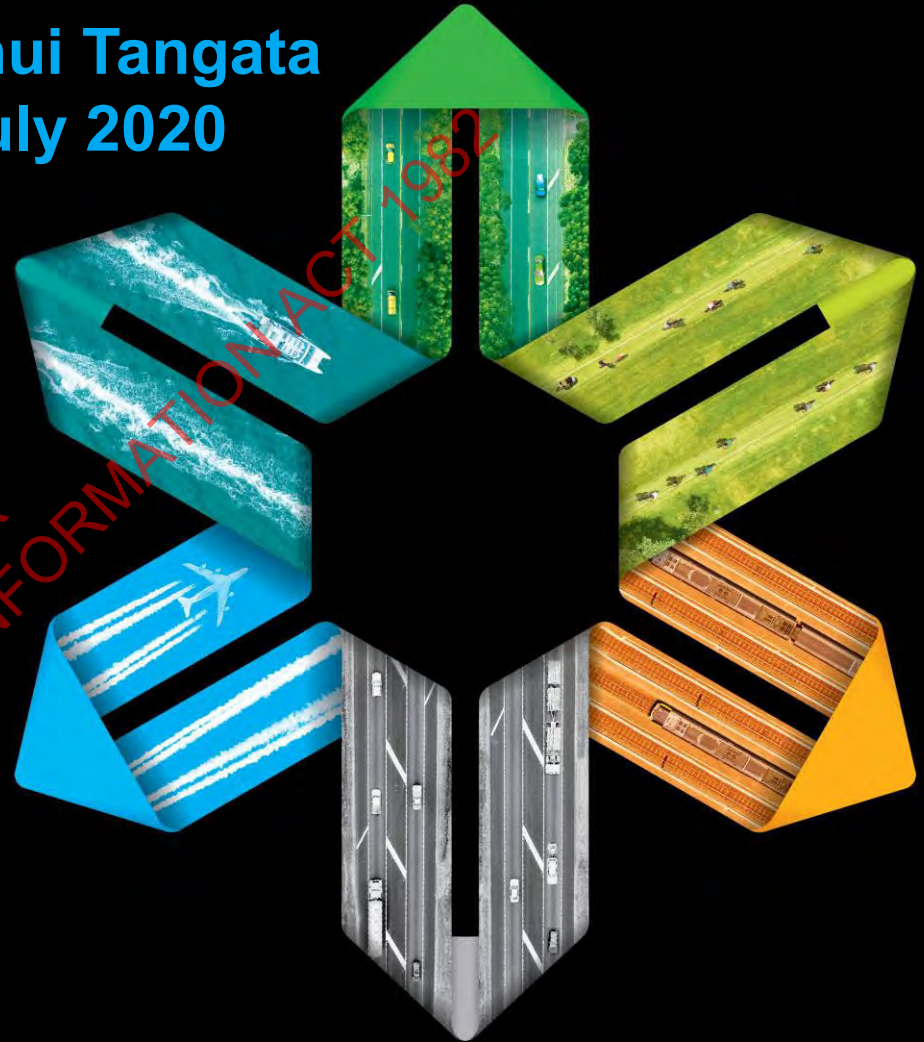
Corporate Services Final Decision Document July 2020

Kia ora koutou

Earlier this month I put a proposal to you setting out a new proposed structure for our group, one focused on how we might best achieve our purpose of **enabling the Ministry to flourish**.

The consultation period ran for two weeks from Tuesday 07 July 2020 and closed on Tuesday 21 July 2020. I received 25 separate pieces of feedback. That feedback and my response to it is summarised in appendix 1 of this document.

This presentation covers the key themes, my deliberations and my decisions which have been discussed fully with SLT. I have organised this presentation by each team.

Ngā mihi

Out of Scope

Deputy Chief Executive - Corporate Services / Te Kahui Tangata

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Ministerial Services

Proposed Changes:

- Establish a new manager role, Manager - Ministerial Services to lead this new team.

- The OCU team to move from Engagement & Communications. No other changes are proposed to this team.

- The Principal Adviser and Senior Adviser - Corporate Accountability roles from Business Integrity & Performance join this team. There are no proposed changes to the content of these roles.

- The Private Secretaries to join this team. The Private Secretaries will report to the Manager - Ministerial Services and will also be assigned a DCE to provide expert guidance.

Feedback and Decision:

The feedback was supportive of establishing this team as proposed. I will commence recruitment of Manager – Ministerial Services as soon as possible and complete the changes as proposed.

Impacts:

- Business Integrity & Performance – two roles move into this team
- Engagement & Communications – the five OCU roles including Private Secretary Support roles move into this team
- Private Secretaries – the existing three Private Secretaries move into this team

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Business Integrity & Performance

Proposed Changes:

► The Manager - Business Integrity & Performance role to be disestablished.

► The Principal Adviser and Senior Adviser - Corporate Accountability roles from Business Integrity & Performance move to the Ministerial Services team.

► The procurement function to sit alongside the Legal team. A new Procurement Business Partner role to be created reporting to the Chief Legal Adviser. One of the current Business Integrity & Performance Adviser roles to move to the Legal & Procurement team to support the Procurement BP.

► A new role of Risk Business Partner reporting to me to focus on ensuring the Ministry has effective risk management.

► Security will be led by me as DCE, supported by the Security Committee (HR Manager, Digital Manager, Business Support Manager, two policy managers). Actions will be taken by a range of individuals as directed by the Committee. Security clearances will be managed by my EA supported by the Legal team.

► The assurance part of the original role will be outsourced to an independent organisation to provide separation between identification and management of risks and measurement of our performance in this area. The Risk and Assurance Committee will provide additional oversight and guidance.

► Our Business Continuity Plan to be initially developed by a external specialist.

Feedback and Decision:
A small amount of feedback was received, and while it deepen my understanding of some of the issues, it did not persuade me that a different approach would materially benefit the Ministry.

Impacts

► Manager - Business Integrity & Performance role to be disestablished

► Senior Adviser - Security, Risk and BCP role (currently vacant) disestablished

► Senior Adviser - Procurement & PMO (currently vacant) disestablished

► Principal Adviser and Senior Adviser - Corporate Accountability move to Ministerial Services team

► One Adviser role moves to Legal and Procurement team, one Adviser role is disestablished and reconfigured as a Recruitment & Contracts Adviser

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Digital & Knowledge

Proposed Changes:

► The Manager – Digital & Knowledge role to be disestablished. A new role, Manager - IT Operations & Knowledge, to be created to ensure we have strong external partnerships and that services needed for our strategic and business plans are obtained and delivered effectively.

► Both Senior Digital Adviser roles to be disestablished. The work covered by these roles to be replaced by a contract/vendor management approach where most services are provided by external organisations or specialist contractors.

► Principal Adviser – Knowledge Management to be disestablished.

► Move the Senior Adviser – Knowledge Management role back into IT Operations & Knowledge.

► No changes proposed to Helpdesk services.

Feedback and Decision:

This part of the Change Proposal received the most feedback. It gave me a significant number of points to consider. The most consistent point was that I should I review our IT services to determine what is required across the whole Ministry and to consider how we will future proof the ICT platform. As a result it is imperative that I talk in more depth with the business and I have decided to pause the review as it applies to this team.

I will engage a consultant to work with me to talk to our customers and stakeholders. I do not have a set timeframe for this work at this stage. Once I am satisfied that we have understood and considered the needs of all of the interested teams fully, I will re-propose any changes to you and undertake further consultation before making any decisions.

Impacts

► Manager - Digital & Knowledge role is not disestablished at this time

► Two Senior Digital Adviser roles are not disestablished at this time

► Principal Adviser – Knowledge Management (Vacant) is not disestablished at this time

► Senior Adviser - Knowledge Management remains within the OCU for the time being

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Human Resources

Proposed Changes:

- Two Business Partner roles (BPs). BPs work at both a strategic and operational level.

- A new role of Senior Adviser - Organisational Development

- Recruitment & Contracts Adviser.

- One HR Adviser to provide operational advice and support to Managers.

- One Administrator/Payroll role. '

Feedback and Decision:

The feedback on these changes was significant and thought provoking. I have decided to also pause this part of the Change Proposal until we have had time to consider some alternative suggestions for the optimal structure of the team. There have been a number of vacancies in the team, and a senior member has recently returned from long term leave. This has made the decisions less clear and I will take more time to consider the best structure for delivering HR services to the Ministry.

One change will still progress, the currently vacant disestablished Adviser role will move from BIP to HR, and undertake the work supporting contractor appointments as planned.

Impacts:

- Reconfiguring of the disestablished BIP Adviser role to the Recruitment & Contracts Adviser role

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Business Support

Proposed Changes:

▶ The Chief Executive's EA role (currently vacant) to be extended to include coordination and guidance to assist the DCE EAs with prioritising and managing the support requirements of SLT to ensure effective outcomes.

▶ The current PA/TA role to have a change of emphasis – becoming Business Support Coordinators and along with the support they currently provide they would be a conduit between the policy teams and Corporate Services team and also provide first line support for Ministry business systems and processes. One of the Business Support Coordinator roles to be extended to provide coordination and guidance across the other coordinators.

▶ The Facilities Administrator role to have a change of emphasis and is reconfigured as a Business Support & Facilities Coordinator. The role would have an equal emphasis on both Business Support and Facilities.

Feedback and Decision:

I received a lot of feedback on these changes which I have considered carefully. I am persuaded by some of the feedback but not all.

I have been persuaded that we do not need the EA to the CE to take a lead role amongst the EA cohort. I will still be looking to see increased and obvious collaboration and sharing of experience amongst the team. In the PA/TA part of the team, I have decided that having a lead team member would be beneficial to the performance of the team, and I am confirming that the changes proposed to the service offering and role title will go ahead.

The role of Facilities Administrator remains as proposed.

I will ask the Manager - Business Support to undertake this work with her team members as soon as is practicable.

Impacts:

• Chief Executive's EA role will not be extended in scope as proposed and will be advertised immediately.

• Re-focus of PA/TA roles to the Business Support Coordinator roles and one role will be extended as described above.

• Re-focus of the Facilities Administrator role to the Business Support & Facilities Coordinator which will be advertised immediately

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Legal and Engagement & Communications

Legal

Proposed Changes:

► Change the name of the team to Legal & Procurement
► The procurement function moves to sit alongside the legal team.
► A new Procurement Business Partner role be created reporting to the Chief Legal Adviser & Manager Procurement.

Feedback and Decision:

The feedback that I received was from individuals who raised specific issues and I will speak with them separately and confidentially.

Impacts:

► The Business Integrity & Performance Adviser moves to the Legal & Procurement team to support the Procurement Business Partner.

Engagement and Communications

Proposed Changes:

► Move the OCU team to Ministerial Services

Feedback and Decision:

The feedback on this change was very positive, and I can confirm that the OCU team will move to the Ministerial Services team. There are no other proposed changes to this team. It remains focused on stakeholder management, external and internal communications, community engagement, and external media services, continuing in its business partnering approach.

Impacts:

► The OCU team moves to the Ministerial Services team once a Manager has been appointed.

Current structure

Deputy Chief Executive – Corporate Services

Deputy Chief Executive – System Performance & Governance

Manager - Human Resources
- HR Business Partner
- HR Business Partner
- HR Adviser
- Administrator/ Payroll

Manager - Digital & Knowledge
- Senior Digital Adviser
- Senior Digital Adviser
- Principal Adviser Knowledge Management
- Senior Adviser Knowledge Management

Manager - Business Integrity & Performance
- Principal Adviser
- Senior Adviser Corporate Accountability
- Senior Adviser PMO & Procurement
- Senior Adviser Security, Risk & BCP
- Adviser
- Adviser

Manager - Engagement & Communications
- OCU Team Leader
  - OC Senior Adviser
  - OC Administrator
  - Private Secretary Support
  - Private Secretary Support
- Principal Adviser
  - Senior Adviser
  - Senior Adviser
  - Senior Adviser Internal Communications
  - Senior Adviser Online Channels
  - Adviser
  - Principal Adviser – Māori Strategy Engagement

Chief Legal Adviser
- Special Counsel
- Principal Solicitor
- Senior Solicitor
- Solicitor
- Principal Solicitor
- Senior Solicitor
- Solicitor

Manager - Business Support
- EA in Chief Executive
- EA to Deputy Chief Executive
- EA to Deputy Chief Executive
- PA/Team Administrator
- PA/Team Administrator
- PA/Team Administrator
- EA to Deputy Chief Executive
- EA to Deputy Chief Executive
- EA to Director Auckland
- Facilities Administrator
- PA/Team Administrator
- PA/Team Administrator

Private Secretary
Private Secretary
Private Secretary

Established role

Vacancy

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Confirmed new structure

Summary of changes to roles

Note that established roles are listed in the following slides. Roles that utilize project / contractors are not mentioned in this document.

