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Lois Hutchinson

From: Joanne Harrison [redacted]
Sent: Friday, 5 December 2014 3:35 p.m.
To: Lois Hutchinson; Tim Burfoot
Subject: RE: TAIC apprenticeship preparation

Follow Up Flag: Follow up
Flag Status: Completed

Hi Lois

Thank you for your email, I appreciate you getting back to me.

I would like to discuss this with you both next week, if you could suggest a time.

I agree with your concerns around international reputation and the need for firm control from the centre. However I urge you to reconsider this opportunity to trial a new and innovative approach with at least one role. All the concerns that you have raised sound as if they can be managed and this would not interfere with any future employment relations review. At no point does anyone expect a regionally based trainee to be in charge of an accident scene. They could provide logistical support and backup to the senior investigator as required. The thinking is that a trainee would meet the senior investigator at the scene and have capability to assist in some areas, not take charge of a scene. The aim was that some weeks would be spent at the Wellington office as part of induction and on boarding as well as continued professional development. I understand that trainee investigators are not regionally based in other countries; does that mean at least one role should not be trialled in NZ?

I understand you have been very clear that you need additional resources, and the status quo is not sustainable. I believe it is appropriate that TAIC demonstrate a real commitment towards shared services initiatives to help offset the pressure it is under. A commitment from TAIC to these sorts of trials and arrangements will surely help the Ministry in assisting you to make the business case for an increased budget bid.

Look forward to talking this through with you as soon as you can find time.

Regards

Jo.

From: Lois Hutchinson [redacted]
Sent: Friday, 5 December 2014 11:28 a.m.
To: Joanne Harrison; Tim Burfoot
Subject: RE: TAIC apprenticeship preparation

Hello Jo –

Thank you for your email and update on where you are at in progressing the 'apprentice investigator role'.

Tim & I have had a discussion and are concerned that the role as envisaged and now proposed for progressing presents organisational risk for us. Having assessed the documents you have provided I think the proposal is premature for us. As I said to you when we meet I support the proposal in principle but would need to be satisfied the role is properly structured. The key area of concern is:

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Remoteness from the centre – Accident investigation is a team based enterprise. Probationary investigators learn 'at the feet' of seasoned investigators. We are of the view that any such role would need to be based initially with the core team.
The success of accident investigation is heavily reliant on the organisation's credibility , especially amongst its peers. Internationally trainee investigators are not regionally based. The risks of mishandling site evidence & site management are too much to bare. It is bad enough when experienced investigators 'mess up'. We need clear control & management from the centre. With this is mind I have to say that we are not ready to activate such a role.

Currently we have an employment relations review underway. That review is looking at the structure of our employment offer and associated performance management systems. We will be rebasing our positions to include differentiating between investigators- in –training and senior, experienced investigators. Part of that process includes determining the relevant role tasks. So I would prefer we put on a hold on recruiting an apprentice investigator while we work through our review programme. I expect at the end of that process we will be better placed to assess the merits of the 'apprentice investigator 'role.

On the matter of medical assessment – Any person active in an investigator role of any type will be required to undergo our medical assessment. That is not up for negotiation. Accident investigation is a hazardous occupation . Investigators go where the vehicles, aircraft are – wherever that is.

I would be happy meet with you next week if you want to discuss further.

Lois

From: Joanne Harrison [redacted]
Sent: Thursday, 4 December 2014 5:04 p.m.
To: Lois Hutchinson; Tim Burfoot
Subject: TAIC apprenticeship preparation

Dear Lois and Tim

I am writing to bring you up to date with the progress we are making on the apprentice investigator initiative. (Sorry I talked too long on the phone this morning Tim, didn't realise you had a queue at the door!)

As you may know, I met with [redacted] this week who has provided me with useful background information on your investigator recruitment process. I understand the need for such a rigorous process when recruiting experienced senior investigators, however I recommend considering a more realistic approach for the apprentices.

Given the level of candidates we are targeting, some of the potential apprentices may not be as accomplished as the investigators you have previously recruited. Asking them to undergo intensive medical and psychometric testing, coupled with the minimum wage salary on offer, may restrict our capacity to attract potential candidates.

However, I do recognise the need to ensure we attract candidates who have the right skills and enthusiasm to become qualified investigators. I have adapted the questions and information received from [redacted] to ensure we cover all the necessary bases. In terms of the interview questions, I noted there were no practical, role-specific questions, nor were there any cultural awareness questions. These questions are deemed to be essential to modern recruitment practice, even more so with regionally based staff.

