

COMMERCIAL IN CONFIDENCE



# Digital Services

# Consultation for Change

## Contents

Foreword from CIO .....	3
Section 1: Introduction .....	4
Section 2: Case for Change .....	5
Section 3: High Level Proposed Changes.....	8
Section 4: Current Structure of Digital Services .....	10
Section 5: Proposed Digital Services Structure .....	11
Section 6: Proposed Changes by Team.....	12
Section 7: Indicative Timeline .....	32
Section 8: Providing Feedback .....	37
Appendix 1 Implementation Plan .....	38
Appendix 2- Getting support through change .....	41

## Foreword from CIO

Tēnā koutou,

There are a number of factors driving significant change at the Bank. COVID-19, low economic growth, low inflation, growing unemployment, continued demand for cash, climate change, Te Ao Māori, financial sector performance, and expectations of greater transparency and better engagement from our stakeholders all require a response from the Bank. The Statement of Intent (SOI) defines the strategic themes, priorities, outcomes and initiatives that the Bank is targeting as a response to these factors, a number of which are technology related.

A strategic response from Digital Services is required. The creation of the digital strategy sets the foundations for where we will focus our effort and investment, and the operating model will allow Digital Services to evolve how it operates and engages, and how it is structured. Doing nothing is not an option.

The proposed structure set out in this document describes the changes I believe will allow Digital Services to drive and enable technology change for RBNZ. A number of considerations were taken in to account when creating this, including:

- Ability to deliver the digital strategy
- Known issues with the current model
- Our Auckland presence
- Right-sizing headcount

I am conscious that structure is only one mechanism to support the change that is needed. Other wider changes to culture, governance, process and accountabilities will also be required and for any change to be successful, we will all need to commit to ongoing improvements in how we do business and lift the quality and consistency of delivery and support.

I appreciate that these proposed changes will create a period of uncertainty, and for that reason I am eager for us to do it well and to give it the attention that is needed. I want to reiterate that whilst this change proposal has been given a great deal of thought, it is only a proposal and I look forward to the feedback and insight you will have. I encourage you all to participate in this process by providing feedback on the content of this document.

Ngā mihi,

Scott Fisher  
CIO

## Section 1: Introduction

### Purpose of this document

This Consultation Document outlines proposals for how we structure and define Digital Services and provides opportunity for feedback before any final decisions are made.

We are seeking feedback on each proposal set out in the document. Feedback is welcomed about:

- The proposed structure;
- The design of the proposed functions and roles;
- Reporting and team configurations

### How to provide submissions

You are invited to provide submissions on this change proposal from 28 May 2020 until 5pm 11 June 2020. The channel for providing formal submissions is via a [feedback form](mailto:DSOPModelFeedback@rbnz.govt.nz) which can be emailed to [DSOPModelFeedback@rbnz.govt.nz](mailto:DSOPModelFeedback@rbnz.govt.nz)

### Timeline

Consultation starts	28 May 2020
Consultation closes	11 June 2020 at 5pm
Submissions analysed and considered	11- 17 June 2020
Decisions determined and communicated to staff	18 June 2020 (indicative date)
Selection/Change process commences	18 June onwards

Once final decisions have been made by the Chief Information Officer (CIO), the selection processes will commence.

It is anticipated that minor changes to roles such as updates to position descriptions, changes in reporting lines, job titles or Manager Job titles will take effect from 18 June 2020 but may be slightly later depending on any feedback received. Selection for new roles will begin immediately with advertising commencing from 18 June.

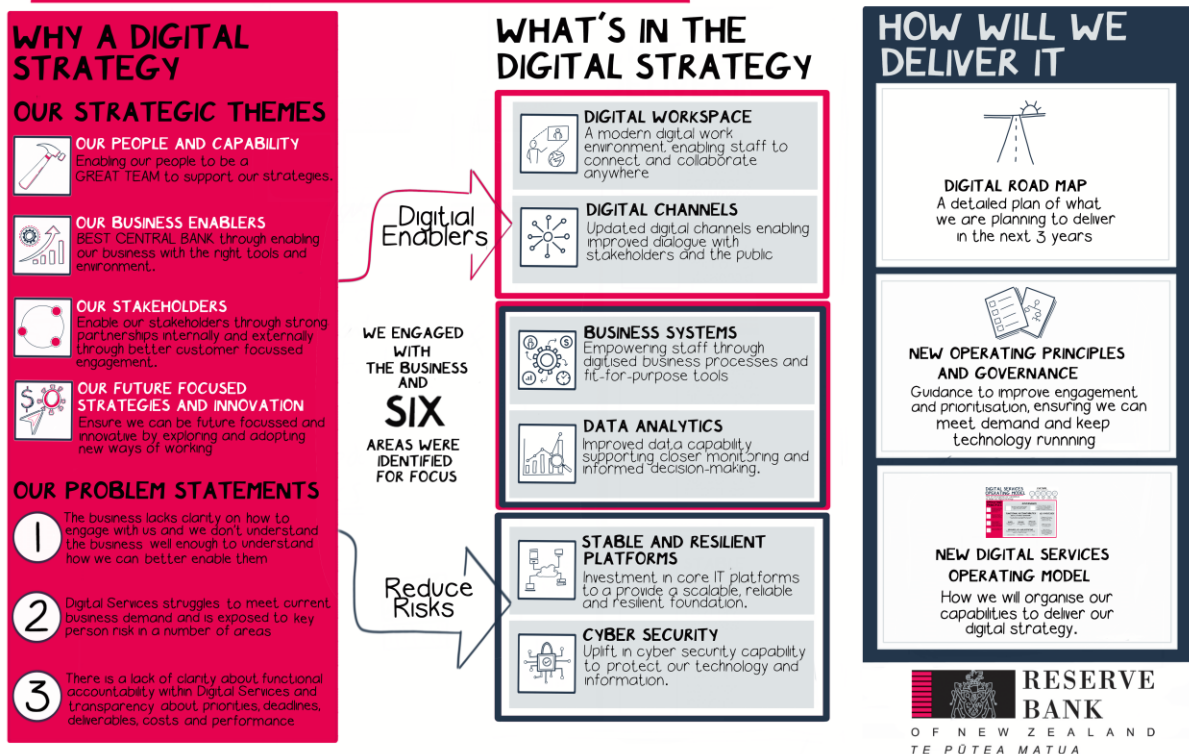
## Section 2: Case for Change

The RBNZ Strategic Themes and Strategy Priorities highlight the need for technology services and solutions that enable the bank.

Based on these strategic drivers, Digital Services has engaged with the business to develop a *Digital Strategy* focused on driving the following key technology outcomes for RBNZ.

<b>Digital Workspaces</b>	A modern digital work environment enabling staff to connect and collaborate anywhere
<b>Digital Channels</b>	Updated digital channels enabling improved dialogue with stakeholders and the public
<b>Business systems</b>	Empowering staff through digitised business processes and fit for purpose tools
<b>Data and analytics</b>	Improved data capability supporting closer monitoring and informed decision-making
<b>Resilient platforms</b>	Investment in core IT platforms to provide a scalable, reliable and resilient foundation
<b>Cyber security</b>	Uplift in cyber security capability to protect our technology and information

# DIGITAL STRATEGY Driving digital change to become a Great Team, Best Central Bank



COMMERCIAL IN CONFIDENCE

The Digital Strategy sets a clear direction and focus for technology, but Digital Services must also change to deliver the Digital Strategy via a new operating model that addresses three problem statements.

<b>How to engage with us</b>	The business lacks clarity on how to engage with us and we don't understand the business well enough to understand how we can better enable them
<b>Struggle with demand</b>	Digital Services struggles to meet current business demand and is exposed to key person risk in a number of areas
<b>Unclear accountabilities</b>	There is a lack of clarity about functional accountability within Digital Services and transparency about priorities, deadlines, deliverables, costs & performance

The *Digital Services Operating Model* has been developed around a simple value chain that addresses the three problem statement and underpins the Digital Strategy.