Team	Role	Change
Business Integrity & Performance	Manager - Business Integrity & Performance	Disestablished
Business Integrity & Performance	Senior Adviser – PMO and Procurement	Disestablished (currently vacant)
Business Integrity & Performance	Senior Adviser – Security, Risk & BCP	Disestablished (currently vacant)
Digital & Knowledge	Manager – Digital and Knowledge	On hold pending review
Digital & Knowledge	Principal Adviser – Knowledge Management (currently vacant)	On hold pending review
Digital & Knowledge	Senior Digital Adviser	On hold pending review
Digital & Knowledge	Senior Digital Adviser	On hold pending review
Ministerial Services	Manager – Ministerial Services	New role reporting to DCE
Corporate Services	Risk Business Partner	New role reporting to DCE
Legal	Procurement Business Partner	New role reporting to Chief Legal Adviser & Manager - Procurement
Human Resources	Senior Adviser Organisational Development	Not established pending review
IT Operations & Knowledge	Manager – IT Operations & Knowledge	Not established pending review

Summary of changes to roles

Note that established roles are listed in the following slides. Roles that utilize project / contractors are not mentioned in this document.

Team	Role	Change
Ministerial Services	Principal Adviser - Business Integrity & Performance	Move from Business Integrity & Performance to Ministerial Services. Reports to Manager – Ministerial Services.
Ministerial Services	Senior Adviser - Corporate Acountability, Business Integrity & Performance	Move from Business Integrity & Performance to Ministerial Services. Reports to Manager – Ministerial Services.
Ministerial Services	Offical Correspondence (OC) – Team Leader	Move from Engagement & Communications to Ministerial Services. Reports to Manager – Ministerial Services.
Ministerial Services	Offical Correspondence (OC) – Senior Adviser	Move from Engagement & Communications to Ministerial Services. Reports to Team Leader, Official Correspondence Unit.
Ministerial Services	Offical Correspondence (OC) – Administrator	Move from Engagement & Communications to Ministerial Services. Reports to Team Leader, Offical Correspondence Unit.
Ministerial Services	All Private Secretaries	Move from System Performance & Governance to Ministerial Services. Reports to Manager – Ministerial Services.
Ministerial Services	All Private Secretary Support roles	Move from Engagement & Communications to Ministerial Services. Reports to Team Leader Official Correspondence Unit.
Legal & Procurement	Adviser from Business Integrity & Performance	Move from Business Integrity & Performance to Legal & Procurement. Reports to Chief Legal Adviser & Manager - Procurement
Human Resources	Vacant Adviser role from BIP reconfigured to Recruitment & Contracts Adviser	Move from Business Integrity & Performance to People & Capability. Reports to Manager – People & Capability.

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Next Steps and timeframe

- Communicate changes to the Group

- Communicate changes to the Ministry

- Further investigate the Ministry's requirements of ICT services

- Reconsider the best arrangements for the provision of HR services

- Ask the Manager – Business Support to work with her team on the changes for the team roles and advertise the vacancies.

- Advertise the other new roles:
  - Manager – Ministerial Services
  - Risk Business Partner
  - Procurement Business Partner

- Once the new roles are filled, implement the associated moves and changes in each team

- Timeframe for changes (for teams except Digital and Knowledge and HR) is based on advertising and filling vacancies

- Timeframe for progressing the work on Digital and Knowledge and HR is over the next 2 – 3 months.

- I will communicate with you all in person, via email, meetings as appropriate.

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Thank you

Appendix 1 – Feedback and responses

Points to note: Some of the comments that have been provided repeat the same themes and so have only been mentioned once and not repeatedly. Some people have written about themselves and that has not been included in the feedback but will be addressed on an individual / confidential basis.

Feedback on Business Support	Response
The proposal for the Business Support team to be more of "go to" people is a good idea	Noted and currently being considered.
Comments were that the EA's say that they already coordinate their work together as a team and do not believe that this needs to change.	Noted and changed. Would like to see increased and obvious collaboration amongst the EA's
There was not strong support for a lead BSC. Also, disagreement with not providing managers with a strong PA function. Perhaps recruit PA's and BSC's	Noted but not agreed. Looked forward to seeing this role progress as per the proposal.
Re PA's - its just a name change, not a change in function	Disagree. If this proposal goes ahead, it will be a different approach and way of working.
Recruit people who want to be in admin and are not seconded elsewhere	Agree.
Keep PA in the tile - perhaps PA / Team Coordinator. Limited chance to progress to EA without PA in title	Disagree. It's about the work that is undertaken, not necessarily the role title.
Call the Facilities role, reception and facilities admin to differentiate it from the other roles in the team.	There is enough differentiation with the title of Facilities Administrator and Business Support Coordinators to recognise that they are different roles.
Ensure the Business Support Coordinator's are trained properly - but not in complex procurement issues or IT issues.	Agree.
Don't underplay the importance of managing the info inbox - its crucial.	Agree.
Agree with Business Support Coordinator proposal.	Noted.

Appendix 1 – Feedback and responses

Points to note: Some of the comments that have been provided repeat the same themes and so have only been mentioned once and not repeatedly. Some people have written about themselves and that has not been included in the feedback but will be addressed on an individual / confidential basis.

Feedback on Legal	Response
The job title of Chief Legal Adviser and Manager Procurement seems cumbersome. Manager Legal and Procurement seems more manageable.	This title has been agreed with the Chief Legal Adviser.
Contract development support is required - will this come from the role moving to procurement from BIP?	Yes and the Procurement Business Partner.
Feedback on Business Integrity & Performance	**Response**
There should be an internal assurance function. The assurance function will be split and fragmented across too many teams	Don't agree. The assurance function will be outsourced to specialists
Security and business continuity and health and safety should have a nominated team with accountability for oversight.	Don't agree. Those responsibilities sit with DCE Corporate Services and for security and H&S we have strong and effective committees in place .
We do not need an external resource to undertake the BCP, it is broadly fit for purpose.	Noted.
External assurance and security should be with the Risk BP and not DCE EA.	These functions are not with the DCE EA, they are the responsibility of the DCE. The DCE EA will be managing the security vetting process.
Feedback on Human Resources	**Response**
Can we have more clarity on the split in the roles and what we will offer to the business	Noted and will consider. The change is paused whilst this work is undertaken.

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Appendix 1 – Feedback and responses

Points to note: Some of the comments that have been provided repeat the same themes and so have only been mentioned once and not repeatedly. Some people have written about themselves and that has not been included in the feedback but will be addressed on an individual / confidential basis.

Feedback on Digital & Knowledge	Response
There have been many comments concentrated on the same themes which are that i) outsourcing may not be the right model in terms of service delivery and cost ii) we need to undertake due diligence to ascertain the best structure for now and the future iii) consider whether the resourcing for the knowledge side is sufficient iv) reduction in service delivery if we outsource v) loss of institutional knowledge vi) need a stronger IT presence across MoT and a much better understanding of customers needs. Increase the headcount not reduce it vii) vendors need to work for us and not the other way round viii) we have poor data management tools. Data provision is increasingly important for the Ministry	Noted and will consider. The change is paused whilst work is undertaken.
Feedback on Engagement & Communications	**Response**
keen to see the OC team become the "centre of excellence" for managing official responses and also create a knowledge hub to support other teams	Noted and will consider going forward.

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Appendix 2 – Job Descriptions

- Manager - Ministerial Services

- Risk Business Partner

- Procurement Business Partner

- Recruitment & Contacts Adviser

- Business Support Coordinator

- Facilities & Business Support Coordinator

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Document 9

June – September 2020 - Corporate Services Review

Document Name: Change Proposal for HR Team - Outcome_markup

From:	Out of Scope
To:	
Subject:	Change Proposal for HR Team - Outcome
Date:	Wednesday, 9 September 2020 9:18:00 am

Kia ora team,

Thank you to those who gave feedback on the proposed new structure for your team and also for your time discussing your views with me recently.   You will recall that I proposed the following:

- Changing the team name from HR to People and Capability

- Changing the two Business Partner roles to become solely focused on working directly with managers and their teams; removing the OD/Projects work that sat within each role

- Creating a new role of Organisation Development & Projects Specialist to undertake work that was formerly held by the Business Partner roles as well as other programs and projects that have not been able to be progressed due to workload constraints

- Creating a new Recruitment & Contracts Advisor role (which has been re-purposed from a BIP team role) – as part of the change of operating model to return recruitment and workforce management functions to the HR team

- Confirming the current HR Advisor role – who will support the HRBPS and take the lead on a number of operational matters

- Confirming the current HR Administrator & Payroll role

Having met with most of you to discuss the structure and hearing your views following the written feedback provided, I have reflected on your individual opinions as well as feedback from others around the Ministry. During our individual discussions the issues discussed were fairly consistent and I was pleased to find that you had each reflected on the proposed changes and the current and expected future workload and direction for the team. It seemed at the end of the discussions that we were mostly aligned in the usefulness of the proposed changes and that means I am now in a positon to confirm that the structure as outlined above will go ahead.

The only change to the above proposal is that I have decided not to change the name of the team to People and Capability. It will remain Human Resources.

Next steps:

- Out of Scope will finalise the position description after considering your feedback and undertake recruitment for the Organisational Development & Projects Specialist position.

- I will announce these confirmed changes to the Ministry (on Discover) along with the new proposal for changes to the Digital and Knowledge team later this week or early next week.

Thank you for your feedback, discussions and commitment to getting your team structured in the best way to take the Ministry forward. I really appreciate the effort you all put in to making this a strong and considered outcome.

Ngā mihi

Out of Scope

Ngā mihi | Thank you

Out of Scope

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Document 10

June – September 2020 - Corporate Services Review

Document Name: Feedback from Digital and Knowledge consultation (1)

Consultation feedback September 2020

Feedback/Questions	Response
Retain IT onsite support to staff.	Noted. Work ongoing with Revera to determine the best service delivery for the Helpdesk.
Ensure there is enough expert IT onsite to provide guidance, management and strategy.	Noted. The consultation document proposes that the Manager and an external specialist will work on the strategy. Other external experts will also be engaged as and when required.
Technical parts of the cloud engineer role should be covered by CCL/ Service provider.	Noted. Please see the amended positon description for the role of Cloud Engineer. This has been altered as a result of feedback received during this process
Consider partnering with a company that can provide all the skills and experience that the Ministry needs in the proposed Cloud role.	Noted. Changes to the position description to the role of Cloud Engineer mean that I am comfortable that we will be able to recruit to this role.
Retain more than one knowledge management role to ensure full services are provided.	Noted. To be discussed with the Knowledge Management team
No objection to knowledge being in the Ministerial Services Team. Suggest add "knowledge" to the title of the team	Noted. Decision is to go with the team name as per the original proposal - Ministerial Services Team.

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Consultation feedback September 2020.

