



**Te Tāhuhu o
te Mātauranga**
Ministry of Education

Ngā Whakataunga o Te Pou Hanganga, Matihiko | Te Pou Hanganga, Matihiko Decisions

November 2022

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He kupu nā te Hautū | Message from the Hautū

Kei te mihi ahau i te hunga, i ngā tīma hoki i whai wā ki te whakaaroaro, ki te whakautu hoki i ngā tāpaetanga i tuhia ki te puka whiriwhiri. Kei te mōhio ahau he wero nui ngā panonitanga, ā, ka tino pērā mēnā kei te whakairo anō i tā tātou taera mahi puta noa i tētahi wāhimahi nui pēnei i tō tātou. Nā te mea kua mahi mātou i ngā mahi hanga i tā tātou rōpū i tēnei tau me te hāwhe kua taha nei, he mea nui ki ahau kia aro tonu tātou ki tō tātou moemoeā o te tuku i ngā ratonga whakaaro nui, tomopai anō hoki ki te pūnaha mātauranga.

I roto i te hātepe whiriwhiri, kua tautoko ō kōrero whakahoki i tērā moemoeā, me te aha, kua mārama ake me whanake tonu tā tātou taera mahi, tae ana ki ngā pāhekotanga nui ake i roto o Te Tāhuhu, hei tautoko pai ake i Te Mahau nā te mea ko ia tā tātou kiritaki matua. Kua āta whakaarohia ō kōrero whakahoki, me te aha, kua whakarite whakatau mātou ko ōku hoa Hautū e pā ana ki ā mātou panonitanga kua tāpaetia me ngā tūāoma ka whai ake i tēnei wāhanga o ngā panonitanga.

Pēnei i tā lona i whakatūturu ai i te wāhanga tuatahi o tēnei puka, ka panonihia tō tātou ingoa ki Te Pou Hanganga, Matihiko | Infrastructure & Digital. Ka pai ake te whakaatatanga o tēnei panonitanga i te wāhi ki tā tātou rōpū me tana tautoko i te whare o Te Tāhuhu o te Mātauranga.

Kei te whakaae ahau ki ngā kōrero whakahoki i tae mai ki ā mātou e pā ana ki te tohu ake i ētahi anō arawātea ki te whakatōpū i ngā tūranga me te whakaheke i ngā tāruatanga puta noa i Te Tāhuhu me Te Mahau. Nā runga i tēnei, me ngā matapakitanga hoki ki ētahi atu Hautū, ka kimi tonu mātou i ētahi ara hei whakahāngai i ētahi anō tūranga. Tae ana ki ngā haepapa whiwhinga me ētahi atu wāhanga o Te Tāhuhu i 2023 e ngātahi ake ai ngā mahi hei wāhi mahi kotahi.

Kei te iho o ēnei whakatau ko te whāinga o te tautoko i ngā pāhekotanga pai ake i tā tātou rōpū, otirā, i te wāhi mahi whānui. He mea nui kia whakamahi tātou i ō tātou pūkenga ki te whakapakari, ki te hāpai hoki i Te Tāhuhu o te Mātauranga. Waihoki, ka taea te whakawhirinaki atu ki ētahi atu wāhanga o te wāhi mahi ki te tuku mai i ngā ratonga kōunga ki ā tātou.

Mā ēnei panonitanga e pakari ake ai tā tātou tuku i ngā 'panonitanga matua e whā, te whanake i tā tātou mahi tahi me Te Mahau, me te āwhina hoki ki te whakatutuki i ō tātou whāinga pae tawhiti kua tuhia ki tā tātou Mahere Mahi. He waiwai te mahi tahi i roto i tēnei hanganga. I whakawhanakehia tā tātou hātepe whiriwhiri me ngā Pou Ārahi, kaimahi Māori anō hoki. He nui te wāhi ki ā rātou kōrero whakahoki i roto i ā mātou whakatau.

Ko ngā tūāoma ka whai ake ka aro nei ki tā tātou whakaū i ēnei whakatau me te hanga i ngā whakapaitanga whai hua, toitū hoki. Nā te hātepe whiriwhiri, whakatau hoki i mārama ai ki ahau taku mahi tahi ki tētahi tīma mutunga kē mai nei o te ngaio, e hihiko ana ki te whakatutuki i tō tātou moemoeā. Mōku, kei te hiamō ahau ki te mahi tahi tonu atu ki a koutou ko ōku hoa Hautū ki te whakawhanake tonu i tētahi wāhimahi pāheko ake, te hanga i ngā whāmotanga me te whakaheke i ngā tāruatanga mēnā e taea ana te pērā. E angitu ai, me mahi tahi tātou ki ngā tīma katoa, ki ngā rōpū katoa i runga i te pāheko, me te kotahitanga.