<b>Shape</b>	Co-design technology solutions with the business
<b>Deliver</b>	Deliver technology that meet business needs
<b>Operate</b>	Ensure availability, stability and resilience of IT

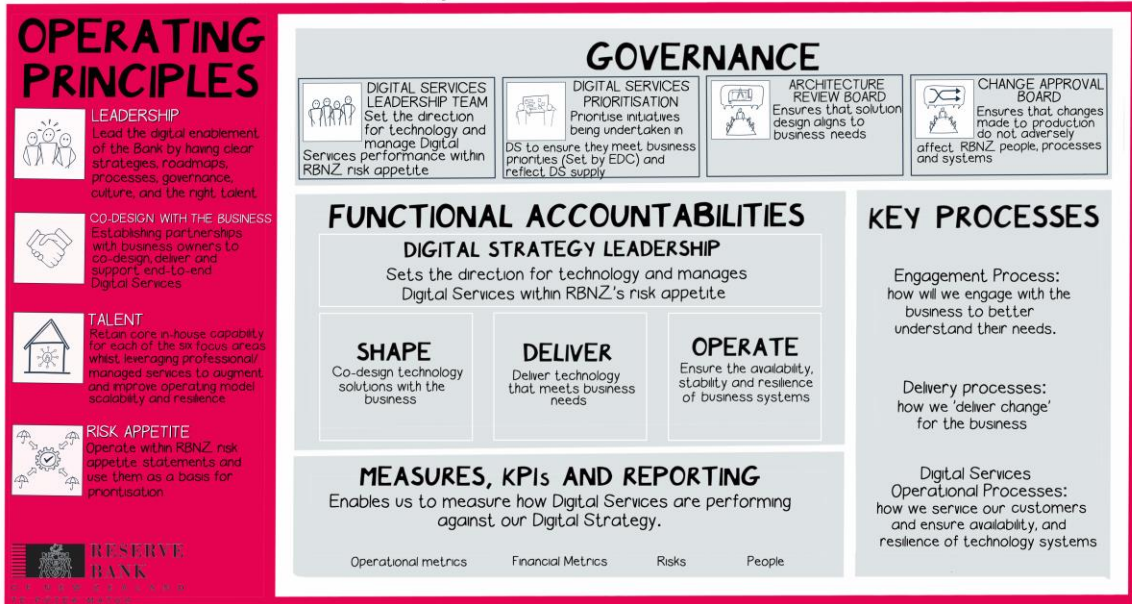
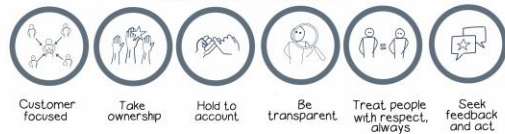
In addition to the value chain, the following operating principles were used in the development of the operating model and proposed organisational structure. There will naturally be trade-offs or balancing of priorities between some of these in making decisions on a preferred design.

<b>Leadership</b>	Lead the digital enablement of the Bank by having clear strategies, roadmaps, processes, governance, culture, and the right talent
<b>Co-design with the business</b>	Establish partnerships with business owners to co-design, deliver and support end-to-end IT services
<b>Talent</b>	Attract and retain core in-house capability for each of the six focus areas whilst leveraging professional/managed services to augment and improve operating model scalability and resilience
<b>Risk appetite</b>	Operate within RBNZ risk appetite statements and use them as a basis for prioritisation
<b>Location</b>	Increase Digital Services' presence in Auckland to support business growth in that region.

# DIGITAL SERVICES OPERATING MODEL

How we will organise ourselves to deliver our Digital Strategy

## CULTURE VALUES AND BEHAVIOURS



The *Digital Strategy* combined with the new *Digital Services Operating Model* and *Operating Principles* will result in a significant shift for RBNZ.

From	To
Our people lack the modern digital tools, data and systems required to effectively collaborate and to support informed decision making	Our people have access to modern tools that are always on, easily accessible and enable secure collaboration and decision making anywhere, anytime
High operational risk due to technical obsolescence and an underinvestment in security across many of the core technology platforms	Lower operational risk through a phased migration to resilient platforms underpinning our business, and an uplift in our cyber security capability
A digital services operating model that makes it hard for the business to engage with, struggles to meet current business demand, and has unclear accountabilities	A digital services operating model that makes it easy for the business to engage with, is scalable through the use of services and processes, and has clear accountabilities

### Section 3: High Level Proposed Changes

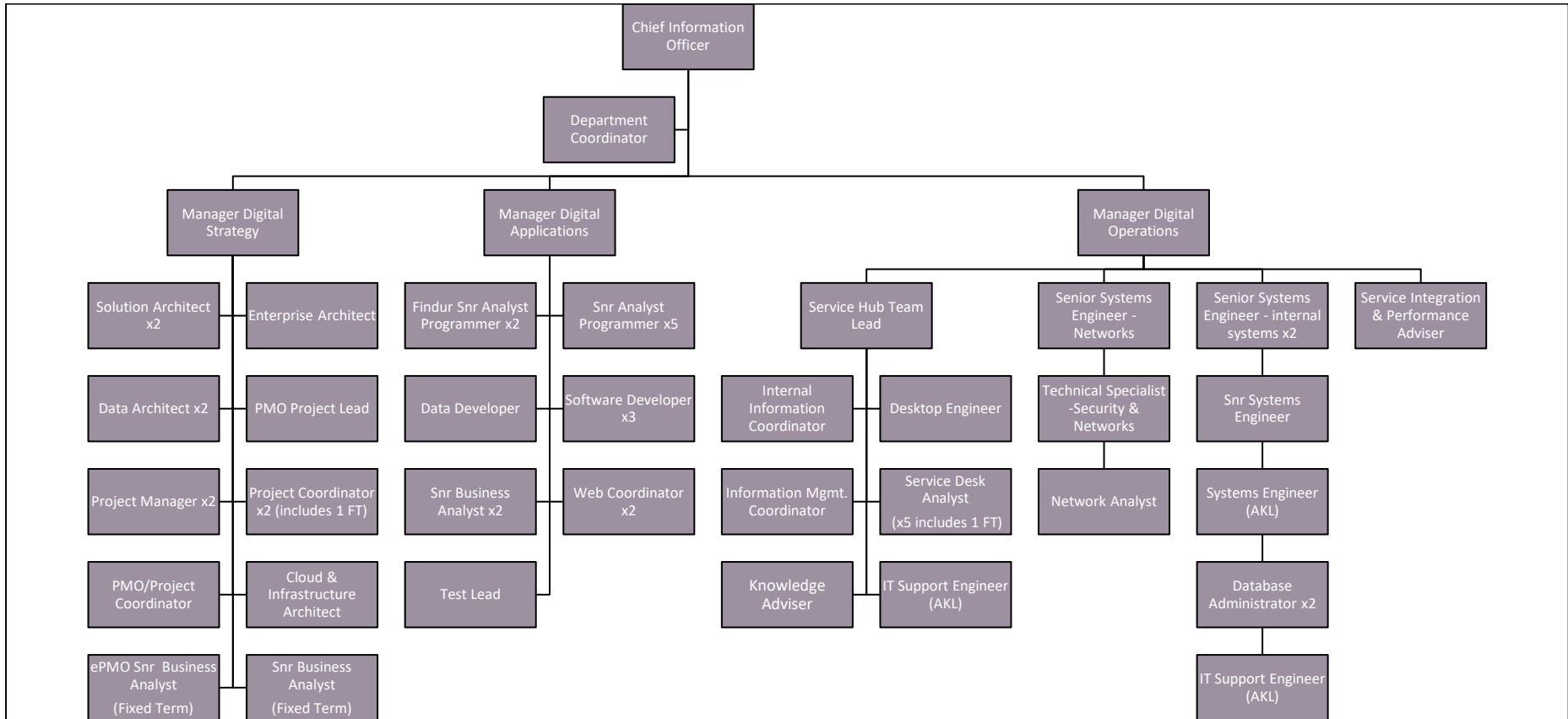
Change item	Definition	Proposal
<b>Leadership</b>	Create new Manager and Team Lead roles	Create new Manager and Team Lead roles within DS to ensure the DS Leadership team can balance the strategic and operational demands of their roles, whilst also provisioning skilled practitioners in team lead roles that are responsible for the day to day activities and people management of a small team. The Team Lead roles also provide career opportunities and pathways for staff to step in to formal leadership positions.
<b>Business Engagement</b>	<p>Establish a Business Engagement team.</p> <p>Establish a front door for the business into Digital Services.</p>	<p>This Business Engagement team manages business engagement on behalf of Digital Services, will work with business owners to understand their technology needs &amp; requirements, and co-design roadmaps and technology solutions with them.</p> <p>This team will also be accountable for managing the DS portfolio of initiatives and ARB governance.</p> <p>The key competencies in this team include business analysis, business architecture and IT portfolio analysis.</p> <p>All new change initiatives – big and small – will come through this team with the exception of incidents and service requests which will continue to go to the Service Hub.</p>
<b>ePMO</b>	Establish a more strategically placed ePMO function outside Digital Services	Move the ePMO function and three existing roles from Digital Services and relocate to Business Operations where it will have a higher profile and perform a more strategic enterprise function for the organisation.