There was feedback on the proposed position descriptions which have been amended accordingly and the links are included below:

- Manager – Information & Communications Technology (ICT)
- Cloud Engineer

The structure for the IT Team is therefore confirmed as:

Deputy Chief Executive – Corporate Services Te Kāhui Tangata

Manager – Information and Communications Technology ICT

Cloud Engineer

Established role | Vacant | New role

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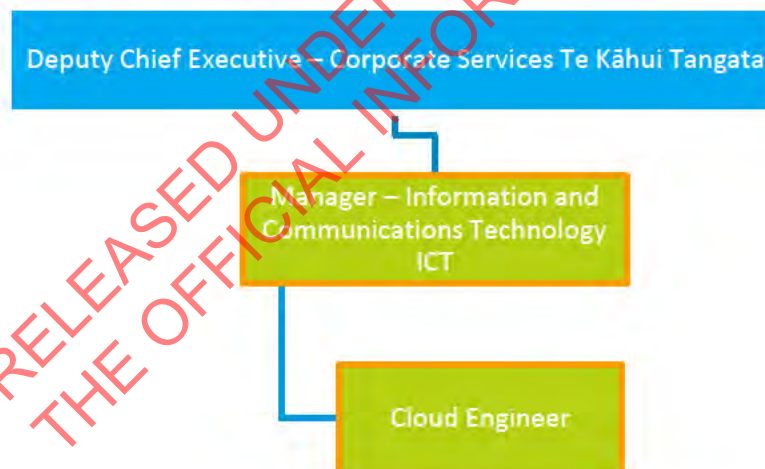
Document 11

June – September 2020 - Corporate Services Review

Document Name: Change Proposal Digital & Knowledge Team - September 2020

Change Proposal for Digital & Knowledge team

September 2020

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September 2020

Proposed changes - Digital & Knowledge

When I last spoke to you in July 2020 about proposed changes to the Digital & Knowledge Team, I informed you that my initial proposal had generated a lot of feedback which gave me a significant number of po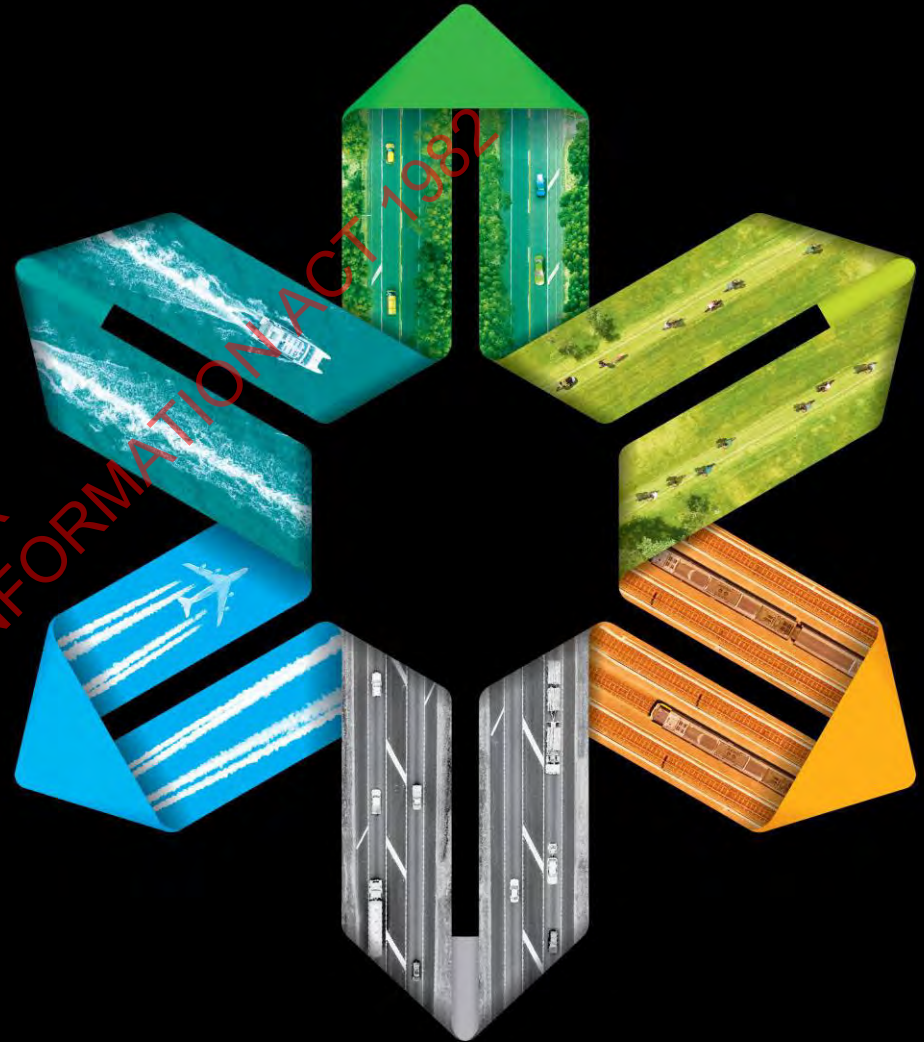ints to consider. I informed you that I would pause the review and undertake further work to determine the optimal structure for the Digital & Knowledge Team.

This work has now been undertaken and I am now able to share it with you. This document outlines the rationale for the changes, the proposal, how it supports and enables the achievement of our purpose, and the next steps and timing from here.

What I am proposing is change so please take the time to read what's proposed and provide your feedback. Draft position descriptions for the new roles are attached in Appendix 1.

Please email your feedback to **CSproposal@transport.govt.nz** by close of business on Friday 18 September 2020. All feedback will be carefully and thoroughly considered before any final decisions are made.

I appreciate that times like these can be very unsettling for people, particularly those with changes proposed to their position. The decision to propose some changes has not been taken lightly, they are what I believe is necessary to better position us for the future.

Out of Scope

Deputy Chief Executive - Corporate Services / Te Kahui Tangata

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Proposed changes – Digital & Knowledge

In July this year I proposed changes to the structure and focus of the Digital & Knowledge team as part of the wider change process I undertook to aligning the Corporate Services Te Kāhui Tangata Group with the Ministry's purpose and business needs. The Group had been reformed with additional teams earlier in the year and I took some time to review how it would best work together to deliver its purpose of enabling the Ministry to flourish.

Following that initial proposal I received a large amount of feedback from both the Digital and Knowledge team and the wider Ministry about the ICT services and support the Ministry requires for the future. This new proposal has been informed by talking to the business, consulting external advisers, who worked with the team, and consulting the Government Communications and Digital Office. It has been further informed by the feedback received on the initial proposal and a number of discussions with those who provided written feedback, including Digital and Knowledge team members.

As you are aware, the purpose of the team is to enhance the productivity of the Ministry, to provide strong, stable and secure systems, and to develop and support processes that enable the Ministry to work smoothly and effectively. It is also a key driver of helping people feel positive about our working environment.

The ICT environment for the Ministry has changed significantly over the past few years and I expect it will continue to do so. The need to provide secure, stable and up to date systems is very important to the Ministry's success.

I believe the best approach to support the diversifying needs of the Ministry is to re-focus our work with external providers and to invest in a range of providers and specialist contractors who can bring expertise and efficient delivery. Spending our capital on permanent staff will limit what can be achieved over time unless significant time and cost is invested in ongoing training and development. As a small Ministry with limited funds, this approach is high risk and is likely to not deliver effective outcomes.

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Proposed changes - Digital & Knowledge

Proposed changes

- I am proposing to change the name of this team to Information & Communications Technology (ICT).

- The Manager – Digital & Knowledge role will be adjusted to become a Manager - ICT role which will lead the delivery of ICT services and systems for the Ministry. This role will have 3 key focus areas - to develop and deliver an agreed strategy to support the direction of the Ministry and its work; to provide strong relationship management of external suppliers; and clearly determine the Ministry's business needs and deliver simple targeted solutions. In the first year I will engage an external specialist to develop the ICT strategy in partnership with the Manager – ICT.

- As proposed earlier I propose to disestablish both Senior Digital Adviser roles. Much of the work currently performed by these two roles will be outsourced to specialist external providers. ICT Security will also be outsourced to a specialist security provider.

- I propose to create a fixed term 12 month role focused on moving the Ministry to the cloud, and delivering associated cloud based services. This role has been proposed following consultation with a number of feedback providers and in particular the Analytics and Modelling team.

- I will be working with CCL/Revera over the next few weeks to determine the best way to provide the helpdesk and other services the Ministry requires.

- For work on large ICT projects, I propose to engage specialist contractors to work with project teams under the management of the Manager – ICT role, funded by project budgets. An example of this will be Project Monty should it be approved to proceed to implementation.

- Recently the Senior Adviser – Knowledge Management role moved temporarily to the OCU team. A previous proposal placed it in the Ministerial Services team and I am proposing that it stays in that team.

- I am also confirming that the role of Principal Adviser – Knowledge Management will be disestablished.

Impacts

- Two Senior Digital Adviser roles are disestablished
- Principal Adviser – Knowledge Management is disestablished.

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Proposed Timeline

The following table outlines the indicative timeframe for feedback and decision making. Please note that these dates are indicative, and should there be any delays, the timeline may be adjusted.

Activity	Indicative date
Union advised of the proposal for structural change.	Wednesday 9 September 2020
Communicate proposals to affected staff	Thursday 10 September 2020
Communicate proposals to all managers and then all MOT staff (via Discover)	Thursday 10 September 2020
Consultation period (email CSproposal@transport.govt.nz inbox)	Thursday 10 – Friday 18 September
Feedback considered. Proposal reviewed as a result of the feedback received. Analysis of responses to be completed. Final decisions made.	Monday 21 – Tuesday 22 September 2020
Union advised of the final decisions to be communicated.	Tuesday 22 September 2020
Affected staff advised of final decisions	Tuesday 22 September 2020
Final decisions communicated to all managers and then all MoT (via Discover)	Wednesday 23 September 2020
Commence implementation of final decisions– processes for reassignment/ selection commence	From 23 September 2020
Any remaining vacancies advertised internally / externally	October 2020
New structure implemented from	October 2020

These dates/timelines are indicative and will depend upon the feedback received

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Consultation & Feedback Process

Feedback on the proposed changes is open to everyone at the Ministry. I encourage you to take the time to read this document and provide written feedback, including any ideas or suggestions you would like me to consider before decisions are made.

Comment is welcomed at any level of detail, from the design concept to proposed impact on specific positions.

People will inevitably have a wide variety of opinions and feelings in relation to the proposed changes. When giving feedback on the proposal for change, please focus on any issues related to the proposal that may be problematic or require further consideration. You should also consider providing possible solutions and you may also want to identify advantages with the changes that are proposed.

Submissions need to be made in writing, together with any questions, to **CSproposal@transport.govt.nz** by 5pm on Friday 18 September 2020.

If you are a member of a union, you may wish to seek their assistance with making a submission or you may ask them to make a submission on your behalf. Unions may also make submissions of their own and/or representing the collective view of their members.

Your submissions are a key part of this process and will enable the final decision to be better informed and considered. All submissions will be fully considered before any decisions are made. Any changes to the proposal made following consideration of submissions will be explained in the final decision document.

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Change Management Process & Support

If the proposals outlined in this consultation document go ahead as proposed, the implementation of the final structure will follow the change implementation process outlined in the Ministry's Change Protocol.

Anyone who will be affected directly by any confirmed changes will be advised individually, with the implications and options available to them discussed to ascertain their preferences.

If there are more people than positions, a fair, equitable and transparent process will be followed that complies with employment law and HR best practice.

Any vacant positions following reconfirmation and reassignment of current team members will be advertised. Anyone who has been reconfirmed or reassigned into the new structure is also be able to apply for any advertised roles.

Support
Change can be unsettling, particularly for those with changes proposed to their position. Please ask for support anytime you need it. You can talk to your manager or colleagues, Human Resources team, or to me.

You can also contact our Employee Assistance Program (EAP) at any time on 0800 327 669, https://www.eapservices.co.nz/ .

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Appendix 2

There are two new roles proposed in this change process. The links to each role are below:

- [Manager – ICT](#)
- [Cloud Engineer – Fixed Term position](#)

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Document 12

November 2020 - Programme Monitoring and Commercial Review

Document Name: 5 Nov SLT paper - Programme Monitoring Review

SLT Weekly meeting

Item <#>	**Programme Monitoring Review - Recommendation**
Date	Thursday, 5 November 2020
From	Out of Scope , Acting DCE, System Performance and Governance

Purpose

1. To seek the SLTs agreement to establish a new Programme Assurance and Commercial team, in the System Performance and Governance group.

Recommendations

2. I recommend that the SLT:

    2.1 **Agree** to establish a new Programme Assurance and Commercial team, as shown in Appendix 1

    2.2 **Note** that implementation will be phased over the remainder of 2020/21, with the aim the team is at full capacity by the end of June 2021 (see Table 1)

    2.3 **Note** the financial implications of the proposed team (see Table 2)

    2.4 **Note** that I plan to meet most of the 2020/21 cost associated with the proposed team from existing budget, while ongoing funding will be sought through the planned capability bid

    2.5 **Agree** that, if necessary, any funding shortfall in 2020/21 will be met from the consolidated fund (estimated maximum of $150k)

    2.6 **Agree** that subject to the SLTs decisions, I will announce the establishment of the new team to the organisation; I will work with HR and engage with relevant teams to ensure a smooth implementation process

Background

3. In August, the SLT agreed the approach and governance arrangements for the Programme Monitoring and Commercial Review (200818/1 refers).