E hiamō ana ki ngā ekenga ka taea e tātou.

Ngā mihi,
Scotty Evans
Hautū, Te Pou Hanganga, Matihiko

Thank you to those individuals and teams that took the time to consider and respond to the proposals contained in the consultation document. I know that change can be challenging, especially when we are looking to reshape how we work across a large organisation like ours. As we've undergone the mahi of creating our group over the last year and a half, it's important to me that we are continuing to focus on our vision of providing inclusive and accessible services to the education system.

During the consultation process, your feedback has supported that vision and it has become clear that we need to continue to improve the way we work, including through greater integration within Te Tāhuhu, to better support Te Mahau as our main customer. Your feedback has been considered carefully and I, in alignment with my fellow Hautū, have made decisions about our proposed changes and next steps for this phase of change.

As Iona confirmed in the opening section of this document, our group name will change to Te Pou Hanganga, Matihiko | Infrastructure & Digital. This change will better reflect our group's role supporting the symbolic whare of Te Tāhuhu o te Mātauranga.

I agree with the feedback that we received regarding identifying further opportunities to consolidate functions and reducing duplication across Te Tāhuhu and Te Mahau. Based on this, and in discussion with other Hautū, we will continue to look at ways to align additional functions. This includes bringing accountability for procurement with other areas of Te Tāhuhu in 2023 so that we can more seamlessly integrate as one organisation.

At the core of these decisions is the goal of supporting better integration within our group and within the wider organisation. It is important for us to use our expertise to help strengthen and support Te Tāhuhu o te Mātauranga. Likewise, we can rely on other parts of the organisation to deliver a quality service to us.

These changes will allow us to strengthen our delivery of the four key shifts, improve our collaboration with Te Mahau, and help achieve our long-term objectives that are laid out in our Game Plan. Collaboration is key throughout this design. Our consultation process was developed alongside our Pou Arahi and Māori colleagues, and their feedback has been an important part of our decision making.

The next stages will focus on how we can implement these decisions and create effective and lasting improvements. The consultation and decision process has made it clear that I work with an outstanding team of professionals who are passionate about how we can achieve our vision. For my part, I am looking forward to continuing to work with you all and with my fellow Hautū to further develop an integrated organisation, creating efficiencies and reducing duplication where possible. Success will require all of us working together, across teams and across groups in an integrated and collaborative way.

I am looking forward to what we can achieve together.

Ngā mihi,
Scotty Evans
Hautū, Te Pou Hanganga, Matihiko

Te Tirohanga Whānui o Te Pou Hanganga, Matihiko | Te Pou Hanganga, Matihiko Overview

Why we are changing

The prime purpose for the change is increase integration and reduce duplication. During the consultation, I proposed to transfer our Training Services team and Finance and Investment team, as well as the Principal Advisor Risk Management, to Te Pou Rangatōpū | Corporate to enable better integration.

The most significant change proposed was to establish a new structure, digital operating model, and ways of working within Te Uepū Matihiko | Digital.

High-level feedback themes

Thank you to those individuals and teams who provided feedback on the proposal. I received around 400 submissions and responses regarding Te Pou Hanganga, Matihiko, with the majority focused on the digital team proposals.

These submissions were very useful to help understand what areas of the proposed changes you largely agreed with, and where there were further opportunities for explanation, clarification or additional consideration of changes.

At a high level, your feedback consisted of the following themes:

- Duplication of services existed in the proposal, between groups and across the organisation.
- Proposals lacked alignment between Hautū.
- In general, support exists for the change to the digital operating model. However, there was detailed and specific feedback and questions around job sizes, responsibilities and how the new model would work.
- The digital operating model is an enterprise-wide practice and product model. However, there are still several digital service groups embedded across the organisation that were not proposed to be brought into this model.
- There was mixed feedback on transferring Finance and Investment into Te Pou Rangatōpū.

The section below outlines key themes of feedback submitted on the proposal and an overview of the respective decisions for each group. More detail on feedback themes and responses (including position-specific changes decided upon) is provided later in this document.

Training Services, Finance and Investment and Principal Advisor Risk Management

Feedback was received from people within Te Pou Hanganga, Matihiko, Te Pou Rangatōpū, and internal customers across the organisation. The appetite for change is greater than we predicted in our original proposal with a focus on consolidating specialisation functions over time with careful transition management to minimise disruption to current services. There is a strong desire for consistency and removing the possibility of duplication, especially across Te Pou Hanganga, Matihiko and Te Pou Rangatōpū.

Feedback was mixed, with some suggesting that, as well as consolidating the Finance and Training Services capability, there could be further reduction of duplication by consolidating other areas across Te Pou Rangatōpū and Te Pou Hanganga, Matihiko.