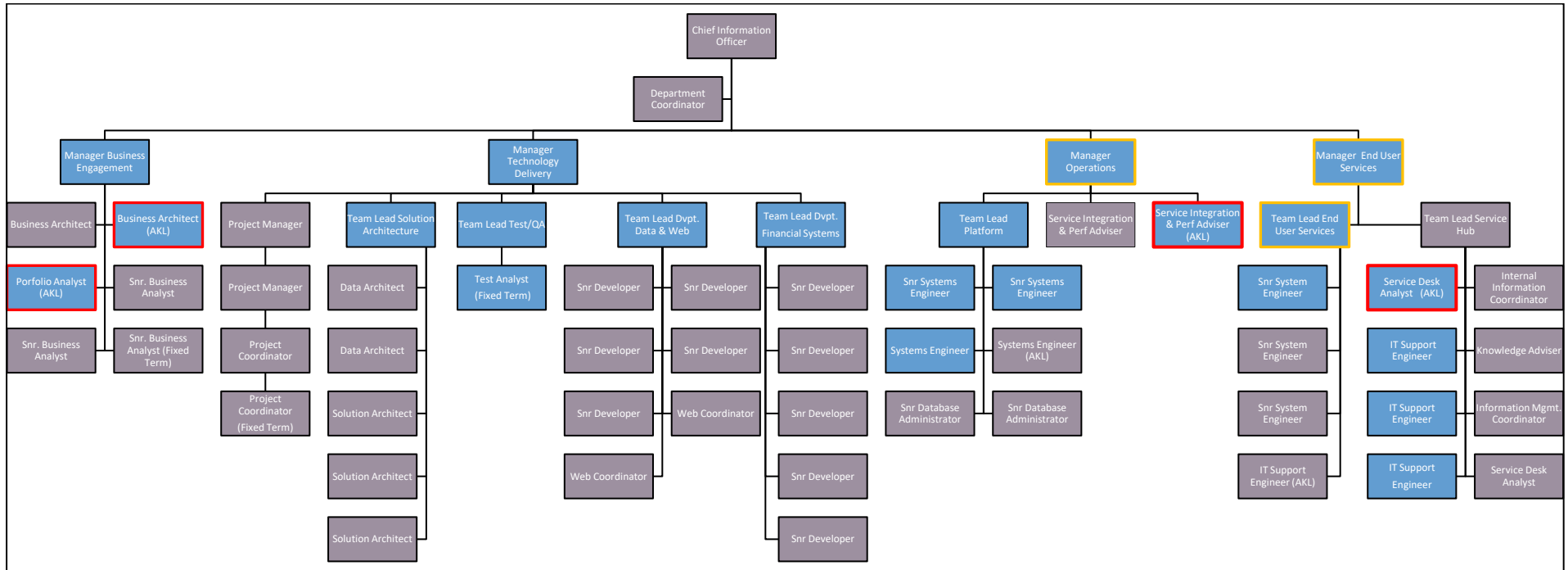
COMMERCIAL IN CONFIDENCE

Change item	Definition	Proposal
<b>Technology Delivery</b>	Establish a Technology Delivery team	The Technology Delivery Team establishes and manages Digital Services' delivery frameworks, solution architecture, solution delivery management, quality assurance and test frameworks and processes, change and release management, and project management including frameworks and project execution.
<b>Operations</b>	Change accountabilities for the Operations team	<p>Change the accountabilities of the existing Operations team and distribute them across the End User Services Team and Operations.</p> <p>The new Operations team is accountable for the management of RBNZ Corporate IT back-office platforms (infrastructure, networks, monitoring, databases, server management &amp; security platforms).</p> <p>This team is also responsible for the service delivery management, IT operational acceptance and transition processes, IT supplier lifecycle and management of service providers/suppliers, business continuity, disaster recovery including DR testing coordination.</p>
<b>End User Services</b>	Establish an End User Services team	<p>The End User Services team is accountable for RBNZ's end user technologies, devices, applications, and the service desk and knowledge management functions.</p> <p>This team also owns incident and problem management.</p>
<b>Location</b>	Increase Digital Services presence in the Auckland office	The Bank is clear in its intention to grow its presence in Auckland. It is timely that Digital Services also increases the number of staff members based there too to ensure ongoing consistent support and advice across both locations.
<b>Consistency</b>	Provide more consistent role titles, position descriptions and bands across all DS roles	Over the years, role titles, position descriptions and bands have diverged resulting in inconsistency across the department. It is proposed to make these more consistent across all roles.

### Section 4: Current Structure of Digital Services



## Section 5: Proposed Digital Services Structure

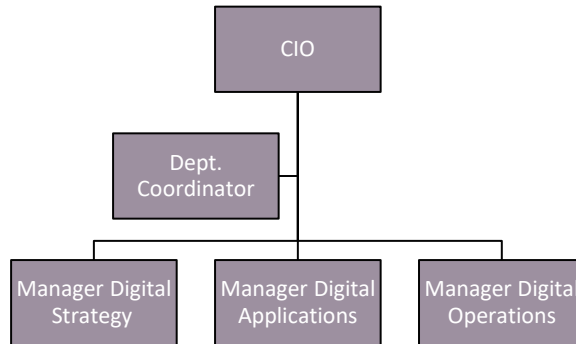


### Key

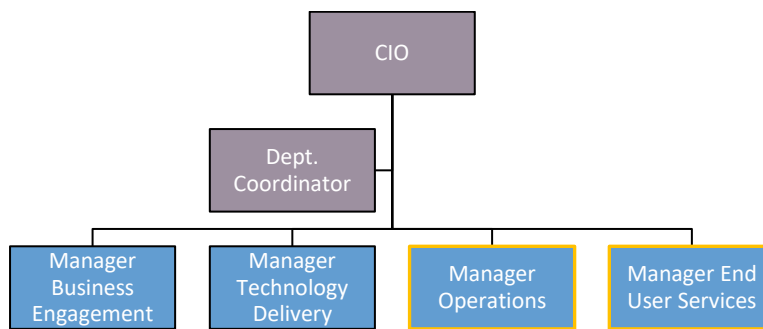
- Existing role
- Proposed new role
- Proposed new role, location anywhere
- Proposed new role, Auckland

## Section 6: Proposed Changes by Team





### Digital Services Leadership Team - Current Structure



### Digital Services Leadership Team – Proposed Future Structure



#### Key

-  Existing role
-  Proposed new role
-  Proposed new role, location anywhere
-  Proposed new role, Auckland

## Proposal 1

Implementing a new strategy, value chain and operating model for Digital Services drove a redistribution of functions and accountabilities for the Digital Services Leadership Team. This redistribution resulted in substantive changes to all existing roles, and consequently, all leadership roles will be disestablished.

The new, high-level accountabilities are listed in Section 3 above and as a result, four new leadership roles will be created – Manager Business Engagement, Manager Technology Delivery, Manager Operations, and Manager End User Services.

The Manager Business Engagement and Manager Technology Delivery will be located in Wellington. The other two leadership roles could be based in either Auckland or Wellington (or elsewhere if suitable).