4. The Review set out to assess the Ministry's current and likely future project/programme commitments requiring commercial/programme monitoring/assurance type capability and capacity. A design team was established to carry out the Review and recommend an operating model, capacity and capability requirements (including structure/form) to deliver these functions effectively, in the short and medium-term.

5. The Design team concluded that additional capacity and capability is required to enable the Ministry to meet our Programme Monitoring and Assurance responsibilities. It also concluded that there was a need to bring in different, complementary commercial capabilities to address gaps in this area. Given the capacity required, the Design team concluded it was necessary to establish a new team (rather than add function to an existing team(s)).

Proposed structure and operating model

6. The Design team unanimously recommends the proposed structure and operating model outlined in Appendix 1 (attached).

7. In brief, the Proposal is to:

Structure

*   Establish a new Programme Assurance and Commercial team, consisting of 8 established roles (including an established role I envisage using for rotating, secondment opportunities with 'strategic partners'). I also propose reporting line changes for roles associated with the ETC and PGF, per the implementation plan below.

*   Re-purpose the existing Governance and Commercial team to focus on Agency Governance and Assurance. The team structure would be unchanged, as this is appropriate for the function and recognises the significant ongoing work programme of the team.

*   Together, these two teams be regarded as the Governance and Commercial 'Unit' of the Ministry. In practice, the 'unit' terminology is intended to reinforce the related roles and capabilities of the two teams, similar to the DSEE and A&M teams currently. It is expected to drive agility in resourcing different pieces and work, and assist in the marketability of roles in both teams. However, it holds no additional status in terms of job descriptions etc.

8. The size of the Programme Assurance and Commercial team has been recommended, taking into account a range of factors, including:

*   the size of the likely work programme of that team (informed by internal interviews and work programme information submitted to the design team)

*   feedback from other agencies, who have or are planning similar functions

*   affordability for the Ministry, particularly in the short term

9. I note that there remains some residual concern that the size of the new team may be insufficient to lead a 'step change' in <u>both</u> our programme assurance and broader commercial functions. While I acknowledge this as a risk, I believe we need to stand up the team and assess the demands placed on it, before considering additional roles

Operating model

10. Both the Agency Governance and Assurance and Programme Monitoring and Commercial teams will have 'functional leadership' operating models. The teams will be responsible for developing and maintaining the frameworks, guidance etc for their functional areas, but delivery will be a mix of centralised (higher risk, more complex initiatives) and devolved (policy teams delivering 'transactional' work e.g. higher volume, less complex programme monitoring).

11. This approach is consistent with the operating models adopted in other parts of the SPG and Te Kāhui Tangata/Corporate Services Groups.

Implementation

12. Subject to the SLTs decisions, I propose to advise the Ministry of the agreed structural changes. As there are no individuals directly affected by the proposed changes (beyond reporting line changes for contractors and secondees in the PGF and ETC projects), there is no requirement to consult on the proposal.

13. Implementation of the team will be phased over the remainder of the 2020/21 financial year, subject to appropriate funding being available. Proposed indicative timing for implementation is mapped out overleaf.

Table 1: Indicative implementation plan

Action	Timeline
Recruitment for: • 2 Managers • 1 Principal • 1 Senior • 1 Adviser	By Christmas 2020
Reporting line changes, PGF team	From Jan 2021 when teams return to work (and subject to a Manager appointment having been made)
Reporting line changes, ETC team	1 March 2021, subject to outcomes of the project review
Recruitment for 3 remaining established roles and initial secondment in place	By 30 June 2021, subject to additional funding being confirmed from a capability bid

14. This phasing has regard to the SLTs shared concern about the overall workload pressure falling on the Governance and Commercial team. Early recruitment of additional roles will enable re-allocation of some workload to help address this.

15. At the same time, there are some areas where transition may sensibly be phased differently. For example, I have incorporated feedback that the proposed reporting line change for the ETC project team be delayed until March 2021. This would enable time for the review of the scheme to be completed, while providing time for recruitment of the manager roles to be completed. Ongoing funding for any ETC specific roles will need to be addressed through the review.

Staff considerations

- **WITHHELD**

Financial implications

- **WITHHELD**

Attachments

16. **Attachment 1**: Proposed Programme Monitoring and Commercial team

Document 13
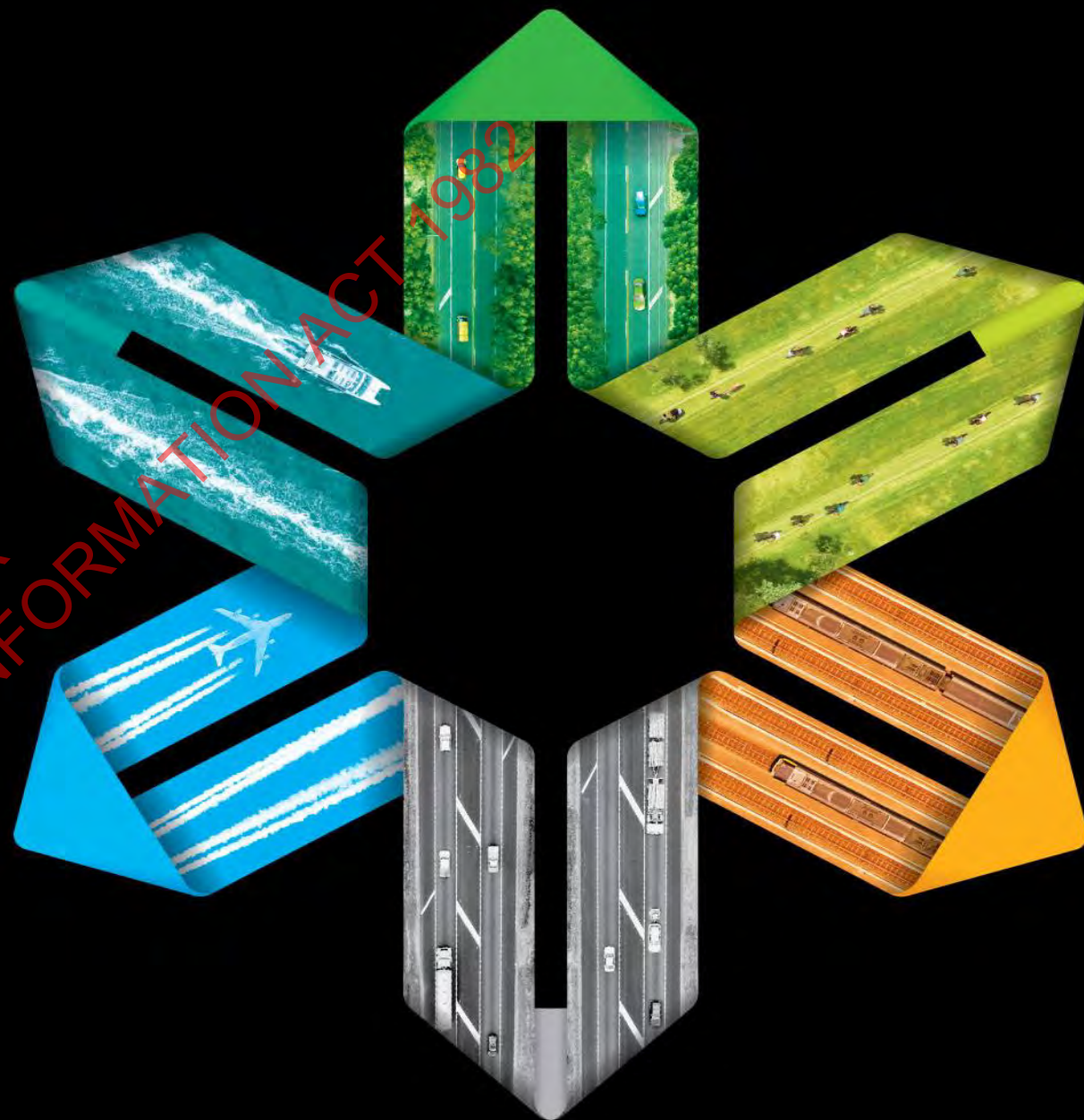
November 2020 - Programme Monitoring and Commercial Review

Document Name: Programme Monitoring and Commercial Review

Programme Monitoring and Commercial Function
Capability and capacity review

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Background

Why do we need to do the review?

Our existing operating model sees purchase decisions led out of the core policy teams, but these then need the right assurance processes – focused on outcomes / benefits, scope, reporting, financial and delivery performance, so they can advise on trade-offs (often cost vs scope / outcomes) during delivery.

To date, we have established monitoring and assurance arrangements generally on a project-by-project, bespoke arrangement. We have made improvements in this area, and tapped into skillsets from across the business, but given growing expectations, SLT has discussed the need to review and confirm our approach/framework to:
- establish, monitor and provide assurance regimes that are right for each type of project
- supply commercial and negotiation capability across the project/ programme lifecycle (ie advisory function early into the investment lifecycle, management and monitoring capability across implementation and operation)

In an effort to clarify what type of work may be covered by these functions, we discussed three types of monitoring/assurance role at the away day:
- Organisational Monitoring and Assurance – Ownership oversight, Crown entities
- Programme or Project Monitoring and Assurance – Crown delivery
- 'Commercial' arrangements – JVs, CRL (noting we may play different roles on some projects)

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Scope continued

The need for MoT investment programme monitoring and assurance has increased over time…

- Provincial Growth Fund
- NZ Upgrade Programme
- Air Freight Contracts Programme
- Essential Transport Services Fund
- Covid-19 Response and Recovery Fund
- Rail programme

…and we have been *inconsistent* in our approach to managing earlier Crown investments

- SuperGold Card
- ADSB
- HIF funding
- Kaikoura road and rail investment
- Urban Cycleways
- S.9 funding for SARS, SAR third parties
- Investment in Crown entities and SoEs (eg CAA EMPIC system)
- Alcohol interlocks

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Objective

The reviews objective is therefore to:

- Review and confirm the function, operating model, and capacity and capability requirements (including structure/form) to deliver these functions effectively, in the short and medium term

- Once a preferred option is identified, develop an implementation plan for consideration and endorsement by SLT
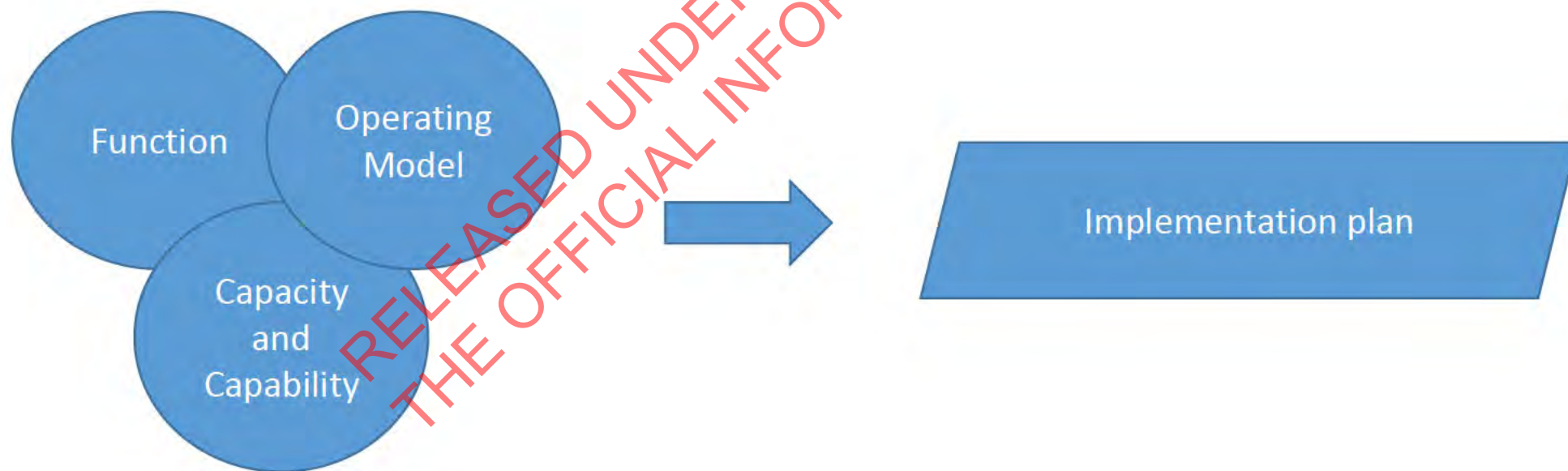
Governance arrangements for the review

Sponsor: Out of Scope

Design team:

Out of Scope

The design team will be advised by an expert adviser (discussed below). Out of Scope will participate as an observer, and then lead the development of the implementation plan.