I recommend the apprentices complete a self declaration medical form, rather than being expected to undergo a rigorous medical assessment. I fully expect TAIC will require this should you decide to recruit the apprentice on a permanent basis at the end of the two year period, however a self declaration will be sufficient for apprentice level to ensure a safe workplace and minimise any risk to TAIC. I will work up an example of a self declaration and send through to you next week for review. I also suggest a less intensive psychometric assessment, one that is currently used around the sector to assess 'fit'.

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Please find attached the revised interview questions and the position description which has been reviewed by Mark.

I would be looking to start the interview process next Thursday in Auckland if you are all in agreement. Once the initial interview, Ministry of Justice check and self declaration medical form is complete I would then look to reference check. Following that we could perhaps bring the preferred candidate to Wellington to meet you both?

I look forward to discussing this further.

Kind Regards

Jo

Jo Harrison
General Manager - Organisational Development
Ministry of Transport – Te Manatū Waka

[redacted]

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Lois Hutchinson

From: Joanne Harrison [redacted]
Sent: Tuesday, 9 December 2014 4:46 p.m.
To: Lois Hutchinson; Tim Burfoot
Subject: This afternoon's outcome

Thanks again for your time this afternoon. I believe we had a productive session but I am sure you will correct me if I am wrong!

I am keen to help you progress the potential for a Forensic Process Improvement role (or whatever it may be called). As discussed could you please send some rough notes through regarding the possible responsibilities, and we'll look to work this up into a draft job description and potential work plan for next year.

As you know I am travelling to Auckland on Thursday/Friday where I will still meet with your prospective candidates. It's important I keep them warm as we determine the nature of the role. I have advised the governance team here we want the money asap and have developed an even better initiative!

I look forward to hearing from you shortly, it will be good working together.....really Tim, it will!

Have a good evening

Jo

Jo Harrison
General Manager - Organisational Development
Ministry of Transport – Te Manatū Waka
[redacted]

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Lois Hutchinson

From: Joanne Harrison [redacted]
Sent: Thursday, 18 December 2014 6:54 p.m.
To: Lois Hutchinson
Subject: RE: Hope you are feeling a little better?

[redacted]

From: Lois Hutchinson [redacted]
Sent: Thursday, 18 December 2014 4:59 p.m.
To: Joanne Harrison
Subject: Re: Hope you are feeling a little better?

[redacted]

Thank you for your work with Tim. It all sounds positive . I look forward to catching up in the new year.
Lois

Sent from my iPhone

On 18/12/2014, at 10:32 am, Joanne Harrison [redacted] wrote:

Dear Lois

[redacted]

Tim and I were able to make good progress yesterday discussing the Forensic Process Improvement role. The Ministry has agreed to recruit this position and then second to TAIC for a fixed term of 12 months, which will provide the team with resource without any hassle. Tim seems to be pleased with the candidate and has been very helpful in shaping this up. I will also provide the Business Analyst role to work alongside the Forensic position from March 2015, joining up process improvements and building a system that can work for all the modes.

We intend to bring the preferred candidate to Wellington in February to meet with you, and will look to formalise the position then. Tim has locked it in his diary. [redacted] (the BA) is back early March so we can arrange the same with him if that's ok with you.

In the meantime, I hope you have a good Christmas [redacted] and enjoy a well deserved break. I look forward to working with you and Tim in 2015.

Jo

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Jo Harrison
General Manager - Organisational Development
Ministry of Transport – Te Manatū Waka

[redacted]

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Lois Hutchinson

From: Tim Burfoot
Sent: Tuesday, 24 March 2015 1:47 p.m.
To: Cathryn Bridge; Lois Hutchinson
Subject: RE: Training

In that case, I agree. There is obviously an agenda to get Patrick fully trained up, but [redacted] is coming as an Intern for 6 months. We could take the money and put it towards her air fares for that matter ☺

Cheers
Tim

From: Cathryn Bridge
Sent: Tuesday, 24 March 2015 1:41 p.m.
To: Tim Burfoot; Lois Hutchinson
Subject: RE: Training

I am surprised they have opted for PRINCE2 Foundation – it's very expensive and cooked well beyond our requirements.

Maybe MoT might like to pay for some of our existing chaps to do Project Essentials as part of the case management drive...2 days and probably more relevant in terms of approach and tools than full blown PRINCE2...