## Digital Services Leadership Team - Proposed impacts by role

Team	Role Title	Reports to	Proposed impact	Details
Digital Strategy	Manager Digital Strategy	CIO	Substantive Change  Role Disestablished	Role does not exist in proposed structure
Digital Applications	Manager Digital Applications	CIO	Substantive Change  Role Disestablished	Role does not exist in proposed structure
Digital Operations	Manager Digital Operations	CIO	Substantive Change  Role Disestablished	Role does not exist in proposed structure

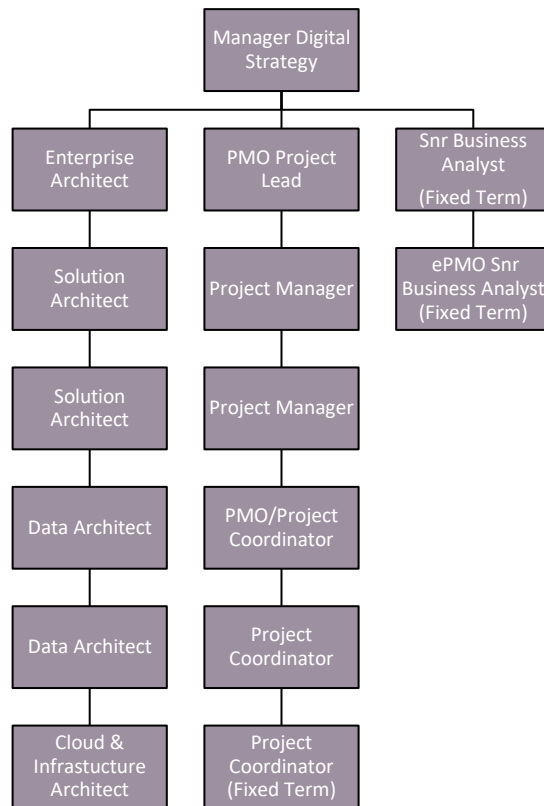
## Digital Services Leadership Team – Proposed new roles

Position Title	Location	Reports to	Selection method	Details
Manager Business Engagement	Wellington	CIO	Band 6 Level role  Open Contestable	Advertise internally and in market from 18 June if proposal progresses as intended
Manager Technology Delivery	Wellington	CIO	Band 6 Level role  Open Contestable	Advertise internally and in market from 18 June if proposal progresses as intended
Manager Operations	Any location	CIO	Band 6 Level role  Open Contestable	Advertise internally and in market from 18 June if proposal progresses as intended

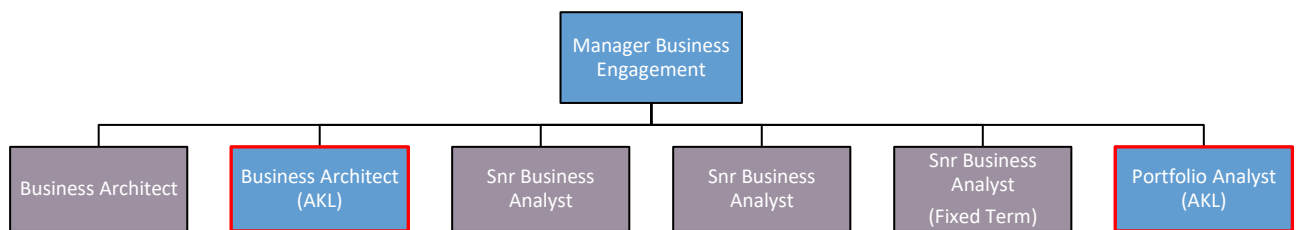
Manager End User Services	Any location	CIO	Band 6 Level role Open Contestable	Advertise internally and in market from 18 June if proposal progresses as intended
------------------------------	--------------	-----	---------------------------------------	--

## Proposed Changes – Digital Strategy Team

### Digital Strategy - Current Structure



## Business Engagement – Proposed Future Structure



### Key

- Existing role
- Proposed new role
- Proposed new role, location anywhere
- Proposed new role, Auckland



## Proposal 2

Establish a Business Engagement Team that manages business engagement on behalf of Digital Services, works with business owners to understand their technology needs & requirements, and co-designs roadmaps and high-level technology solutions with them.

This team will also be accountable for managing the DS portfolio of initiatives and ARB governance.

The key competencies in this team include business analysis, business architecture and IT portfolio analysis.

All new change initiatives – big and small – will come through this team with the exception of incidents and service requests which will continue to go to the Service Hub.

Establish a new Manager Business Engagement role, reporting to the CIO. The role is to be located in Wellington.

The existing Enterprise Architect role title will be changed to Business Architect.

Two new roles will be established, based in Auckland – Business Architect and Portfolio Analyst.

Move the ePMO function and three existing roles from Digital Services and relocate to Business Operations where it will have a higher profile and perform a more strategic enterprise function for the organisation. The specific roles are the PMO Project Lead, PMO Project Coordinator and ePMO Snr Business Analyst.

Move existing Project Manager and Project Coordinator roles to report to Manager Technology Delivery.

Move existing Snr Business Analyst roles including the fixed term role from the existing Strategy and Applications Teams in to this team.

Move existing Solution Architect, Cloud/Infra Architect and Data Architect roles to the Technology Delivery Team.

## Digital Strategy - Proposed impacts by role

Current Team	Role Title	Reports to	Proposed impact	Details	New Team
Digital Strategy	Manager Digital Strategy	CIO	Substantive Change Role Disestablished	Role does not exist in proposed structure	NA
Digital Strategy	Enterprise Architect	Digital Strategy Manager	Minor change Update to Mgr. title, role title and team	Reconfirmed to Business Architect role	Business Engagement
Digital Strategy	Solution Architect	Digital Strategy Manager	Minor change Update to reporting line to Team Lead Solution Architecture, and team name	Reconfirmed to Solution Architect role	Technology Delivery
Digital Strategy	Solution Architect	Digital Strategy Manager	Minor change Update to reporting line to Team Lead Solution Architecture, and team name	Reconfirmed to Solution Architect role	Technology Delivery
Digital Strategy	Data Architect	Digital Strategy Manager	Minor change Update to reporting line to Team Lead Solution Architecture, and team name	Reconfirmed to Data Architect role	Technology Delivery
Digital Strategy	Data Architect	Digital Strategy Manager	Minor change Update to reporting line to Team Lead Solution Architecture, and team name	Reconfirmed to Data Architect role	Technology Delivery

Digital Strategy	Cloud & Infrastructure Architect	Digital Strategy Manager	Minor change Update to reporting line to Team Lead Solution Architecture, role title and team name	Reconfirmed to Solution Architect role	Technology Delivery
Digital Strategy	PMO Project Lead	Digital Strategy Manager	Minor change Update to Mgr. title and team	Reconfirmed to ePMO Project Lead role reporting to GM Business Operations	Business Operations
Digital Strategy	PMO/Project Coordinator	Digital Strategy Manager	Minor change Update to Mgr. title and team	Reconfirmed to PMO/Project Coordinator, ePMO role reporting to GM Business Operations	Business Operations
Digital Strategy	ePMO Snr Business Analyst  (Fixed Term)	Digital Strategy Manager	Minor change Update to Mgr. title and team	Reconfirmed to ePMO Snr Business Analyst  (Fixed Term) role reporting to GM Business Operations	Business Operations
Digital Strategy	Project Manager	Digital Strategy Manager	Minor change Update to Mgr. title and team	Reconfirmed to Project Mgr. role	Technology Delivery
Digital Strategy	Project Manager	Digital Strategy Manager	Minor change Update to Mgr. title and team	Reconfirmed to Project Mgr. role	Technology Delivery
Digital Strategy	Project Coordinator	Digital Strategy Manager	Minor change Update to Mgr. title and team	Reconfirmed to Project Coordinator role	Technology Delivery

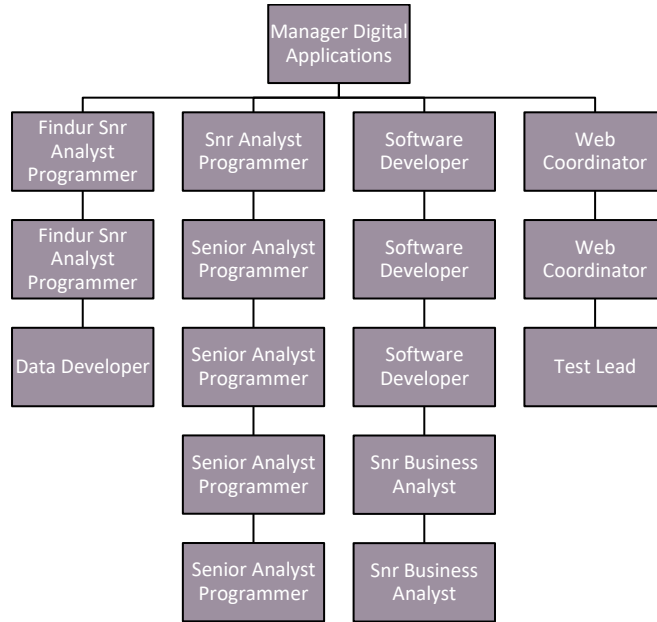
Digital Strategy	Project Coordinator (Fixed Term)	Digital Strategy Manager	Minor change Update to Mgr. title and team	Reconfirmed to Project Coordinator role (Fixed Term)	Technology Delivery
Digital Strategy	Snr Business Analyst (Fixed Term)	Digital Strategy Manager	Minor Change Update to Mgr. title and team	Reconfirmed to Snr Business Analyst role (Fixed Term)	Business Engagement