Further feedback provided for these areas is detailed as part of Te Pou Rangatōpū decisions.

Te Uepū Matihiko | Digital

Out of the 400 submissions, over 70 pieces of digital-specific feedback were received and over 100 questions were reviewed and responded to across the consultation period. This high level of engagement and detailed input from our Digital team members was very useful for helping me assess the proposed changes.

The feedback I received has resulted in some changes between the proposals I consulted on and my final decisions. The feedback will continue to be extremely valuable as we enter into a period of transition and implementation.

While a number of questions were raised in the consultation feedback, there was a strong signal of support for the direction of the proposed operating model. The majority of feedback and questions expressed general agreement with the proposed operating model and structure. However, a substantial amount of the feedback focused on understanding how this model would work in practice. Several submissions sought further information and detail to help understand how the operating model would function and how it would see digital products and services being designed, delivered, released and supported. During the next phase, you will have the opportunity to engage and contribute to that process to ensure our new digital operating model will help enhance the experience for our people and our customers alike.

For information on our organisational high-level feedback themes, please read Part A of our Decisions Document. Additional detail on the key themes of the feedback and responses relating to this business group is [provided here](#).

Our design going forward

After reviewing the consultation feedback, I now confirm the following decisions:

Training Services

The Te Pou Hanganga, Matihiko Training Services team will move to Te Pou Rangatōpū to bring together like functions and reduce duplication across all parts of te Tāhuhu o te Mātauranga. This also includes transferring the Senior Training Advisor position from within Te Pou Hanganga, Matihiko (Business Services) to Te Pou Rangatōpū (People, Sustainability and Place). A dotted line will exist for this team back to the Manager Digital Solution Support to maintain the close relationship between these teams. This shift will strengthen our internal training development capability across Te Tāhuhu o te Mātauranga.

Finance and Investment

The Te Pou Hanganga, Matihiko Finance and Investment team will move to Te Pou Rangatōpū. This decision will reduce duplication across teams and achieve greater consistency of finance management frameworks, policies and processes.

Principal Advisor Risk Management

The Principal Advisor Risk Management role will move from Te Pou Hanganga, Matihiko to the Strategy and Performance team in Te Pou Rangatōpū. We are supporting best practice decision-making for the organisation by establishing enterprise-wide governance alongside risk management, planning and strategy.

The proposed transition date for these moves is 31 March 2023. Additional information about the feedback that was received, the decisions and structure can be found as part of the Te Pou Rangatōpū decisions.

Te Uepū Matihiko | Digital

I will establish a new structure, digital operating model and ways of working for Te Uepū Matihiko to be embedded over the next 18-24 months. This is an enterprise-wide practice and product model.

The most significant features of the Te Uepū Matihiko proposal that have been confirmed include:

- The consistent application of a digital product delivery model; this is an enterprise-wide practice and product model.
- The delivery of digital products and services will be divided across three customer-oriented delivery ‘towers’.

- The establishment of practices that will be responsible for:
 - Curating methodologies and tools that will be used consistently across the delivery towers
 - Caring for the Digital teams and people within the practice, including pastoral care and building professional capability
 - Ensuring the Digital group has resourcing and appropriate sourcing strategies in place to ensure supply can meet demand.
- Shifting functions that are not strictly digital functions, but that form part of a broader set of integrated services within Te Pou Hanganga, Matihiko, into a Digital Delivery Enablement group. This group will be led by a transitional role, the Manager Digital Delivery Enablement. Further design will occur in early 2023 to refine the design of these services.
- The Digital Solution Support tower will be responsible for bringing together all support functions, service desk, infrastructure and applications support, with a dotted line connection to Training Services (in Te Pou Rangatōpū).

Detailed information about the changes within Te Uepū Matihiko is [provided here](#).

What happens next

Expressions of Interest and support for staff

Affected people can submit an expression of interest (EOI) for any vacancies or new positions from 24 November 2022. More information on the EOI process and support for our people is in Part A of our Decisions Document.

Implementation of change

We will implement the decisions to move the confirmed teams and roles to Te Pou Rangatōpū with a proposed transition date of 31 March 2023. Implementation will be led by Te Pou Rangatōpū under their Transition Plan, with the intention to have their operating model implemented and continuously improved by the end of 2023.

This is the beginning of a significant programme of work as we transition into the new operating model and embed these changes over the coming 18-24 months. We recognise that there are many aspects that still need to be worked through and not all questions are able to be answered at this time. To that end, we are releasing an additional, complementary document ([Digital Operating Model Supplementary Information Pack](#)). The document goes into some additional detail about specifics of the operating model and digital ways of working, and how things are intended to come together under the new model. Over the coming months we'll work to establish further answers and solutions together, and we will continue to share this information with Te Uepū Matihiko as we commence our implementation and transition phase.