Cheers

Cathryn Bridge MPA|LLB|BA
COMMISSION GENERAL COUNSEL
GENERAL MANAGER - LEGAL AND BUSINESS SERVICES
Transport Accident Investigation Commission
[redacted]
PO Box 10323, Wellington 6143, New Zealand
L16, 80 The Terrace, Wellington
www.taic.org.nz

From: Tim Burfoot
Sent: Tuesday, 24 March 2015 11:50 a.m.
To: Lois Hutchinson
Cc: Cathryn Bridge; [redacted]
Subject: FW: Training

Hi Lois

This follows on from our conversation at EMT this morning about where the funding for Patrick's training is actually coming from. Now I am totally confused, so it would be good to get some clarity around the figures. Especially as [redacted] training is coming into it as well. We have currently budgeted nothing against training for [redacted]. I was simply going to put her to work.

Don't get me wrong. I am not complaining about potential 'gift horses'. Just need to be sure that this is over and above the 100k the Ministry is providing, otherwise we are going to well and truly blow that budget on things that are out of our control.

Cheers

TimB

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From: Joanne Harrison [redacted]
Sent: Tuesday, 24 March 2015 11:16 a.m.
To: Tim Burfoot
Subject: Training

Hi Tim

Hope you are well, I think I will be seeing you Monday as we kick off the governance work?

I know you are busy so I will make this quick, [redacted] signed off Prince2 foundation project methodology training for Patrick and [redacted] Patrick's is booked for 8-12 June and [redacted] 6-10 July, both are in Wellington.
They will both no doubt have covered this kind of thing in their relevant degrees, but this additional training and anything else you may need with OHS etc could be helpful in preparing them to be 'scene ready'.

The Ministry has fully funded these, $5k cost plus accommodation etc in the spirit of the work we do together in shared services.

Could you please let me know if there are any other courses you may want them to complete before the end of the year? (It will be good to have a think about it as MoT will fund them!)

Have a great day, see you soon.

Jo

Jo Harrison
General Manager - Organisational Development
Ministry of Transport – Te Manatū Waka

[redacted]

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Lois Hutchinson

From: Joanne Harrison [redacted]
Sent: Tuesday, 24 March 2015 3:14 p.m.
To: Lois Hutchinson
Cc: Tim Burfoot; Cathryn Bridge
Subject: RE: Patrick [redacted] & that $100k

Follow Up Flag: Follow up
Flag Status: Completed

Hi Lois

Sorry I missed you, we have a number of HR issues on at the moment, I am in mediation.

Patrick is paid [redacted] for 30 hours p/w (from memory) so the remaining [redacted] was to pay for Cranfield plus travel/accommodation for the 12 month role.
The project management costs for Prince2/travel/accommodation etc have been funded directly from MoT (We hold budget under the Shared Services umbrella)

If [redacted] is not requiring Prince2 do you have anyone else who could use the spot? I can transfer the course over if you have any staff member suitable.

If you or Tim are able to supply me with details about 'project essentials' training I will look into that and see what we can do.

Look forward to seeing you all tomorrow for the farewell, and on Monday provided Air NZ is running on time!

Regards

Jo

From: Lois Hutchinson [redacted]
Sent: Tuesday, 24 March 2015 2:46 p.m.
To: Joanne Harrison
Cc: Tim Burfoot; Cathryn Bridge
Subject: Patrick [redacted] & that $100k

Hello Jo – I'm just seeking clarification on the costs arising from Patrick & now [redacted]

As I understand it :

1. the funding for Patrick to attend Cranfield University is a MoT cost, not TAIC's. So is not part of the promised $100k packet .
2. the project management training costs are MoT cost, not TAIC's so is not part of the promised $100k packet

As for [redacted] – we had not anticipated training for her as she is an intern for 6 months. However we would welcome 'project essentials' training for investigators as a group as opposed to a one off Prince2 course for [redacted]

I tried phoning but you are busy so perhaps we could discuss on Monday when we are together for the 1st programme board meeting.