### Business Engagement – Proposed new roles

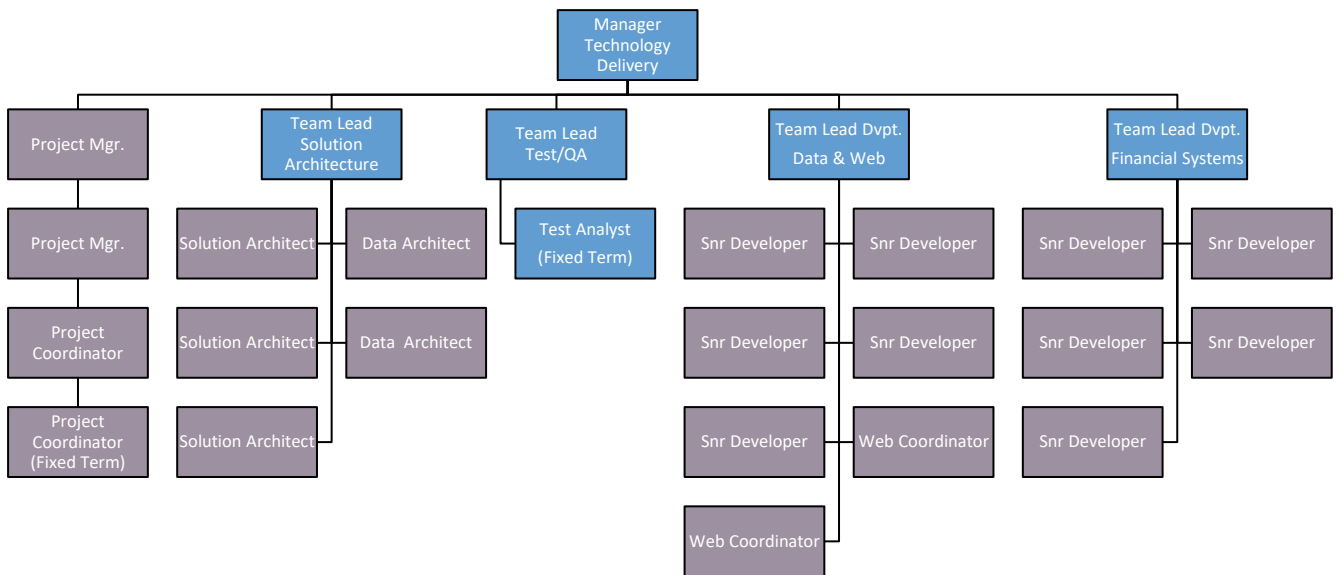
Position Title	Location	Reports to	Selection method	Details
Manager Business Engagement	Wellington	CIO	Band 6 Level role Open Contestable	Advertise internally and in market from 18 June if proposal progresses as intended
Portfolio Analyst	Auckland	Manager Business Engagement	Band 4 Level role Open Contestable	Advertise internally and in market from 18 June if proposal progresses as intended
Business Architect	Auckland	Manager Business Engagement	Band 5 Level role Open Contestable	Advertise internally and in market from 18 June if proposal progresses as intended

# Proposed Changes – Digital Applications Team

## Digital Applications – Current Structure



## Technology Delivery – Proposed Future Structure



### Key

- Existing role
- Proposed new role
- Proposed new role, location anywhere
- Proposed new role, Auckland

### Proposal 3

It is proposed to establish a Technology Delivery Team to manage Digital Services' delivery frameworks, solution architecture, solution delivery management, quality assurance and test frameworks and processes, change and release management, and project management including frameworks and the project execution.

Establish a new Manager Technology Delivery role, reporting to the CIO. The role is to be located in Wellington.

To ensure that there is sufficient capacity in the Technology Delivery team to manage all work flowing through from Business Engagement, existing Project Managers and Project Coordinator roles are retained and will move in to this team. The management of contract IT Project Managers will be performed by this team.

There is increased capacity in Solution Architecture with the addition of a Team Lead Solution Architecture based in Wellington. This role will be a skilled practitioner with team leading responsibilities. Existing solution architects and data architects will move from the existing Strategy Team in to this team.

Similarly, the new Team Lead Test/QA role based in Wellington will be a skilled practitioner responsible for leading the new Test Analyst (Fixed Term) role and other external test resources as and when required.

The Test Lead role will be disestablished.

All existing senior developer/developer/data developer/(Findur) analyst programmer roles will be consolidated under a generic Senior Developer position description and all roles will be Band 4.

Development has been split across two teams - Data and Web and Financial Systems - with teams of Senior Developers assigned to each. Each team will be led by newly created Team Lead roles, both roles will be based in Wellington.

There is a proposed reduction in the number of Senior Developers in the Development teams with five Senior Developers proposed for Data and Web and five proposed for Financial Systems. This would result in one Senior Developer role being disestablished.

Web Coordinators are retained as Band 3 roles in the Data and Web team.

Lastly, the existing Snr Business Analyst roles from the existing Applications Teams will move to the Business Engagement Team.

## Digital Applications - Proposed impacts by role

Current Team	Role Title	Reports to	Proposed impact	Details	New Team
Digital Applications	Manager Digital Applications	CIO	Substantive Change Role Disestablished	Role does not exist in proposed structure	NA
Digital Applications	Test Lead	Manager Digital Applications	Substantive Change Role Disestablished	Role does not exist in proposed structure	NA
Digital Applications	Findur Snr Analyst Programmer	Manager Digital Applications	Reduction in number of Senior Developer roles from 11 to 10 and creation of a generic Senior Developer role – Band 4	Closed contestable selection process	Technology Delivery
Digital Applications	Findur Snr Analyst Programmer	Manager Digital Applications	Reduction in number of Senior Developer roles from 11 to 10 and creation of a generic Senior Developer role – Band 4	Closed contestable selection process	Technology Delivery
Digital Applications	Senior Analyst Programmer	Manager Digital Applications	Reduction in number of Senior Developer roles from 11 to 10 and creation of a generic Senior	Closed contestable selection process	Technology Delivery

Current Team	Role Title	Reports to	Proposed impact	Details	New Team
			Developer role – Band 4		
Digital Applications	Senior Analyst Programmer	Manager Digital Applications	Reduction in number of Senior Developer roles from 11 to 10 and creation of a generic Senior Developer role – Band 4	Closed contestable selection process	Technology Delivery
Digital Applications	Senior Analyst Programmer	Manager Digital Applications	Reduction in number of Senior Developer roles from 11 to 10 and creation of a generic Senior Developer role – Band 4	Closed contestable selection process	Technology Delivery
Digital Applications	Senior Analyst Programmer	Manager Digital Applications	Reduction in number of Senior Developer roles from 11 to 10 and creation of a generic Senior Developer role – Band 4	Closed contestable selection process	Technology Delivery
Digital Applications	Senior Analyst Programmer	Manager Digital Applications	Reduction in number of Senior Developer roles from 11 to 10 and creation of a generic Senior Developer role – Band 4	Closed contestable selection process	Technology Delivery
Digital Applications	Data Developer	Manager Digital Applications	Reduction in number of Senior Developer roles from 11 to 10 and	Closed contestable	Technology Delivery



Current Team	Role Title	Reports to	Proposed impact	Details	New Team
			creation of a generic Senior Developer role – Band 4	selection process	
Digital Applications	Software Developer	Manager Digital Applications	Reduction in number of Senior Developer roles from 11 to 10 and creation of a generic Senior Developer role – Band 4	Closed contestable selection process	Technology Delivery
Digital Applications	Software Developer	Manager Digital Applications	Reduction in number of Senior Developer roles from 11 to 10 and creation of a generic Senior Developer role – Band 4	Closed contestable selection process	Technology Delivery
Digital Applications	Software Developer	Manager Digital Applications	Reduction in number of Senior Developer roles from 11 to 10 and creation of a generic Senior Developer role – Band 4	Closed contestable selection process	Technology Delivery
Digital Applications	Web Coordinator	Manager Digital Applications	Minor change Update to Mgr. title and team	Reconfirmed to Web Coordinator role	Technology Delivery
Digital Applications	Web Coordinator	Manager Digital Applications	Minor change Update to Mgr. title and team	Reconfirmed to Web Coordinator role	Technology Delivery