Continuous improvement is the way that we will achieve our vision for Te Pou Hanganga, Matihiko. As we work to make these changes, there will be ongoing mahi as we continue to integrate and support the wider Te Tāhuhu o te Mātauranga with the shift to local and regional voice. The feedback you have provided to date has helped inform our next steps, and we will continue to update you on opportunities to provide input and involvement throughout our ongoing process of continual improvement.

Additional opportunities to reduce duplication

Based on the feedback received, I acknowledge that there are further opportunities to consolidate functions and reduce duplication across Te Tāhuhu and Te Mahau. Because of this, and in discussion with other Hautū, we will continue to look at ways to identify and align additional functions.

- There is ongoing discussion between Te Mahau takiwā and Te Pou Hanganga, Matihiko in order to establish clearer and more consistent geographical boundaries.
- Te Pou Rangatōpū will continue to move towards greater integration of procurement functions across Te Tāhuhu o te Mātauranga with details to be worked through in early 2023. They will appoint a tier 3 Chief Procurement Officer by 31 March 2023 that would sit within Te Pou Rangatōpū and

would be accountable for all procurement practice across the Ministry. The Chief Procurement Officer would be responsible for working with the respective Hautū to review and provide a recommendation on the best approach to integration, and how and when to implement this. Any potentially affected and impacted people will be consulted on proposed changes before a decision is made.

- In line with continuing to look for opportunities to consolidate and reduce duplication while enhancing the customer experience, the Chief Legal Advisor, Te Pou Rangatōpū and Director Legal Services, Te Pou Hanganga, Matihiko will work together to review options and provide a recommendation to the respective Hautū by 30 April 2023 to see if there are benefits in grouping the legal functions together. Any potentially affected and impacted people will be consulted on proposed changes before a decision is made.
- In line with continuing to look for opportunities to consolidate and reduce duplication while enhancing the customer experience, once the General Manager, Integration Services in Te Pou Rangatōpū is appointed, they will work with Group Manager Business Services and Chief Digital Officer in Te Pou Hanganga, Matihiko to review options around Ministry-wide service desk activity and functions and provide a recommendation to the respective Hautū by 30 June 2023. Any potentially affected and impacted people will be consulted on proposed changes before a decision is made. Te Pae Aronui will retain their data warehousing team/s for now, however the transfer of these teams to Te Pou Hanganga, Matihiko will be considered in 2023.

Te Uepū Matihiko | Digital

What are the main changes confirmed?

The following areas have changes to the proposed team structures or roles, as a result of feedback.

For additional information, please refer to the [final confirmed structure charts](#) and [confirmed changes to positions tables](#). Please refer to the additional, complementary document ([Digital Operating Model Supplementary Information Pack](#)) for further detail on transitioning to the Digital Operating Model.

Digital Delivery Enablement

Role Changes

- Additional **Cyber Security Specialist** roles will be moved from Te Uepū Matihiko into the Digital Delivery Enablement team.
- **Digital Service and Planning Manager** – This role has been reviewed and re-evaluated. This role represents a minor change to the current Commercial Manager, meaning the current Commercial Manager role is substantially the same to this role, with a change in title and minimal change to responsibilities.
- **Team Manager Digital Assurance and Cyber Security** – This role has been reviewed, renamed and re-evaluated to reflect the significant level of responsibility this role holds for digital assurance and cyber security for the Ministry. All cyber security specialist roles, except for those directly operating within security operations, will report through to this role. This may be further reviewed through the design process that is intended to be undertaken in early 2023.
- **Digital Engagement Partner** – This role has been reviewed and re-evaluated to reflect the key function these roles play in partnering with senior stakeholders to advise on the digital enablement of business strategies and working as a key connection between Digital and key customers.

Reporting line

- Digital Service and Planning
 - The Digital Service and Planning Manager will report to Manager Digital Delivery Enablement
 - All other staff that currently report to the Commercial Manager will report to the Digital Service and Planning Manager, except for:
 - Programme Director will report to Practice Manager Product and Project Management.
 - Procurement and Commercial Lead will report to Digital Services and Planning Manager.
- Digital Assurance and Cyber Security
 - Team Manager – Digital Assurance and Cyber Security will report to Manager Digital Delivery Enablement

- The following roles will report to Team Manager – Digital Assurance and Cyber Security:
 - Security Specialists/Consultants
 - Chief Advisor Cyber Security
 - Strategic Advisor Digital Security Engagement (will have a title change to Strategic Advisor Digital Security)
 - ICT Assurance Team Coordinator.
- Digital Project Office
 - Team Manager – Digital Project Office will report to Manager Digital Delivery Enablement.
 - The following roles will report to Team Manager – Digital Project Office:
 - ICT Strategic Advisor
 - Senior Advisor/Advisor - Projects Office
- The following positions will report directly to Manager Digital Delivery Enablement
 - Digital Engagement Partners
 - Strategic ICT Business/Lead Advisors