Lois

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Lois Hutchinson| Chief Executive

[redacted]

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File note of meeting between Lois Hutchinson (CE TAIC) David Bowden (Acting GM OD MoT) and Fiona Macmaster (Manager Finance MoT) Thursday 12 May at Transport Accident Investigation Commission (TAIC)

People mentioned below

LH	Lois Hutchinson	DB	David Bowden
FM	Fiona Macmaster	PN	Peter Northcote (GM Comms and Investigation Support TAIC)
GC	Garth Chaplin (GM Sector Performance MoT)	TB	Tim Burfoot (Chief Investigator TAIC)
PS	Patrick Sharp	JH	Joanne Harrison (GM OD MoT)
[redacted]		[redacted]	

NB: Square brackets [...] = additional info inserted that wasn't discussed at the time.

DB explained to LH that there were 2 investigations underway in relation to JH

1. employment (with lawyers)
2. forensic accounting (Deloitte)

Meeting was due to an email FM had sent to TAIC's Finance Manager, after other investigations found an email that mentioned Cranfield. FM knew this had a TAIC connection. The Finance Manager's response had mentioned Patrick Sharp, a person whose name has come up in the investigations above.

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[redacted]

Nov/Dec 2014 JH approached TAIC and advised that she was responsible for shared services in the transport sector. Gave the impression that TAIC had to participate. TAIC was struggling with certain expertise in the investigations area as it is a small organisation and it was open to piloting things.

JH approached LH indicating that MOT was involved with regional development programmes from a talent perspective. She had an offer for TAIC – she knew people in the regions who could help with TAIC's need, and TAIC would be seen to be helping with the shared services programme.

TAIC did have a business need and JH mentioned [redacted] and PS as people who might be appropriate to help.

JH developed the role of apprentice investigator. [TAIC's investigators are aging and replacement has been indentified as an issue for the org] PS could be a remote investigator in Northland. JH was pushing for TAIC to employ PS full time, but they said no.

TAIC had an evidence management project and took PS on to do this on a fixed term basis. He was presented as an ex police officer and so had the skills to do the work and did compete that project satisfactorily.

LH and TB were cautious about taking on PS as a permanent staff member and so offered him a fixed term contract. They felt that all investigators should be psych tested but JH refused to allow this for PS. She was very protective of PS.

JH adamant that PS should attend Cranfield (investigators course in the UK). TAIC didn't need him to do this for the work he was doing so initially said no. But JH kept pushing, so in the end, TAIC said yes, on the basis that MOT was indirectly paying for it anyway through the budget transfer of $95k in 2014/15 to complete the evidence project.

[redacted]

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Several 'strange' things happened.

- TAIC staff travel quite a bit and some saw PS and JH together at the airport and there was talk that they could be having an affair.
- When PS came to Wellington he was put up in a serviced apartment, as is the investigator from Christchurch when in Wellington. However, PS was unhappy with the standard of the accommodation and moved.
- TAIC staff generally have credit cards to pay for things when they travel, but PS did not. So TAIC gave him a cash advance for travel and the accommodation was put on TB's credit card. However, PS refused the cash advances and never claimed for any of the usual things you would expect. Also, the payment for one aspect of the accommodation failed and PS had to pay. JH stepped in to sort this out with TAIC for PS.

TAIC investigators attend a training course at Canfield in the UK – see more detail at end of note. [$20k approx per course]. LH insists that staff who go there stay on campus. They can take partners on the trip but at Cranfield they are there to work. [Was JH perhaps in the UK at the same time?]

Evidence database
PS was developing this and WS got involved to assist. PN possibly upset PS about how the database was going to work. PS had a tantrum. TB calmed the situation.

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PS was on payroll but finished in July 2015. He just disappeared and could not be contacted. LH and TB felt that he was [redacted] There was no opportunity for TAIC to reengage with him on the work. There is some anger

within TAIC about PS. He was seen to be freeriding on TAIC's reputation to go to Cranfield. And then he just left.

After this LH considers that TAIC was basically shut out of the shared services programme.

[redacted]

Any concerns LH had, she discussed them with GC, not with JH directly. LH found JH a difficult person to engage with, so backed off engaging with her directly as much as she could. GC was responsive and not dismissive of any concerns LH raised, but generally came down on the MOT side of things.

Late 2015 TAIC went to market and took on [redacted] to help them with HR. As part of the process they talked to key stakeholders. JH was interviewed as a stakeholder and bagged TAIC badly.

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[redacted]

[redacted]

Withheld under sections 9(2)(a) and 9(2)(g)(i)

LH advised that the senior TAIC staff are aware that an investigation is underway and would be happy to talk to us. She provided a file of background emails and other papers.

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