Current Team	Role Title	Reports to	Proposed impact	Details	New Team
Digital Applications	Snr Business Analyst	Manager Digital Applications	Minor change Update to Mgr. title and team	Reconfirmed to Snr Business Analyst role	Business Engagement
Digital Applications	Snr Business Analyst	Manager Digital Applications	Minor change Update to Mgr. title and team	Reconfirmed to Snr Business Analyst role	Business Engagement

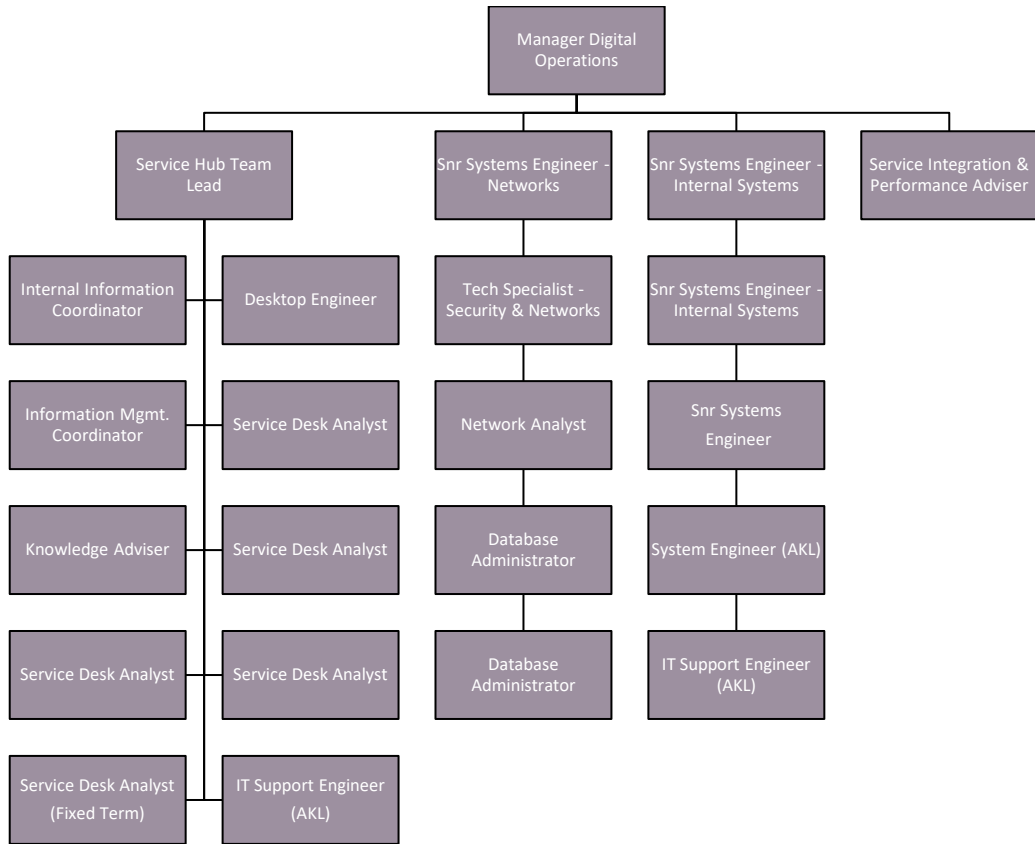
### Technology Delivery – Proposed new roles

Position Title	Location	Reports to	Selection method	Details
Manager Technology Delivery	Wellington	CIO	Band 6 Level role Open Contestable	Advertise internally and in market from 18 June if proposal proceeds as intended
Team Lead Solution Architecture	Wellington	Manager Technology Delivery	Band 5 Level role Open Contestable	Advertise internally and in market from 18 June if proposal proceeds as intended
Team Lead Test/QA	Wellington	Manager Technology Delivery	Band 5 Level role Open Contestable	Advertise internally and in market from 18 June if proposal proceeds as intended
Test Analyst (Fixed Term)	Wellington	Team Lead Test/QA	Band 4 Level role Open Contestable	Advertise internally and in market from 18 June if proposal proceeds as intended
Team Lead Development Data & Web	Wellington	Manager Technology Delivery	Band 5 Level role Open Contestable	Advertise internally and in market from 18 June if proposal proceeds as intended
Team Lead Development	Wellington	Manager Technology Delivery	Band 5 Level role Open Contestable	Advertise internally and in market from 18

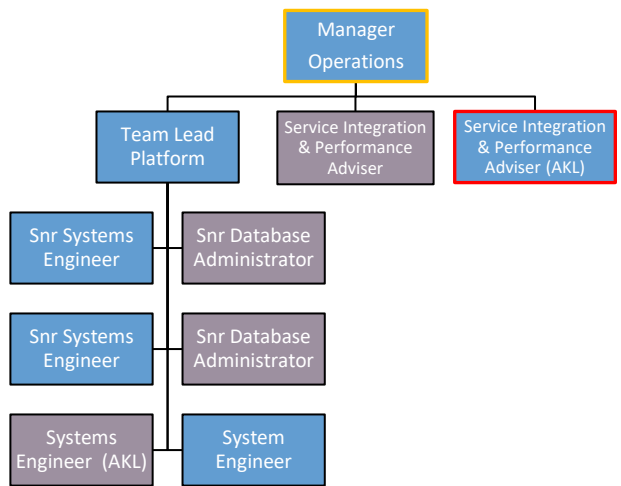
Financial Systems				June if proposal proceeds as intended
----------------------	--	--	--	--

# Proposed Changes – Digital Operations Team

## Digital Operations - Current Structure



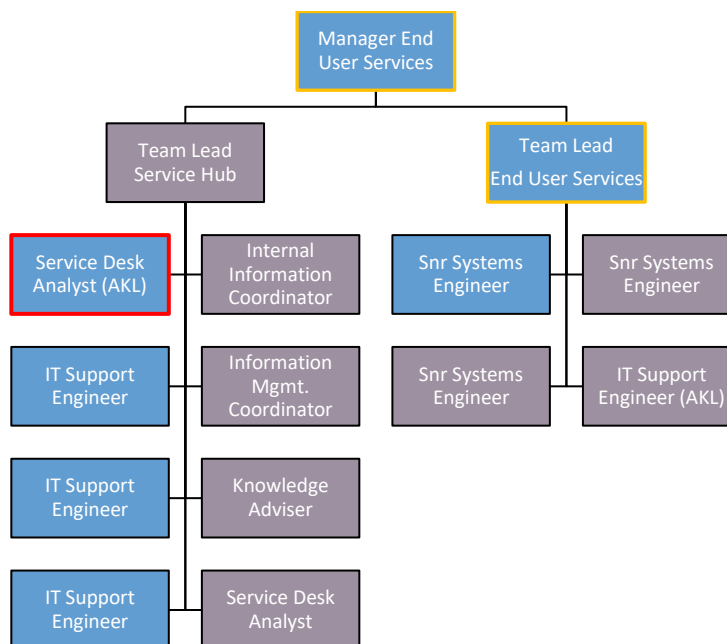
## Operations – Proposed Future Structure



### Key

- Existing role
- Proposed new role
- Proposed new role, location anywhere
- Proposed new role, Auckland

## End User Services – Proposed Future Structure



### Key

- Existing role
- Proposed new role
- Proposed new role, location anywhere
- Proposed new role, Auckland

### Proposal 4

Establish an Operations team that is accountable for the management of RBNZ Corporate IT back-office platforms (infrastructure, networks, monitoring, databases, server management & security platforms). See Appendix 3 for more details.

This team is also responsible for the service delivery management, IT operational acceptance and transition processes, IT supplier lifecycle and management of service providers/suppliers, business continuity, disaster recovery including DR testing coordination.

Establish a new Manager Operations role, reporting to the CIO, the role to be located in either Auckland or Wellington (or elsewhere if suitable).

Establish a new Team Lead Platform role, reporting to Manager Operations, the role to be located in Wellington.

Establish a new Service Integration & Performance Adviser role in Auckland.

Create two Snr Database Administrator roles – Band 4, and reconfirm existing database administrators.

Create generic role and role title for Snr Systems Engineer to remove the range of existing naming conventions and create a consistent, Band 4, Snr. Systems Engineer position description.

Disestablish the Technical Specialist – Security and Networks and Senior Systems Engineer Networks roles and redeploy incumbents into the two Snr System Engineer roles in this team.