Ministry, Sector and Business Product and Service Delivery Towers

Role Changes

- **Delivery Tower managers** – These roles have been reviewed and re-evaluated. This is to reflect the level of responsibility they hold for ensuring that the delivery of digital products and services are being delivered in accordance with the product roadmaps and are delivering the expected value to business owners and customers.
- **Products and Platforms** – While this will be an aspect of the design that will require continued refinement, changes have been made to the initial product portfolios (groups of related products) and platforms. These changes reflect the most appropriate groupings for ‘Day 1’ in the new model and associated identification of the required Product and Platform Managers for the ‘Day 1’ groupings. Through the application of an adaptive approach, there will continue to be some digital services delivered through programme and project methodologies. Please refer to the [Digital Operating Model Supplementary Information Pack](#) about the operating model for Te Uepū Matihiko for more detail.

Reporting line

- All Platform and Product Managers will report to the relevant Delivery Tower manager.
 - Ministry Tower
 - Platform Managers

- Product Managers
- Sector Tower
 - Product Managers
- Business Tower
 - Product Managers
- (Note: this is the 'Day 1' configuration. Further Product Managers and Product Owners will be appointed as we transition fully to the Digital Operating Model.)

Digital Solution Support

Role Changes

- **Manager Digital Solution Support** – This role has been reviewed and re-evaluated to more accurately reflect the level of responsibility held by the role to oversee and lead the provision of a customer-oriented digital support function.
- **Change and Release** – Both the Manager Change, Release and Transition and the Change and Release Advisor will report directly to the Manager Digital Solution Support.
- **Team Leader Security Operations** – This role will report directly to the Manager Digital Solution Support.
- **Training Services team** – This team will move to Te Pou Rangatōpū (People, Sustainability and Place) as proposed but will retain a dotted line back to Digital Solution Support to enable a close relationship between teams.

Reporting line

- The following roles will report to Manager Digital Solution Support:
 - The Platform Manager Cloud (IaaS/PaaS)
 - Manager Change, Release and Transition
 - ICT Change Advisor
 - Team Leader Security Operations
- Operations and Infrastructure will be integrated into Digital Solution Support
- Training Services team will move to Te Pou Rangatōpū | Corporate with a dotted line back to Digital Solution Support

Practice Management

Role Changes

- **Manager Practice Management** – This role has been reviewed and re-evaluated to more accurately reflect the role in overseeing the development and progression of delivery practices across the Digital Group, as well as the development and provision of a highly-capable Digital workforce.
- **Practice Managers** – These roles have been reviewed and re-evaluated to more accurately reflect the level of responsibility held by these roles. This amendment has also resulted in changes to the proposed impact analysis.

Reporting line

- Practice Managers will be established for six practices. The following roles will report to Manager Practice Management:
 - Practice Manager Architecture
 - Practice Manager Analysis and Design
 - Practice Manager Development
 - Practice Manager Testing
 - Practice Manager Engineering
 - Practice Manager Product and Project Management

Business Services

Role Changes

- **Digital engagement** roles within Te Pou Hanganga, Matihiko will be shifted from Te Uepū Matihiko to Team Leader – Engagement – Matihiko (within the Engagement Team).

Reporting line

- The following roles will report to Team Leader Engagement – Matihiko:
 - Engagement and Communications Advisor
 - Senior Communications and Engagement Advisors

Feedback themes and responses

Training Services, Finance and Investment and Principal Advisor Risk Management

- Additional information about the feedback that was received, the decision and structure can be found as part of the Te Pou Rangatōpū decisions.

Te Uepū Matihiko | Digital

The following table outlines the key themes of what you told us, our responses, and what we changed.

Themes	Your feedback, suggestions and questions	Our response and any changes we have made as a result of your feedback
Integration between Te Uepū Hanganga and Te Uepū Matihiko through Digital Delivery Enablement	<p>Feedback indicated a desire a greater level of insight into how the Digital Delivery Enablement team within Business Services would effectively integrate with Te Uepū Matihiko Digital and other parts of the Ministry.</p> <p>In addition, concern was expressed at the proposed transitionary nature of the Manager Digital Delivery Enablement with further design and potential change to occur in early 2023.</p> <p>Furthermore, the proposed titles of Team Leader Digital Assurance and Team Leader Digital Project Services do not accurately reflect the functional responsibility that remains with these roles and the accountability they have for critical components of the Digital Operating Model.</p>	<p>Minor changes to the proposal.</p> <p>As outlined in the consultation document, Digital Delivery Enablement is being established, on an interim basis, to group the functions that play a critical role in enabling the effective delivery of digital products and services together with similar functions across Te Pou Hanganga, Matihiko. Functions like engagement, strategy and planning, and assurance are already established in Business Services. This decision groups these similar functions together to operate as a hub and spoke model. A full list of roles shifting is provided below.</p> <p>Further work is still to be done to bring these functions together formally within Te Pou Hanganga, Matihiko within 6-12 months. It is expected that this work will commence in early 2023 after this current Ministry change process has been completed.</p>