Customer reps:

Out of Scope (and their managers or staff, as required).

It is essential that the relationship between the functions covered by the review and other Ministry functions (e.g. policy, legal), are clear and understood.

Out of Scope and the design team will engage with Out of Scope and Out of Scope to provide feedback on behalf of their groups. The form of these engagements/input may vary, but in some instances may require some form of workshop – particularly to develop shared understanding of new or changing work programmes, and by extension, capacity and capability requirements.

External resource

To ensure a robust process and outcome, I plan to engage independent, expert support from KPMG. This is likely to take the form of a Director and Adviser. These people will report to me, as Project Sponsor.

Key roles of the Director are expected to include:

- provide a direct line of advice to the Sponsor. This will be feedback on the process and quality of work undertaken (is it on track; are all risks and trade-offs being contemplated in a balanced way etc)

- lead an introductory session (supported by HR as required) with the design team to outline the review and design process, including helping to establish key design principles

- expert adviser to the design team, including providing constructive challenge.

The external Adviser will primarily be responsible for providing support to the design team, including writing the primary outputs of the group in Phase 1.

Once contracted, KPMG will be invited to work with me, `Out of Scope` and `Out of Scope` to confirm the specific review process.

At this stage, I envisage this being in two broad phases:

Phase 1:

- Structured review and stocktake of relevant activities to confirm role, capacity and capability requirements (including time horizon), for feedback by SLT

- The aim is to complete this component of the review by mid-September

Phase 2:

- Detailed design of options and implementation plan for SLT endorsement

- The aim is to have a preferred option and implementation plan agreed by SLT by the end of October

Note: Depending on the level of divergence in views, Phase 2 may be split in two, to provide an opportunity for SLT feedback on a range of options, followed by an implementation plan for a preferred option.

Timing

The timing for completing this work is ambitious. This is necessary in light of looming short term decisions being required (e.g. how we resource likely ongoing pressures in the IAFC space, after current temporary arrangements lapse).

In order to drive the work forward, I intend to second Tim from his core role to focus on this exclusively, through to the end of October.

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Broader context – Sector Performance and Governance Strategic Priorities and Workforce Strategy

Alongside this work, the Sector Performance and Governance Leadership Group are working together to bring together a strategic overview of the group.

A key component of this work will be to identify the strategic priorities of the group and develop a workforce assessment and strategy to ensure the group is set up to effectively deliver these functions over time.

It is necessary and appropriate to do this exercise concurrently as at least some of the current team structures may be impacted by findings from the review described earlier (e.g. Governance and Commercial). Decisions regarding changes stemming from the Review shouldn't be taken without knowledge of the impacts this will have on other existing core functions.

As with the Review proper, it is expected that the strategic overview will identify a number of opportunities and gaps. I therefore intend to bring to SLT the outcomes of both exercises together, to allow informed consideration of implementation options.

System Performance and Governance Group Strategic Review and Workforce Strategy

Programme Monitoring and Commercial Review

→ Implementation options and impacts

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Document 14

November 2020 - Programme Monitoring and Commercial Review

Document Name: Programme Monitoring final

Governance and Commercial Unit

Agency Governance and Assurance team (AGA)

Programme Assurance and Commercial (PAC)

Functional Lead (indicative):

- Agency Oversight and Monitoring
- Board Appointments and Governance
- Fee and Funding Reviews
- Agency Structure and Advice

Functional Lead (indicative):

- Programme Assurance and Governance
- Commercial Advice
- Complex Procurement and Contract Management

Operating model

Both teams will have a hybrid operating model, with a mix of centralised delivery by each team, and devolved delivery through policy teams (e.g. lighter touch, less complex).

Confirmed Structure (no change for staff in existing Governance and Commercial team)

Manager
Principal Adviser (x2)
Senior Adviser (x4)
Adviser (x2)

Proposed Established Structure

Manager
Principal Adviser (x2)
Senior Adviser (x2)
Adviser (x2)
Strategic Partnership Secondment (ongoing x1)

Proposed project/programme responsibility
Existing programme monitoring and assurance work (e.g. PGF) will generally transition to the proposed PAC team. Exact arrangements for how and when this will occur will be determined with relevant teams and individuals, as part of implementation.

What do we mean by 'Unit'?
We propose the two teams are regarded as a 'unit'. This recognises similarities and overlaps in aspects of the functional role and associated capabilities (noting some roles in the PAC team may be made 'specialist').
A legitimate option was to have all functions in a single team – however, this was not considered practical given the scale of the management task.

What do we mean by 'Functional lead' and how does this interact with other teams?
Functional lead refers to responsibility for creating, maintaining, evolving frameworks and tools to support the Ministry to carry out its role.

The proposed functional leadership responsibilities are intended to provide clear accountabilities for each manager and their team.

How does the operating model work in practice?
The operating model for delivery or implementation of functions is a hybrid model – some specialist/higher risk work will be led and delivered by each team, with support from outside the unit. At the same, the expectation is that delivery of some work (e.g. light touch monitoring) is delivered by the policy teams.

A key addition to the operating model is the expectation of establishing 'strategic partnerships' with a small number of external providers.

What does 'Established structure' mean and what is the proposed 'strategic partnership' role?
The established structure reflects the permanent roles in each team. The proposal is to fund 8 additional roles. Specific programme/project resourcing, identified below, is in addition to this.

As part of the strategic partnership model, I propose to establish of a 'strategic partnership' role. I envisage using this as a rotating secondment option with partners (e.g. Chapman Tripp, KPMG/ Deloitte, Infracom etc). Secondments would work with the teams to develop key tools and frameworks etc, with the expectation similar secondments would be available in reverse to support MOT staff development. If successful, I intend to explore whether similar arrangements could be used in other expert advisory teams.

Would all projects be led through the PAC team?
As noted to the left, the allocation of projects to managers would primarily take into account the nature of the work relative to the function of the team. However, flexibility is provided to adjust for team capacity, workload pressures etc

Document 15

June 2021- Engagement and Comms Review

Document Name: MJ MOT Communications and Engagement function review - final report 240621

MARTIN JENKINS

SUPPORTING A SHIFT TO STRATEGIC COMMUNICATIONS AND ENGAGEMENT

MINISTRY OF TRANSPORT

Review of the Communications and Engagement function

24 June 2021

FINAL REPORT

OVERVIEW

Purpose

This report has been developed for the Ministry of Transport by Victoria Bowes and Aimee van Barneveld from MartinJenkins, and it contains our advice from a review of the Communications and Engagement (C&E) function within the Ministry.

Context for the review

The Ministry has a small stakeholder engagement and communications function, with support and services. While the function is delivering on day-to-day communications needs relatively well, the overall approach to stakeholder engagement in the Ministry is not particularly mature. There is a lack of clarity about what the Senior Leadership Team (SLT) and the rest of the Ministry wants and needs from the communications and engagement function.

The departure of several staff in the team presents an opportunity to ensure the team's focus and composition of roles is calibrated to the type and level of communications and engagement support the Ministry needs now and is seeking in the future.

MartinJenkins was commissioned to complete a review of the communications and engagement function. The aim of this review was to answer three questions:

- What does the Ministry want and need from the Communications and Engagement function?
- What type and balance of support is needed to meet the needs of key stakeholders within the Ministry?
- What is required within the function, and across the Ministry to best support and enable the delivery of services to meet those needs?

Contents

Appendices

MARTIN JENKINS

SUMMARY AND RECOMMENDATIONS

The key stakeholders within the Ministry need the function to focus on strategic and proactive activities across the Ministry, while ensuring that reactive and operational needs are met when required. A refresh of the business partnering model, including changes to how the wider Ministry and function work together, will support a phased transition to unlock the team's strategic value-add

The Ministry of Transport needs communications and engagement support to shift towards more proactive and strategic activities

Given the scale, scope and reach of the Ministry's strategic agenda, it requires a C&E function that can support it to maximise its impact and ensure that limited resources are effectively focused.

Currently, the team does foundational activities well – particularly reactive and internal communications. While this is important, the Ministry needs strategic value-add and a shift towards more proactive and strategic activities overall. However, the team is caught in a reactive space and in a reinforcing cycle that continues to encourage reactive work as the ongoing focus.

A shift in focus is needed to ensure that strategic and proactive communications and engagement across the Ministry becomes a core focus and priority for the function.

A shift in focus will need a phased transition, and a clear mandate from the wider Ministry

The changes needed to shift the focus of the function cannot happen overnight – there is a need for a phased transition. Realistically, this is likely to take up to 18 months to fully transition to the new focus.

This transition will allow for the team to shift its approach, rebalance its capabilities, and build its reputation with the wider Ministry across the full spectrum of work. However, the shift also needs to be supported by a clear mandate from the wider Ministry. This mandate will support the team to become more involved in proactive and strategic work and increase the team's exposure to potential opportunities to demonstrate increased value for the Ministry.

A refresh of the business partnering model for service delivery will enable this shift

The current structure does use a business partnering approach; however, this is currently not effectively utilised or well known. A more explicit and consistent approach is needed to ensure the approach works for the Ministry. This includes dedicating business partners for each area, ensuring those business partners can pull in wider technical support and capacity, a focus on relationship management, and triage and scoping of the work.

Business partnering will ensure that the Ministry is well-supported by people who know its business, can work with them proactively and consistently to identify key opportunities and risks, and will enable a more efficient use of resources within the C&E team.

Continued on the next page

MARTIN JENKINS

SUMMARY AND RECOMMENDATIONS (CONTINUED)

The wider Ministry will need to support the shift in ways of working, including agreeing roles and responsibilities

How the wider Ministry and the function work together will need to change – including an agreed approach to how workflows are managed and what relationships are put in place to support this.

Roles and responsibilities for both the function and Ministry management are needed to ensure no duplication or gaps, and that the transition to a new way of working is supported.

Clarity within the team on roles, responsibilities and a prioritised work programme are also required to support the new model

There will need to be a change to how roles are clustered within the team to ensure strategic, technical, business partnering, and advisory roles are utilised effectively. The potential to increase in FTE within the team in the future would further support the implementation of the new model, and allow clear roles and responsibilities.

The current structure for the team remains fit for purpose for the proposed size, although if the team increases further in size a team leader role could be considered to support team management.

Maximising service delivery and capability within the function can be achieved through prioritising strategic planning, supporting business partnering through appropriate processes, building the team culture and developing and implementing standard approaches to support the Ministry with stakeholder engagement

Key recommendations:

- Reset the purpose of the team to increase the focus on providing proactive and strategic support, to enable the Ministry to achieve its strategic objectives

- Allocate business partners to DCE-led groups

- Agree clear roles and responsibilities within the team and across the Ministry

- Create specialist and C&E adviser roles within the team, to provide specialised and ad hoc support identified via the business partners

- Consider increasing the size of the team by 1-2 FTE in the future

- Implement a suite of enablers to support the function to achieve its purpose

RELEASED UNDER THE OFFICIAL INFORMATION ACT 1982

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CURRENT STATE – INSIGHTS

The team is valued for providing strong responsive support and supporting internal communications across the Ministry

The team is known for being responsive

The team is recognised by colleagues across the Ministry as fulfilling an important role, and the speed of response and availability of individuals within the team is appreciated.

The team does foundational activities well – particularly reactive and internal communications

The team is valued for providing strong reactive support, including responding to media enquiries and statements, connecting with the Minister's office, and dealing with requests for OIA and PQ support.

Internal communications is flagged as a valued aspect of the team's work, and it has been noted that the team has maintained this activity while experiencing resourcing challenges. This helps others in the Ministry to feel well-connected.

Support for SLT and the Minister in the reactive space is visible and perceived positively

The team is also seen to support SLT and the Minister well on specific activities; for example, writing speeches, talking points, and drafting wider communication pieces. The team is perceived as having good connections, especially with the Minister's office and the media. This is seen as an important part of the role, as it supports rapid discussions and resolution of issues that might arise, and Ministry colleagues feel confident in individuals within the C&E team using these connections to secure good outcomes.