Create generic role and role title for Systems Engineer to remove the range of existing naming conventions and create a consistent, Band 3, Systems Engineer position description.

Disestablish the Network Analyst role and redeploy incumbent into a new Systems Engineer role – Band 3 in Wellington.

Reconfirm existing Systems Engineer (AKL) into System Engineer role (AKL) in this team.

## **Proposal 5**

Establish an End User Services team that is accountable for the management of RBNZ end-user facing technologies, devices, and applications, and the service desk and knowledge management functions (see Appendix 3 for more details).

This team also owns incident and problem management.

Establish a new Manager End User Services role, reporting to the CIO. The role is to be located in either Auckland or Wellington (or elsewhere if suitable).

Establish a new Team Lead End User Services role, reporting to Manager End User Services, the role to be located in either Auckland or Wellington (or elsewhere if suitable).

Create generic role and role title for Snr Systems Engineer to remove the range of existing naming conventions and create a consistent, Band 4, Snr Systems Engineer position description.

Disestablish one Senior Systems Engineer - Internal Systems (Band 5) role and redeploy incumbent into the Snr System Engineer role in this team.

Reconfirm Snr Systems Engineer - Internal Systems (Band 4) from existing Operations team into this team.

Reconfirm Snr Systems Engineer from the existing Digital Operations team in this team.

The role of Desktop Engineer will be disestablished.

Disestablish IT Support Engineer (AKL) - Band 2 role and reconfirm incumbent into a new Service Desk Analyst AKL role (Band 2).

Disestablish 3 Service Desk Analyst (Band 3) roles and reconfirm incumbents in to 3 new IT Support Engineer roles (Band 3) in Wellington.

Retain one Service Desk Analyst role in Wellington (Band 2) and reconfirm incumbent in to this role.

Move existing IT Support Engineer Role (AKL) – Band 3, from the existing Digital Operations team to the End User Services team.

## Breakdown of Team Accountabilities

### (Operations and End User Services)

The following table provides a further breakdown of the products/services that the Operations and End User Services team are accountable for.

Operations	End User Services
<ul style="list-style-type: none"> <li>• Cloud PaaS platforms - Azure, AWS</li> <li>• IaaS platforms</li> <li>• Authentication Services - Active Directory, Azure AD</li> <li>• File Sharing - Accellion/Kiteworks</li> <li>• Monitoring (excl. Application)</li> <li>• Networking</li> <li>• Databases</li> <li>• Server Management</li> <li>• Security Platforms (not managed by vendors)</li> </ul>	<ul style="list-style-type: none"> <li>• Document Management</li> <li>• Office Productivity</li> <li>• Meeting Room Services</li> <li>• Telephony incl Trading Platform and Voice Recording</li> <li>• Desktop and end user peripheral hardware and Operating System incl VDI</li> <li>• Mobile Device Management</li> <li>• Printing Services</li> <li>• Chat/Messaging services</li> <li>• Video Conferencing</li> <li>• Fax</li> <li>• Group Policy related to End User settings including App Whitelisting</li> <li>• Stats Datalab kiosks</li> </ul>

## Digital Operations - Proposed impacts by role

Current Team	Role Title	Reports to	Proposed impact	Details	New Team
Digital Operations	Manager Digital Operations	CIO	Substantive Change  Role Disestablished	Role does not exist in proposed structure	NA
Digital Operations	Desktop Engineer	Service Hub Team Lead	Substantive Change  Role Disestablished	Role does not exist in proposed structure	NA
Digital Operations	Service Hub Team Lead	Manager Digital Applications	Minor change Update to title, Mgr. title and team	Reconfirmed into existing role Team Lead Service Hub role	End User Services
Digital Operations	Internal Information Coordinator	Service Hub Team Lead	Minor change Update to Mgr. title and team	Reconfirmed into existing Internal Information Coordinator role	End User Services
Digital Operations	Information Mgmt. Coordinator	Service Hub Team Lead	Minor change Update to Mgr. title and team	Reconfirmed into existing information mgmt. coordinator role	End User Services
Digital Operations	Knowledge Adviser	Service Hub Team Lead	Minor change Update to Mgr. title and team	Reconfirmed into existing Knowledge Adviser role	End User Services
Digital Operations	Service Desk Analyst  (Band 2)	Service Hub Team Lead	Minor change Update to team name	Reconfirmed to Service Desk Analyst role (WLG)  – Band 2	End User Services
Digital Operations	Service Desk Analyst	Service Hub Team Lead	Minor change	Reconfirmed to new IT Support	End User Services



Current Team	Role Title	Reports to	Proposed impact	Details	New Team
	(Band 3)			Engineer role – Band 3(WLG)	
Digital Operations	Service Desk Analyst (Band 3)	Service Hub Team Lead	Minor change	Reconfirmed to new IT Support Engineer role – Band 3 (WLG)	End User Services
Digital Operations	Service Desk Analyst (Band 3)	Service Hub Team Lead	Minor change	Reconfirmed to new IT Support Engineer role – Band 3 (WLG)	End User Services
Digital Operations	Service Desk Analyst (FT)	Service Hub Team Lead	NA – fixed term concludes at end of employee agreement	N/A	N/A
Digital Operations	IT Support Engineer (AKL) (Band 2)	Service Hub Team Lead	Minor Change Update to PD title, Mgr. title and team name	Reconfirmed to new Service Desk Analyst role (AKL) – Band 2	End User Services
Digital Operations	Senior Systems Engineer - Networks	Manager Digital Operations	Offered redeployment	Offered redeployment into Snr System Engineer role Band 4	Platforms – Operations
Digital Operations	Technical Specialist – Security & Networks	Manager Digital Operations	Offered redeployment	Offered redeployment into Snr System Engineer role Band 4	Platforms - Operations
Digital Operations	Senior Systems Engineer – Internal Systems	Manager Digital Operations	Minor change Update to role title, Mgr. title and team	Reconfirmed into Snr System Engineer role - Band 4	End User Services

Current Team	Role Title	Reports to	Proposed impact	Details	New Team
Digital Operations	Senior Systems Engineer – Internal Systems	Manager Digital Operations	Offered redeployment	Offered redeployment into Snr System Engineer role - Band 4	End User Services
Digital Operations	Snr Systems Engineer	Manager Digital Operations	Minor change Update to role title, Mgr. title and team	Reconfirmed into Snr System Engineer role - Band 4	End User Services
Digital Operations	Network Analyst	Manager Digital Operations	Offered redeployment	Offered redeployment into System Engineer role – Band 3	Platforms – Operations
Digital Operations	Systems Engineer (AKL)	Manager Digital Operations	Minor Change Update to Mgr. title and team	Reconfirmed to System Engineer Platforms (AKL) Band 3	Platforms – Operations
Digital Operations	Database Administrator	Manager Digital Operations	Minor change Update title to Snr DBA, changed Mgr. title and team	Reconfirmed into Senior Database Administrator role – Band 4	Platforms - Operations
Digital Operations	Database Administrator	Manager Digital Operations	Minor change Update title to Snr DBA, changed Mgr. title and team	Reconfirmed into Senior Database Administrator role – Band 4	Platforms - Operations
Digital Operations	IT Support Engineer (AKL) (Band 3)	Manager Digital Operations	Minor change Update to Mgr. title and team	Reconfirmed into IT Support Engineer role (AKL) Band 3	End User Services

Current Team	Role Title	Reports to	Proposed impact	Details	New Team
Digital Operations	Service Integration & Performance Advisor	Manager Digital Operations	Minor change Update to Mgr. title and team	Reconfirmed into existing Service Integration & Performance Advisor role	Operations

### Operations – Proposed new roles

Position Title	Location	Reports to	Selection method	Details
Manager Operations	Any location	CIO	Band 6 Level role Open Contestable	Advertise internally and in market from 18 June if proposal proceeds as intended
Service Integration & Performance Advisor	Auckland	Manager Operations	Band 5 Level role Open Contestable	Advertise internally and in market from 18 June if proposal proceeds as intended
Team Lead Platform	Wellington	Manager Operations	Band 5 Level role Open Contestable	Advertise internally and in market from 18 June if proposal proceeds as intended
Snr Systems Engineer	Wellington	Team Lead Platforms	Band 4 level role	Redeployment offered to Technical Specialist – Security & Networks
Snr Systems Engineer	Wellington	Team Lead Platforms	Band 4 level role	Redeployment offered to Senior Systems Engineer – Internal Systems

## End User Services – Proposed new roles

Position Title	Location	Reports to	Selection method	Details
Manager End User Services	Any location	CIO	Band 6 Level role Open Contestable	Advertise internally and in market from 18 June if proposal proceeds as intended
Team Lead End User Services	Any location	Manager End User Services	Band 5 Level role Open Contestable	Advertise internally and in market from 18 June if proposal proceeds as intended
IT Support Engineer	Wellington	Team Lead Service Hub	Band 3 level role	Service Desk Analyst (Band 3) to be reconfirmed into this role
IT Support Engineer	Wellington	Team Lead Service Hub	Band 3 level role	Service Desk Analyst (Band 3) to be reconfirmed into this role
IT Support Engineer	Wellington	Team Lead Service Hub	Band 3 level role	Service Desk Analyst (Band 3) to be reconfirmed into this role
Service Desk Analyst (AKL)	Auckland	Team Lead Service Hub	Band 2 level role	IT Support Engineer (AKL) – (Band 2) to be reconfirmed in this role.