Themes	Your feedback, suggestions and questions	Our response and any changes we have made as a result of your feedback
		<p>The Chief Digital Officer (CDO) will still have ultimate responsibility for the delivery of these functions and will work with the new functional owners to achieve this. In particular, the CDO retains the Chief Information Security Officer (CISO) role.</p> <p>These changes are designed to ensure a fully integrated approach can be taken across each of the key delivery components of Te Pou Hanganga, Matihiko – digital, infrastructure and transport.</p> <p>As a result of feedback around job titles, the proposed Team Leader titles will change to Team Manager.</p>

Themes	Your feedback, suggestions and questions	Our response and any changes we have made as a result of your feedback
Inconsistency in the bringing together of like functions	It was noted that some functions have proposed to be shifted with the rationale to group perceived like functions (e.g. finance and training services). However, other functions that are closely connected to Digital remain within their existing groups (e.g. data warehousing, N4L)	<p>No change to the proposal.</p> <p>Based on the feedback that we received, we acknowledge that there are further opportunities to consolidate functions and reduce duplication across Te Tāhuhu and Te Mahau.</p> <p>Because of this, and in discussion with other Hautū, we will continue to look at ways to identify and align additional functions between groups. This includes reviewing functions within other groups that may be better suited to transfer to Te Pou Hanganga, Matihiko (i.e. data warehousing function in Te Pae Aronui).</p> <p>As has been referenced in the Message from the Hautū, we will continue to move toward a more consistent, seamless and integrated digital approach as part of this enterprise-wide practice and product model.</p>

Themes	Your feedback, suggestions and questions	Our response and any changes we have made as a result of your feedback
Implementation of a Product and Platform delivery model across Te Uepū Matihiko	<p>Some feedback indicated a need to further understand how the model will operate and deliver greater benefits to the Ministry and our sector stakeholders and customers.</p> <p>This included a greater degree of understanding sought on:</p> <ul style="list-style-type: none"> • how work would be packaged and prioritised for delivery by product and programme/project teams • how product teams would be formed • the level of autonomy that would exist for product teams • how the product team members would be managed • how the groupings of products will be finalised and resourced. <p>Where teams are considered to be currently delivering high-quality digital services and functioning with a healthy and positive culture, the strong desire was expressed that these positive examples not be disrupted.</p>	<p>No change to the proposal.</p> <p>In consideration of the feedback that was received through the consultation process, further work and discussions were undertaken with key members of the team currently leading the delivery of digital services to review and refine the groupings of current products for 'Day 1' in the new operating model.</p> <p>To give additional detail on these revised groupings and the associated requirements for Product and Platform Managers, we are releasing an additional, complementary document (Digital Operating Model Supplementary Information Pack) that goes into further detail. As we then enter a phase of transition and implementation, additional details will be communicated on how the operating model will function.</p> <p>Governance for work commissioned to Te Uepū Matihiko will be approved by the Digital Transformation Board who will ensure that digital products and services are aligned with strategy, funded in accordance with the investment plan, and prioritised.</p> <p>Digital Delivery Enablement will work in partnership with the Delivery Tower Managers and Product and Practice Managers to establish product roadmaps and product teams to design and deliver the agreed digital products and programmes/projects.</p>

Themes	Your feedback, suggestions and questions	Our response and any changes we have made as a result of your feedback
		<p>Product teams will have significant autonomy to focus on design and delivery of the digital products and services using the most appropriate tools and methodologies, working in partnership with business owners and customers.</p> <p>Feedback confirmed what is understood and appreciated by the design team; there are currently teams that are operating with very positive culture and delivering highly valued digital products and services. The intent of this proposal is that these success stories are built upon and are consistently and intentionally developed across all parts of Digital.</p>
Implementation of practice model for development and provision of capability across Te Uepū Matihiko	<p>As with the feedback on the product and platform delivery model, feedback on the implementation of a practice model did not disagree. However, feedback indicated a need for enhanced understanding.</p> <p>Concern was raised about the inconsistency of the proposed practices, with feedback recommending that engineering roles that are proposed to shift to Digital Solution Support but would work within product teams should instead move to be based within the engineering practice.</p> <p>In addition, feedback indicated further information is required on how the proposed span of control would function effectively where a single Practice Manager may lead a practice containing more than 50 people.</p>	<p>No change to the proposal. Further detailed design to occur and potential changes to be proposed as part of the Te Pou Hanganga, Matihiko design refinement activity in 2023.</p> <p>Further detailed discussions were held on the proposal for a number of Engineering, Database Administrator and Systems Administrators who reside within Digital Solution Support.</p> <p>It is acknowledged that this represents an initial inconsistency in the application of a practice model for these roles. Once the Engineering Practice is established, these roles will be connected to the practice for their technical professional development and support in building the capability right across the practice.</p>