However, it has been noted that these connections do appear to be relatively person-specific rather than systematised across the whole team.

Prior to the current resourcing challenges maintenance activities were done well

Maintenance activities, such as the website and social media, have been seen in the recent past to be done well, although resourcing challenges have impacted on these. There has been recent back-fill contract support for these activities to ensure continuity during the period of this review.

However, while reactive communications and engagement work is important, the Ministry needs strategic value add

The delivery of reactive support is essential to the smooth-running of the Ministry. However, there is a sense that an opportunity is being missed to add more strategic value. This would help the Ministry to maximise its impact in its policy and system stewardship work.

During this review, SLT members identified that they need support at the proactive and strategic end of the spectrum, including with:

- Identifying innovative engagement strategies that their team can apply to increase awareness and buy-in for their work

- Staying connected to strategic work programmes across the Ministry and offices in Wellington and Auckland

- Ensuring the engagement approach for large strategic pieces of work is proportionate and targets the right stakeholders to achieve the best outcomes possible.

While relationships with key stakeholders sit with SLT and Managers across the Ministry, there is an opportunity for the C&E team to provide both strategic and operational advice and support to maximise the impact Ministry staff have in their engagements, and to ensure consistent practices across all groups.

CURRENT STATE – INSIGHTS

The Ministry needs the team to focus on strategic value-add, but the team is too caught in a reactive cycle to provide this

The team is caught in the reactive space

This appears to be driven by a range of factors, including misaligned expectations across the Ministry and within the team, a disconnect between the team and the strategic Ministry goals, mixed success in implementing strategic approaches, and more recently resourcing constraints that mean the team feels it has to focus on what's urgent rather than what has the highest strategic value.

This becomes a reinforcing cycle, with the team delivering well on reactive work and getting known for that, which means it is then not asked to do more strategic work, and so the skills and experience in the team coalesce around the reactive end of the comms and engagement spectrum. Team morale and enthusiasm has suffered as a result, with the sense that the function is an afterthought.

When the team has tackled strategic comms and engagement, it has not landed as well as expected

The team has made several attempts at creating and implementing strategic frameworks previously, including the reputation strategy and a stakeholder engagement framework. These have had mixed success, with the reputation strategy in particular prompting confusion about the value in managing reputation as an end in itself.

The general approach to this work appears to have been primarily through the lens of what the comms and engagement goal is (eg to manage the Ministry's reputation), rather than what the Ministry goal is (eg to support good policy work by being visible and held in high profile by stakeholders).

This is creating a disconnect for the wider Ministry and a perception that the team doesn't 'get' Ministry policy and goals. Compliance-type approaches to stakeholder management have also impacted participation in broader comms and engagement activities.

The rest of the Ministry doesn't invest in supporting the team to add strategic value

The combined impact of these challenges means that the Ministry doesn't appear to invest in helping the team to operate in the desired space, and expectations on the team are not clear.

Managers and others – likely due to the perception of the team as working primarily in the reactive space – don't always think to involve the team at the beginning of a piece of work, and so the team gets further locked into a reactive, responsive way of working.

Commissioning of support is variable and often ad-hoc and the business partnering/account management model doesn't appear to be working with Ministry colleagues choosing to go direct to individuals they trust or whoever is available. This reinforces the sense of 'fire-fighting' as it is harder to share work in a systematic way across the team.

Contracting in of specialist comms and engagement resource to support with specific work programmes is reinforcing this further, by leaving the team further out of the loop and unable to build its knowledge of what the Ministry does.

CURRENT STRUCTURE

The current structure of the function is outlined below, along with resourcing

Note: Manager and Online Channels roles are currently backfilled with contractors. Recruitment for the Manager role is underway.

| Position filled |
| Position vacant |
| Position seconded |

Manager (1 FTE)

| Principal Adviser (1 FTE) | Senior Adviser (1 FTE) | Senior Adviser (1 FTE) | Adviser (1 FTE) | Senior Adviser Internal Comms (1 FTE) | Senior Adviser Online Channels (1 FTE) | Principal Adviser Māori Strategy (1 FTE) |

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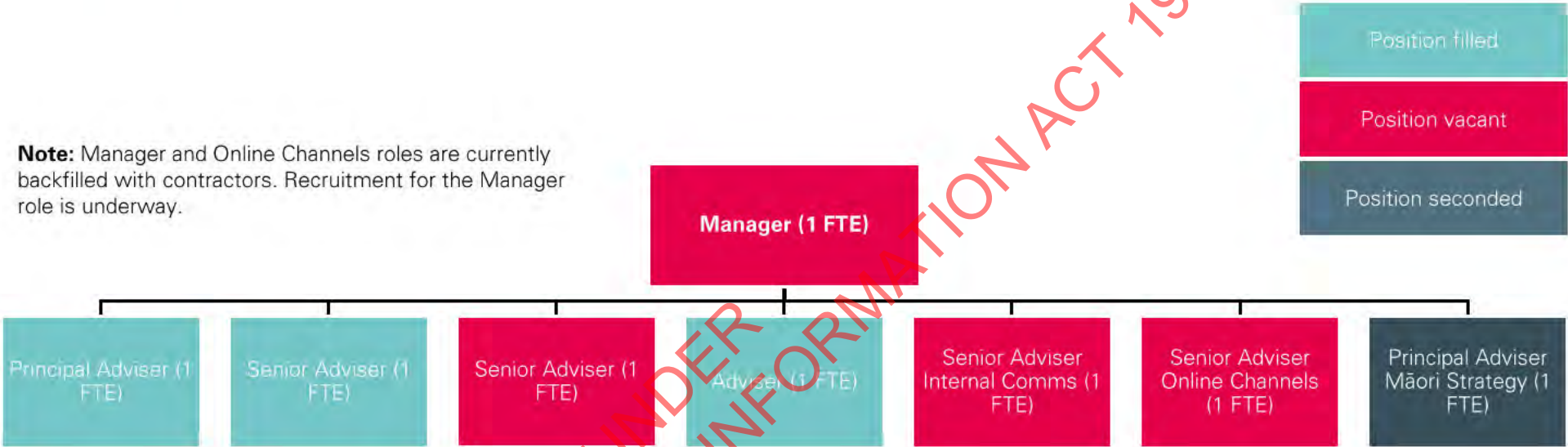
WHAT THE MINISTRY NEEDS

The Ministry of Transport needs communications and engagement support to shift towards more proactive and strategic activities

Communications and engagement work falls across a spectrum from reactive, through to proactive, through to strategic (see diagram below). The full range of activity supports the Ministry to engage with its stakeholders, system partners, and the sector in a variety of ways to meet different needs at different times.

The Ministry needs the communications and engagement function to support across the whole spectrum

Work has previously been focused on the reactive end of the spectrum. However, to meet the needs of the Ministry, there needs to be a significant balance of workload at the proactive and strategic end of the spectrum.

Ultimately, at the strategic end of the spectrum, effective communications and engagement supports the Ministry to meet its leadership role as system steward, and to drive the future shape of the system.

While there will still be a need for reactive support, this should diminish over time through early identification of some of this work through proactive and strategic planning.

The diagram below indicates the types of activities that are required across the spectrum. This should be tested and further developed by the C&E team to ensure all activities are captured.

The team needs to shift the balance of its work towards the strategic end of the spectrum, which is where the value-add is for the Ministry

Reactive		Proactive		Strategic
Respond	**Inform**	**Consult**	**Engage**	**Lead**
- Responding to media queries, including unanticipated interview support - Responding to PQs, OIAs etc - Emergency response (eg unexpected event) - Unanticipated support for Ministers/ SLT	- Digital communications and content generation – eg website, social media - Speeches, talking points - Internal communications - Media monitoring	- Consultation advice and support - Best practice guidance and templates - Project-specific support - Event management/ support	- Development of stakeholder engagement strategies and approaches to suit variety of purposes - Advice on engaging with Māori, Pasifika, and others - Support in mapping key stakeholders - Engagement and media training	- Telling the 'MoT story' - Identifying strategic opportunities for stakeholder engagement - Developing innovative ways of engaging with stakeholders to achieve strategic objectives - C&E risk identification and management

Cross-cutting activities (drawing on work across whole spectrum): build media/ Ministerial relationships; cross-Ministry coordination and communication; stakeholder feedback and key themes; strategic management of Ministry communications and stakeholder engagement; style guidelines and templates

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SHIFT IN FOCUS

A shift in focus to the proactive and strategic work will need a phased transition, and a clear mandate from the wider Ministry

The shift cannot happen overnight

The pages that follow set out what will be required to enable the function to transition to a more strategic focus. However, this cannot happen overnight, and so we recommend planning a phased transition that will enable the team to shift its approach, rebalance its capabilities, and build its reputation with the wider Ministry across the full spectrum of work.

Realistically, we anticipate this taking up to 18 months to fully transition to the new focus.

A transition will allow time for the team to ensure the necessary components are in place for a more proactive, strategic focus

This transition will allow the team to shift its approach, rebalance its capabilities, and build its reputation with the wider Ministry across the full spectrum of work. This will include prioritising:

- Developing materials to support a more strategic and proactive focus (eg stakeholder engagement templates, strategies and frameworks)

- Implementing new approaches (eg cross-Ministry comms and stakeholder engagement planning; risk and opportunity identification)

- Building relationships across the Ministry, to refresh and embed a business partnering model

- Delivering on specific pieces of work to demonstrate 'proof of concept' for the new approach

- Recruiting to vacancies for the capabilities to support the new approach.

The shift also needs to be supported by a clear mandate from the wider Ministry

A clear mandate from the wider Ministry supporting the C&E function to increase their focus on activities towards the proactive and strategic end of the spectrum, will enable the team to become more involved in proactive and strategic work and increase the team's exposure to potential opportunities to demonstrate increased value for the Ministry.

Ideal shift in priority over the next 18 months

Portion of workload (indicative only)

100%, 75%, 50%, 25%, 0%

Currently | In 6-12 months | In 12-18 months

■ Reactive ■ Proactive ■ Strategic

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WHAT SUCCESS LOOKS LIKE

After the transition has occurred, there will be a visible and tangible difference in how C&E activities are delivered across the Ministry

SLT will see C&E activities clearly supporting the Ministry's strategic priorities

Once the transition has occurred for the C&E function, SLT will be able to see C&E activities as a core component of enabling its system steward role and in driving change across the system.

Specifically, SLT will have:

- Increased support for strategic stakeholder engagement across key strategic priorities for the Ministry
- Advice on strategic opportunities for stakeholder engagement, and how they could be leveraged to increase the Ministry's impact
- Awareness of C&E based risks for the Ministry, and advice on how to best manage these risks
- Engagement and media training when required/applicable
- Continued support for ad hoc reactive work, such as media responses, unanticipated interview support, and for emergency event responses.

Ministry Managers will experience proactive and dedicated support from people who understand their work

With assigned business partners, managers will receive an increase in support by people who know their areas of the Ministry and can provide a consistent point of contact for support – including for reactive, ad hoc support when it arises

Specifically, Managers will receive:

- Tailored support from their Business Partner who will proactively work alongside them
- Project-specific and proactive support that is catered to their area of the Ministry
- Easy access to support when required, including ad hoc support and continuity of their key contact person
- Identification of key opportunities and risks for C&E activities, and advice on how to best manage these risks
- Support with and advice on stakeholder engagement, including strategies and approaches that suit a variety of purposes and specific advice for engaging with Māori where appropriate.

C&E team members will have a clear mandate and support from the Ministry, and exposure to a wider variety of work

Staff within the function will know how the work they do is supporting the Ministry's strategy and will be involved with C&E activities and opportunities beyond reactive work.

Specifically, staff will:

- Be more involved in proactive and strategic work and will understand the work of the Ministry
- Have clear roles and responsibilities within the function, and across the Ministry – making it clear who is doing what
- Have a mandate from across the Ministry, and visible support from SLT to enable the business partnering model of service delivery
- Feel more engaged with the work happening elsewhere in the team.

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BUSINESS PARTNERING MODEL

A refresh of the business partnering model for service delivery will enable the shift to more proactive, strategic work

The current structure has a centralised team with a business partnering approach; however, this approach is currently not effectively utilised or well known. The business partnering approach has been successful in other areas of the Ministry, such as in the HR function, and we recommend retaining it; however, the approach needs to be more explicit and consistent across the Ministry's functions.