## Section 7: Indicative Timeline

These are the timelines proposed for the Digital Services change process. These dates are indicative and may change subject to feedback.

Date	Activity
25 May	Op Model & Strategy presented to SLT for approval
28 May	Digital Services announces consultation for change
28 May – 11 June	Indicative Consultation Period
3 & 9 June	Q&A sessions with staff
18 June	Indicative announcement of decision
18 June – 2 July	Run closed contestable process and advertise new open contestable roles
1 July	Digital Services new structure effective from
2 July onwards	Continue to recruit for and appoint to new roles

## Section 8: Providing Feedback

We welcome feedback on this proposal. When giving feedback on the proposal it is helpful to focus on any issues related to the proposal that may be problematic or require further consideration. You should also consider providing possible alternatives and identify advantages with the change proposed. To assist in considering your feedback, it is helpful to explain your rationale and provide any relevant information to support your comments.

Your feedback and questions may be provided individually or as a group. To assist in consideration of feedback, please use the [Feedback Form](#), and email it to [DSOPModelFeedback@rbnz.govt.nz](mailto:DSOPModelFeedback@rbnz.govt.nz). Please provide your feedback and any questions by **5pm 11 June 2020**. Please be mindful that this proposal is commercial in confidence, however you are welcome to seek independent advice and support.

## Appendix 1 - Change Implementation Plan

If the Digital Services Change proposal proceeds as it is currently intended, the change implementation process will involve the following key activities:

1. Any staff member who is able to be reconfirmed or is offered redeployment will be issued with an updated position description and variation to their terms and conditions from the effective date of the change. In the event that a staff member declines reconfirmation or redeployment into a role which is considered comparable on similar terms and conditions, there is no entitlement to redundancy compensation.
2. New position descriptions issued for Digital Services staff members contain updated Bank competencies which have been developed to provide consistency across roles.
3. Where it is proposed there is a reduction in the number of roles e.g. Senior Developers, a closed contestable selection process will be run with affected staff members shortly after the decision was announced.
4. Possible redeployment opportunities will be explored through Options meetings with staff members who do not obtain a position in the new Digital Services structure. This includes anyone not redeployed through a closed contestable selection processes. Redundancy is the last option if redeployment options are unsuccessful.
5. Staff members who hold a position that is disestablished and who obtain a position in the new structure would move to that new position on the implementation date of the new structure or as mutually agreed. There would be no entitlement to redundancy compensation in this situation.
6. Where staff members are given notice of redundancy, this does not limit opportunities for redeployment or applying for other positions. Options would continue to be explored throughout the notice period.

### Key Definitions

Affected person	Individuals whose current or substantive position is proposed to be disestablished or significantly changed
Reconfirmed	Where roles are similar in responsibility and are able to be fulfilled with current skills and knowledge, salary, and conditions no less favourable, reasonable commuting distance and where duties and responsibilities are comparable.
Redeployment	Appointing a person to a new position in the new structure for which they have skills and experience, possibly with some training support as necessary.
Open contestable	Open contestable roles present opportunities for internal candidates and external candidates. The intention in making roles open and contestable is to review internal capability whilst testing the external market in order to select the best match for requirements. This is particularly important for new Band 6 Manager roles as they are key senior appointments with strategic accountabilities.

---

Closed contestable process

Applies to a situation where a role is filled through a contestable process that is limited to a defined group of staff members e.g. in the instance of the reduction of roles. In a situation where there is a proposed reduction in the number of the same or similar roles e.g. Snr Developers reducing from 11 to 10, the affected Snr Developers are interviewed and assessed against the skills and experience required in the new roles (as stated in the position description) in order to redeploy 10 Snr. Developers.

---

If the DS change proposal proceeds as it is currently set out, these indicative timeframes and sequencing of selection activities would apply.

Date	Action
18 June 2020	Digital Services Decision announcement
18-19 June	All reconfirmation meetings conducted Confirmation of closed contestable selection process for affected staff members Open contestable roles (new roles) advertised
w/c 22 June	Run closed contestable selection process for <ul style="list-style-type: none"><li>• Snr Developers</li></ul>
w/c 29 June	Confirm appointments following closed contestable selection process and conduct options meeting with anyone not appointed
2 July	Advertising for open contestable roles end. Shortlisting commences
w/c 6 July	Finalise shortlist, book interviews and confirm panels
w/c 13 July	Commence interviews for 1st batch of new DS roles (see below)
August 2020	Commence interviews for 2 <sup>nd</sup> batch of new DS roles

### Assessment methods and criteria

Detail on the exact assessment and selection methods that will be used for each role will be confirmed at the time. However, for affected staff members, the following criteria will be assessed through an interview process with an internal panel:

- Technical skill and experience requirements specific to the role (as per the position description)
- Match to RBNZ behaviours and competencies
- Previous performance in role

Affected staff members will be interviewed by a panel comprised of internal RBNZ staff members. Panels and timing of interviews will be confirmed at the point the decision is announced to Digital Services.

For open contestable roles, selection decisions are likely to be based on a combination of CV, interview and references. Additional assessments such as presentations and work sample testing may also be considered if required, particularly for external candidates.

The following criteria are likely to be assessed through the process:

- Technical skill and experience specific to the role
- Match to RBNZ behaviours and competencies
- Leadership Competencies
  - Testing may also be incorporated if deemed appropriate

The proposed method and sequencing to interview for Digital Services positions is summarised below.

Role	Selection method	Indicative sequencing of interviews
Snr Developer x10	Closed Contestable selection process	W/c 22/6
Manager Business Engagement	Open Contestable	W/c 13/7
Manager Technology Delivery	Open Contestable	W/c 13/7
Manager Operations	Open Contestable	W/c 13/7
Manager End User Services	Open Contestable	W/c 13/7
Team Lead Test/QA	Open Contestable	W/c 13/7
Test Analyst (fixed term)	Open Contestable	W/c 13/7
Team Lead Development - Data & Web	Open Contestable	W/c 13/7
Team Lead Development - Financial Systems	Open Contestable	W/c 13/7
Team Lead Solution Architecture	Open Contestable	August 2020
Portfolio Analyst (AKL)	Open Contestable	August 2020
Business Architect (AKL)	Open Contestable	August 2020
Service Integration & Performance Advisor (AKL)	Open Contestable	August 2020
Team Lead Platform	Open Contestable	August 2020
Team Lead End User Services	Open Contestable	August 2020



## **Appendix 2- Getting support through change**

### **People support**

Work is a big part of life so any organisational change can be very unsettling. We're anxious to ensure you're supported in any of the natural concerns you may have in response to this change proposal.

Please ask for support anytime you need it and remember to be understanding towards your colleagues who may also be potentially impacted and anxious or distracted as a result.

### **Talk about your queries or concerns**

You are able to talk to Scott Fisher, Orlaith Gadsden (Change Manager) or your Internal HR contact, Jodie Crump about any queries or concerns you have during this period. They are able to help you work through the proposal and next steps.

### **Employee assistance programmes**

Confidential counselling is available for all employees. This can be accessed at any time by calling 0508 664 981 or by emailing [assistance@vitae.co.nz](mailto:assistance@vitae.co.nz)

Vitae provides independent, confidential, professional, and free support for any personal difficulties that may affect work performance and home life.

### **Stay informed**

Make time to read the proposal and the supporting information. Being informed can help feel more in control of what's happening. If you need to, talk to your Manager about finding time to balance this alongside your work.