Themes	Your feedback, suggestions and questions	Our response and any changes we have made as a result of your feedback
		<p>This decision is reflective of our current way of working for the support of our digital products but, as we mature in our approach, it is anticipated that this will be refined and the connection to the practices will strengthen.</p> <p>Some of the practices will contain a large number of people. Practice Managers will work with and engage the support of other senior practitioners and/or Team Leaders within the practice to aid in the coaching, development and support of the other members of the practice community. This is not significantly different to the current model where lead and senior roles support more junior members of a team.</p>
Proposed move of Training Services to Te Pou Rangatōpū.	<p>Concern was raised that the proposed shift to Te Pou Rangatōpū Corporate indicates a misunderstanding of the service proposition of the Training Services team.</p> <p>This team is not currently engaged in the development or delivery of corporate or internal training services but in digital tools, learning methodology and facilitation methods relating to digital products for a wider sector audience.</p> <p>Training Services are delivering services to customers and end users of digital products and services.</p> <p>Feedback indicates this service proposition would be negatively impacted by being disconnected from Digital.</p>	<p>No change to the proposal.</p> <p>This is further detailed as part of the Te Pou Rangatōpū decision summary.</p> <p>A dotted line will exist for this team back to Digital Solution Support to ensure that the critical dependency on training services to deliver and support digital initiatives is maintained.</p> <p>This shift will strengthen our internal training development capability across Te Tāhuhu o te Mātauranga.</p>

Themes	Your feedback, suggestions and questions	Our response and any changes we have made as a result of your feedback
Concern at proposed role architecture and resulting impact analysis, including proposed titles and banding	<p>Feedback indicated that the proposed banding for a number of the proposed new roles do not accurately represent the level of accountability and expertise required to successfully deliver the requirements of the role. In addition, they will not support the need for the Ministry to retain and attract the required level of talent and capability into Digital.</p> <p>Some of the proposed new roles, on their proposed banding, would have larger roles reporting to them.</p> <p>This also related to concerns on some of the impact proposals, whereby proposed new roles could be a match for existing roles that are proposed to be disestablished.</p>	<p>Changes have been made to some role evaluations and impact analysis.</p> <p>A number of the new roles have been reviewed and subsequently re-evaluated. These have primarily related to providing the evaluation team with an enhanced understanding of the level of responsibility carried out by these roles and the level of experience and capability required to perform the role effectively.</p> <p>This has also resulted in some changes to the proposed impact analysis where, previously, some roles proposed to be disestablished had no suitable alternatives, current incumbents now are being redeployed. Please refer to the job sizing table for additional information.</p>
Multiple items of feedback were received in relation to specific roles; the most frequently noted roles are outlined	<p>Queries arose around which role would fill the Chief information Security Officer (CISO) responsibilities within the new operating model.</p>	<p>No change to the proposal. Further refinement and engagement will occur during the design refinement activity to be undertaken by Te Pou Hanganga, Matihiko.</p> <p>Chief Digital Officer will continue to carry the CISO responsibilities on behalf of the Ministry as is the current situation.</p> <p>However, as Te Pou Hanganga, Matihiko further refine this model, the role that should hold this responsibility on an ongoing basis will be further examined. This role will remain in Te Pou Hanganga, Matihiko.</p>

Themes	Your feedback, suggestions and questions	Our response and any changes we have made as a result of your feedback
	Feedback highlighted that the proposal does not include the GovTech grads / intern roles.	<p>No change to the proposal.</p> <p>GovTech grads are DIA employees on secondment. The reporting line will differ by grad and by rotation depending on their specialisation and our work programme.</p>
	Feedback indicated that Chief Advisor – Cyber Security and Strategic Advisor Digital Security should report to Manager Sector Product and Service Delivery.	<p>Change to the proposal.</p> <p>To maintain alignment with the model, these roles will report to the Team Manager Digital Assurance and Cyber Security. They will remain assigned to the current programme relating to managed cyber security services to schools.</p> <p>This will be further evaluated as part of the Te Pou Hanganga, Matihiko design refinement activity in 2023.</p>
	Feedback indicated Enterprise Architects would lose their ability to influence if sitting in practice.	<p>No change to the proposal.</p> <p>The intent of the proposed model is not to lessen the influence of Enterprise Architects. Under the new model, they will continue to be integral parts of programmes, product and service teams and provide critical expertise to influence the design and roadmaps of digital products and programmes/projects.</p>