Business partners should be dedicated for each area

To achieve continuity of relationships, we recommend that the business partners are assigned to specific groups. The business partners would need to be C&E generalists who are able to support the business groups with communications and engagement activities, particularly in a proactive space. However, they would also be able to pull in both technical support and additional capacity from the wider team when needed (eg on media issues, for large projects, social media engagement etc.).

Our recommended business partner assignment is:

Note – Corporate Services and the CFO will be supported through the internal communications role. However, the System Performance & Governance Group Business Partner may be needed to provide surge capacity for that role where large internal changes/programmes are occurring.

For this model to work, there will need to be a focus for the business partners on relationship building with their dedicated groups to build trust, and on effective triage and scoping of work when it is commissioned or identified to ensure the wider team's full potential is utilised.

A business partnering model will ensure the Ministry is well-supported

Having assigned business partners will provide the Ministry leaders and groups with a clear point of contact for advice and support. Business partners will understand the context of their assigned group, ensuring that the Ministry is receiving strong support by people who know its business. Where the business partner can't directly meet the needs, they will be able to triage and oversee another relevant advisor to ensure the context is retained.

The ongoing relationships with the assigned business partners will also mean an increase in the ability to support planning and anticipate needs – further moving support towards a proactive focus. Business partners will also be able to identify key opportunities and risks, as well as making connections on stakeholder engagement opportunities across the Ministry's groups, enabling a more joined up approach with the potential for more effective stakeholder engagement and more efficient use of resources within the C&E team.

CHANGES TO WAYS OF WORKING CROSS-MINISTRY

The wider Ministry will need to support the shift in ways of working and there needs to be changes to how the Ministry and the function work together

Even though the Ministry isn't large in size, it is a complex landscape and there are a lot of relationships and ways of working together that will need to be in place in order for good comms and engagement activities to happen. There needs to be an agreed approach to how workflows are managed, and what relationships are put in place to support them. This diagram shows where the key relationships are, and how the work will need to flow between different parts of the Ministry to ensure service delivery meets the needs of all involved.

Engage externally with stakeholders

Managers and Teams

Provide information & technical support (all technical leads, brokered by business partners)

Identify & leverage opportunities

Commission work & request support (proactive & reactive)

Engage externally with stakeholders

Senior Leadership Team

Commission work & request support from Business Partners and Internal Comms Adviser

Technical Leads
Internal Comms Adviser

Māori and Digital Advisers

Business Partners

Media monitoring & response support

Comms and Engagement Advisers

Identify & leverage strategic opportunities, inc stakeholder engagement strategic advice

Strategic Leads
(Manager and Principal)

Support key messages for SLT & Minister when reacting to issues

Commission & provide support for strategic work

Comms & Engagement Function

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CLEAR ROLES AND RESPONSIBILITIES FOR ALL

Clear roles and responsibilities are needed for both the Communications and Engagement function and Ministry management to ensure no duplication or gaps, and support the the transition to a new way of working

Senior Leaders will need to reinforce the new approach with their teams

As the phased transition occurs to refocus the work of the Communications and Engagement function, support from the DCEs will be needed. This includes reinforcing the new approach with their teams (eg when discussing new projects – is the business partner involved?) as well as feeding back to the C&E team as part of the implementation. There is also an ongoing need for the SLT to continue to communicate expectations to the Manager of the C&E function particularly for strategic pieces of work.

The DCE Corporate Services has a role in championing the function

With Communications and Engagement sitting in the Corporate Services group, the DCE Corporate Services is the 'voice at the table' for the function at SLT meetings. There is an ongoing role for championing the function at SLT level, as well as in setting and managing SLT expectations to ensure that they are clearly understood and articulated to the function.

The Ministry's managers will need to work proactively with their dedicated business partners

This includes being part of proactive relationship building, as well as working with business partners to identify opportunities for C&E support. This will also require early engagement of the business partners in project-based work.

The strategic leads (Manager and Principal) have a role to play in raising the profile of the team, and in monitoring and coordinating C&E activities…

In order to support the Ministry to shift from 'Respond' and 'Inform' to more 'Engage' and 'Lead' activities on the spectrum of activities (captured on page 5), there is a need to raise the profile of the C&E team. This includes a role in identifying opportunities and leveraging them, as well as leading the development and implementation of new approaches, including for cross-Ministry engagement planning. There is also a role for the Strategic Leads in leading the monitoring of comms and engagement activities across the business to ensure that there is consistency in approach and support, as well as an understanding of where there might be risks that need to be managed or opportunities to be leveraged.

… and the business partners need to be proactive in building relationships and connecting into their business groups

For the business partnering refresh to 'stick' there needs to be a clear role defined for the Business Partners. This role would be responsible for:

- Being the main point of contact for C&E requests and queries, but not the sole door
- Proactively building relationships with their assigned group
- Identifying opportunities for C&E support
- Connecting to other members of team for additional capacity and technical support when needed
- Triaging and scoping work before it 'comes in the door' to support prioritisation of wider team's workloads.

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CLUSTERING OF ROLES AND CAPACITY

To support the shift, there will need to be a change to how roles are clustered within the team, and we recommend considering an increase in FTE for the team in the future to support adequate resourcing

Clustering of roles within team

There will need to be a change to how roles are clustered within the team to ensure strategic, technical, business partnering, and advisory roles are utilised effectively and have clear roles and responsibilities within the team. The boxes below show our recommended clustering for the delivery of work – it is expected that staff would work both within and across those areas depending on the priorities within the work programme.

An increase in FTE for the team in the future will ensure adequate resourcing across the clusters

The team's current capacity is 7 FTE excluding the Manager, across 7 roles.

A refresh of the business partnering model and clustering of functions within the team provides an opportunity to confirm the capacity required.

We recommend considering increasing capacity to 8-9 FTE in the future (excluding the Manager). This should be assessed and confirmed as implementation of the proposed model takes place:

· Principal Adviser (Strategic Lead) x 1 FTE
· Senior/ Internal Comms Adviser x 1 FTE*
· Māori Adviser x 1 FTE
· Digital Adviser x 1 FTE
· Business Partners x 3 FTE*
· Communications & Engagement Advisers x 1-2 FTE

*Note that the Internal Comms and Business Partner for System Performance & Governance Group roles could be combined as an interim measure

Strategic Lead(s)	Technical Leads	Business Partners	C&E Advisers
· Strategic monitoring and co-ordination of Comms and Engagement activities across the Ministry · Leading the set-up of Ministry approaches to Stakeholder Engagement and strategic Comms, and providing advice · Leading cross-C&E team work to link across portfolios and identify strategic opportunities/ risks	· Advice on operational Māori engagement and how to incorporate te ao Māori into standard approaches for the Ministry · Digital content generation, including Social Media · Internal Communications, including supporting internal change projects · Provide surge capacity support for reactive work when needed	· Key point of contact for business groups, proactively building the relationship · Proactive and project work · Proactive advice to business on stakeholder engagement, and to identify and support opportunities to leverage · "Triage" for commissioning and scoping of work · Supporting reactive work for business group (aim for 20% of time)	· Media relationship management, monitoring and responses · Reactive support for key messaging for Ministers and CE · Supporting Business Partners with proactive work across the work programme
1 FTE + Manager	3 FTE	3 FTE	1-2 FTE

STRUCTURE AND REPORTING LINES

The current flat structure can be retained, but this would need to be reconsidered should the team grow in the future

The size of the team still supports the existing, flat structure

While 7-9 direct reports is at the top end of a feasible management span, given the experience that business partners would be expected to have, and the specialist skills across the team, we believe this can work for the team.
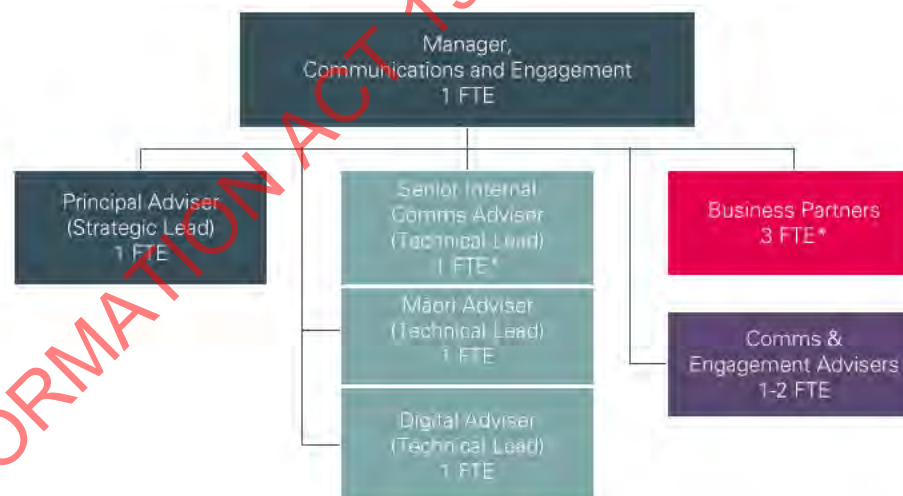
The advantage of the relatively 'flat' structure is more direct line of sight for the Manager (see image to the right). However, it is a large span of control and would require the Manager to act as a key integration point for all of the clusters within the team.

A team leader may be needed to support any future growth

If future growth occurs in the capacity of the team, spreading the span of control between a Manager and Team Leader would make the management of the team and their workload more effective.

There are two likely options for a team leader role within the structure:

- A team leader that manages the Business Partners and C&E Advisers, and has some business partnering responsibilities, or

- A team leader that manages the technical leads, and has a technical specialism within that team (eg for internal communications).

Manager, Communications and Engagement
1 FTE

Principal Adviser (Strategic Lead)
1 FTE

Senior Internal Comms Adviser (Technical Lead)
1 FTE*

Māori Adviser (Technical Lead)
1 FTE

Digital Adviser (Technical Lead)
1 FTE

Business Partners
3 FTE*

Comms & Engagement Advisers
1-2 FTE

* Note that the Internal Comms and Business Partner for System Performance & Governance Group roles could be combined as an interim measure

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SUPPORTING THE SHIFT IN THE FUNCTION

The effectiveness of the team can be maximised through prioritising strategic planning, supporting business partnering through appropriate processes, building the team culture, and developing and implementing standard approaches to support the Ministry

Understanding the landscape across strategic priorities

We recommend the team develops a strategic comms and engagement plan that outlines where the focus for C&E needs to be to support the Ministry's strategic priorities in the next 1, 3 and 5 years. This should focus on how to enable and give effect to the Ministry's strategy, not on developing a C&E specific strategy, in order to ensure a strategic shift in thinking that will meet the Ministry's needs.

A focus on enabling business partnering through appropriate tools, information and processes

The refresh of the business partnering model will provide an opportunity to consider the tools, processes and practice needed to support this model. Enabling this partnering model should be a priority over the next six months, to support the initial step change and shift in the C&E function's focus.

For example, Business Partners will need to understand who the stakeholders are for each group (including external and cross-government stakeholders), the Ministry's role in relation to those stakeholders, and how that engagement can support strategic priorities for the Ministry. To support this, the team could set-up a shared depository for capturing the information that the Business Partners can then use to identify opportunities and strategic key messaging.

For the Business Partnering model to work within the team, there will also be a need for the three roles to work closely together to identify cross-cutting opportunities or synergies that could be leveraged to increase the

Ministry's overall impact. Regular meetings and discussions between the Business Partners can facilitate this identification, as well as support from the Strategic Leads to ensure that linkages across portfolios and strategic opportunities/ risks are identified and leveraged across the C&E team where applicable.

Building the culture within the team

The team has experienced high turnover and change in recent times, and there is a need to build the culture within the team. Building the team culture can also support a shift into strategic work and planning, as well as increasing the visibility of the team in the wider Ministry during the shift in focus. Examples of how this could be done include:

- Regular team meetings that support strategic linkages as well as reactive work
- Regular strategic 'away days' for the team to consider risks and opportunities and develop C&E plans
- Continued and increased visibility of the DCE within the team – eg through regular appearance at team meetings
- Celebrating success of the team and of the Ministry (including introducing new C&E staff as the function is resourced) to lift the visibility and profile of the work the function is doing.

Continued on the next page

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SUPPORTING THE SHIFT IN THE FUNCTION (CONTINUED)

Developing and implementing standard approaches to support Ministry staff and management

Ministry management have identified a need for cross-Ministry stakeholder engagement and strategic comms approaches that support their staff to conduct C&E activities.

Examples include:

- Guidance on different stakeholder engagement approaches and strategies to enable the business to conduct targeted and layered engagement (Business Partners could also support embedding this within their assigned groups)
- Templates and a style guide for the creation of 'standard' documents such as consultation documents
- Light touch C&E RASCI models that can be used when kick off projects/engagements to identify who will do what for the C&E activities

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APPENDICES 1&2:
DESIGN PRINCIPLES AND
ALTERNATIVE MODELS CONSIDERED

APPENDIX 1: DESIGN PRINCIPLES

These principles informed design options, and reflect the key features that the future model will need to support

Principle	What this means
Proactive, strategic approach	• Communications and engagement work is driven by the Ministry's strategic goals and is proportionate to need • Support in the strategic and system policy pieces of work is a focus for the team, with more proactive support in these spaces • A strategic approach to engagement, particularly for positioning the Ministry's strategy with both internal and external stakeholders
Targeted and layered approach	• Proportionate engagement approaches are supported by the function • Strategies, tools and processes that the wider Ministry use to engage internally and externally are proportionate and appropriately targeted
Ministry-centred support	• Continuity of relationships with, and knowledge about, the business groups and their work • Clear points of entry for contact/support requests into the function • Responsive to the needs of DCEs and business groups, including the Auckland office • Clear, consistent service expectations, tailored to the needs of each business group, including the Auckland office
Clear roles and responsibilities	• Clear roles, responsibilities and accountabilities across the organisation for communications and engagement activities • Effective representation and decision-making at the right levels of the organisation
Effective and efficient management	• Workable numbers of direct reports for manager(s) of communications and engagement function • Clear reporting lines for communications and engagement staff

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APPENDIX 1: DESIGN PRINCIPLES (CONTINUED)

Principle	What this means
Effective and responsive operational support	• When reactive and operational communications and engagement work is required, it is effective and proportionate to the need
Ability to use the right people at the right time	• The right mix of skills and capabilities to support proactive and strategic work, as well as reactive work • Flex and ability to move resourcing to deal with peaks and troughs in workload within and across areas • The mix of in-house versus outsourced skills is sustainable for supporting proactive and strategic work
Māori and Pasifika capability	• Effective support for communication and engagement with Māori and Pasifika • Stronger te reo and te ao Māori capability across the function, to support communications and engagement messaging and activities
Professional development opportunities	• Development and application of communications and engagement staff skills in a range of environments eg experience across portfolios and strategic programmes • Enables progression along career pathways that suit staff skills and preferences
Leveraging opportunities and managing risk	• Communications and engagement practices include the identification of opportunities consistent with the Ministry's strategic aims, and ways to leverage those opportunities • Communications and engagement related risks are appropriately identified and managed at the right level in the organisation

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APPENDIX 2: ALTERNATIVE MODELS CONSIDERED

Within and beyond the business partnering approach, there are other models that we do not believe would effectively meet the needs of the Ministry

Distributed, embedded support

This model would effectively disband the Communications and Engagement team and would embed dedicated resource within each group across the Ministry.

While this would have the advantage of a very close link between communications and engagement support and the specific work of the group, the disadvantages of the loss of a community of practice, ability to draw on a wider group of comms and engagement practitioners, and ability to easily make linkages across the Ministry's activities outweigh that benefit, and it is not recommended.

Generalised, whole-team support (without business partners)

This model is similar to how the function is currently perceived by others across the Ministry, in that they tend to contact the team as a whole, or someone they know to be available, and request the support they need.

While this model means that support is likely to be available immediately, again, we believe the disadvantages outweigh that benefit and therefore do not recommend it. The model means that individuals in the communications and engagement function are less likely to be able to develop a deep understanding of the work they are involved in, it can be more difficult to build trusting relationships, and as such makes it more likely that the team will be drawn on for last minute support rather than planned and strategic support.

Business partners allocated by Ministry theme/ strategic priority rather than group

An alternative approach to allocating business partners based on DCE-led groups could be to allocate individuals to support on specific Ministry priorities – for example, work related to the environment and climate change; infrastructure and investment; and resilience and security.

This approach could be effective in enabling the team to contribute at a strategic level, and make a strong connection with the priorities of the Ministry. However, where those priorities span across different DCE-led groups there is a risk this could lead to confusion in terms of who to contact for which pieces of work. The benefits of these connections can be achieved through the proposed partnering model by business partners sharing information and priorities within the team.

Document 16

July 2021- Engagement and Comms Review

Document Name: Engagement and Communications - Final Decision

Engagement & Communications
Te Kāhui Tangata
Confirmed Changes
July 2021

Ministry of **Transport**
TE MANATŪ WAKA

Out of Scope **Chief Executive – Te Kāhui Tangata**

July 2021
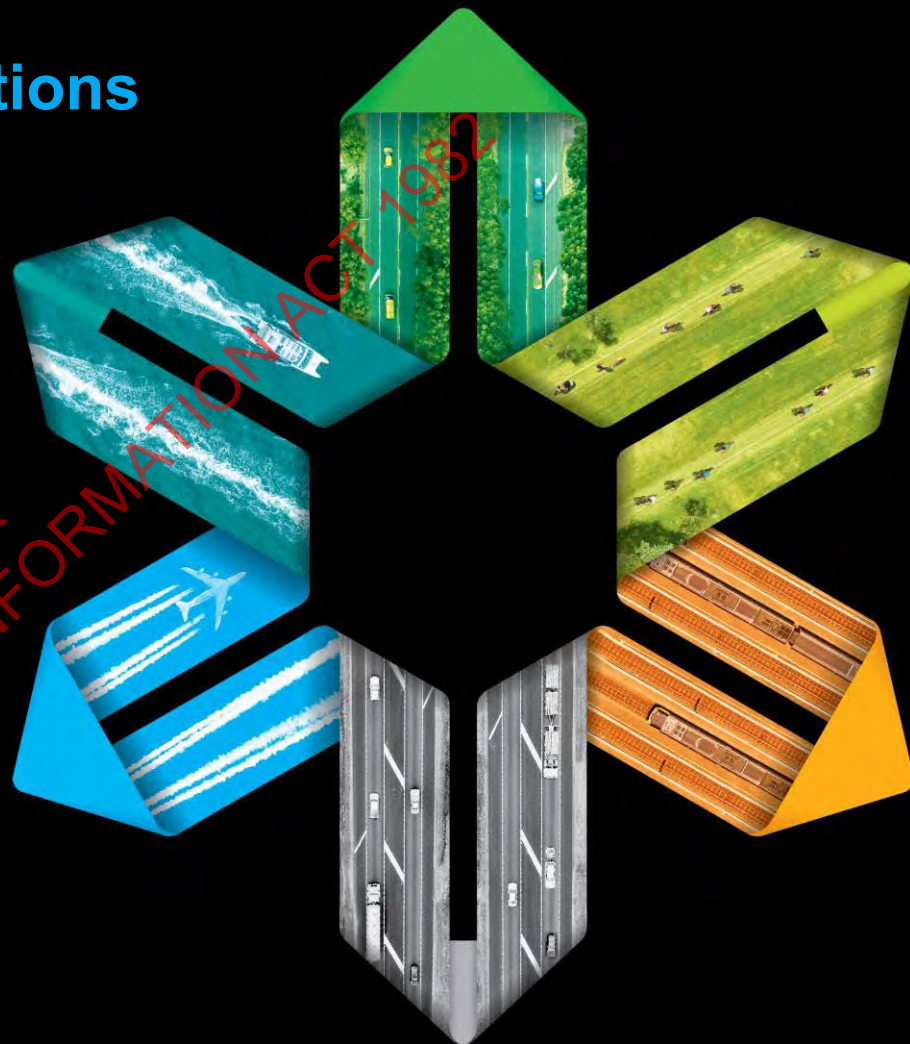
Briefing

In May 2021, I engaged Martin Jenkins to conduct a review of the Engagement and Communications function. The purpose of this review was to obtain an overall picture on the engagement and communications needs across key stakeholders within the Ministry and to identify any potential gaps within this space.

I have shared the overall findings of the review with you and proposed to you some formal changes which you've had the opportunity to provide feedback on . All feedback has been responded to by me personally and there is a high-level summary of the feedback provided on slide 7. Thank you again for your valuable insights and feedback.

This document outlines the confirmed changes and my final decision.

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Confirmed Changes– Engagement and Communications

Summary of Confirmed Changes:

We are establishing a business partner approach within the Engagement and Communications team. This will consist of two new Principal Adviser roles with one Principal Adviser for the System & Regulatory Design Policy Group and one Principal Adviser for the System Strategy & Investment Policy Group. There will be one new Senior Communication Advisor role assigned to the System Performance & Governance Group and Te Kāhui Tangata with a large focus on internal comms. There will also be and two new specialist roles, one in the digital area, and one for Hei Arataki.

The new roles are:

► 2 Principal Adviser roles, 1 for System & Regulatory Design and 1 for System Strategy & Investment

► 1 Senior Communications Advisor role for System, Performance & Governance and Te Kāhui Tangata

► 1 Senior Adviser Hei Arataki

► 1 Senior Adviser Digital

Impacts:

► 2 Senior Adviser roles, Engagement & Communications are disestablished

► 1 Senior Adviser role, Internal Communications is disestablished

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Old Structure

Manager Engagement & Communications

Covid Comms Specialist
Out of Scope

Principal Adviser Māori Strategy Fixed Term
Out of Scope

Principal Adviser
Out of Scope

Senior Adviser
Out of Scope

Senior Adviser
Vacant

Adviser
Out of Scope

Senior Adviser Online Channels
Out of Scope

Senior Adviser Internal Comms
Vacant

Contractor | Established role | Vacant

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Confirmed New Structure

Manager Engagement & Communications — Vacant

Principal Comms Adviser COVID-19 — Out of Scope

Senior Adviser Hei Arataki — Vacant

Principal Adviser — Out of Scope

Principal Adviser — Out of Scope

Principal Adviser — Vacant

Senior Comms Adviser — Out of Scope

Senior Adviser Digital — Out of Scope

Adviser — Vacant

Contractor | Established role | New role

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Summary of changes to roles and new roles

Role	Change	Current Status where open
Manager	No change	Advertising has closed
Senior Adviser	Confirmed disestablished	
Senior Adviser	Confirmed disestablished	
Principal Advisor	No change	Filled by Out of Scope
Senior Adviser Internal Communications	Confirmed disestablished	
Senior Adviser – Online Channels	Title change to Senior Adviser – Digital	Filled with contractor, Out of Scope Out of Scope
Senior Adviser – Hei Arataki	New role	Being advertised
Adviser	No change	Vacant
Principal Adviser	New role	Filled by Out of Scope
Principal Adviser	New role	Vacant
Senior Communications Adviser	New role	Filled by Out of Scope
Comms Specialist – COVID19 (Contract only)	Title change to Principal Comms Adviser – COVID19	Filled with contractor , Out of Scope Out of Scope

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Summary of feedback received

Feedback	Response
"I think the new team structure is ideal and will allow senior members of the team to focus on the engagement side of the business for a more cohesive approach with our stakeholders and gives the opportunity for team members to grow. "	Noted and agreed.
The 'Proposed new structure' chart on page 5 doesn't quite appear to match the 'Summary of changes' table on page 6. Specifically; • The Senior Advisor / internal comms role is listed on page 5, while it is proposed to be 'destabilised' on page 6 • The Senior Communications Advisor listed at the bottom of page 6 isn't immediately linked to page 5, is this the Covid role?	Noted and all amended, thank you.
Looking at the MJ review and description of the Business Partner roles, it seems similar to the role for the comms specialist for COVID-19. Could if be considered that this role is a Business Partner / Principal also?	Noted and would be happy to change the title from comms specialist to Principal Adviser for COVID-19.
While describing the nature of the role as business partner, I would prefer the formal title to be Principal Advisor, Engagement & Communications,	Noted and agreed to change the title from Business Partner to Principal Adviser. The expectation of the roles is that a business partner approach is fully implemented.

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Timeline

The following table outlines the indicative timeframe for future activity of this process. Please note that these dates are indicative, and should there be any delays, the timeline may be adjusted.

Activity	Date
New structure implemented and final decision communicated to the wider Ministry	Friday 15 July 2021
Any remaining vacancies advertised internally / externally	Friday 15 July 2021

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