Themes	Your feedback, suggestions and questions	Our response and any changes we have made as a result of your feedback
	<p>Feedback suggested that reporting lines for the security roles should be reconsidered.</p>	<p>Change to the proposal.</p> <p>To recognise the importance of a degree of independence for the assurance and security functions, the decision has been made to retain a separation of these roles. The Digital Assurance and Cyber Security roles moving to Digital Delivery Enablement will report to the Team Manager Digital Assurance and Cyber Security.</p> <p>In acknowledgement of the value of separation of duties within Digital Solution Support, the Security Operations team, led by the Team Leader, will now report directly to the Manager Digital Solution Support.</p>

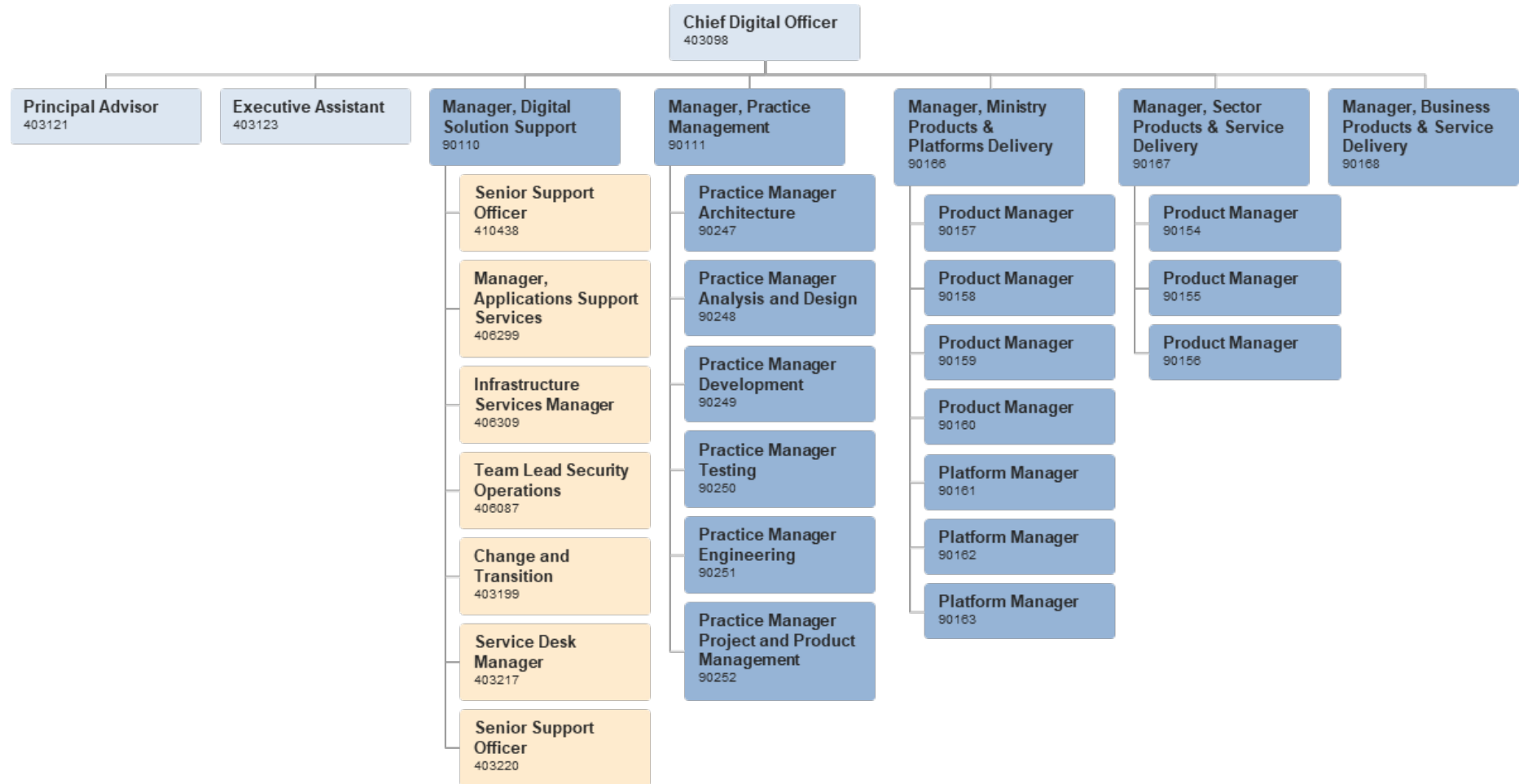
Confirmed structure

- Minor Change
- New
- No Change

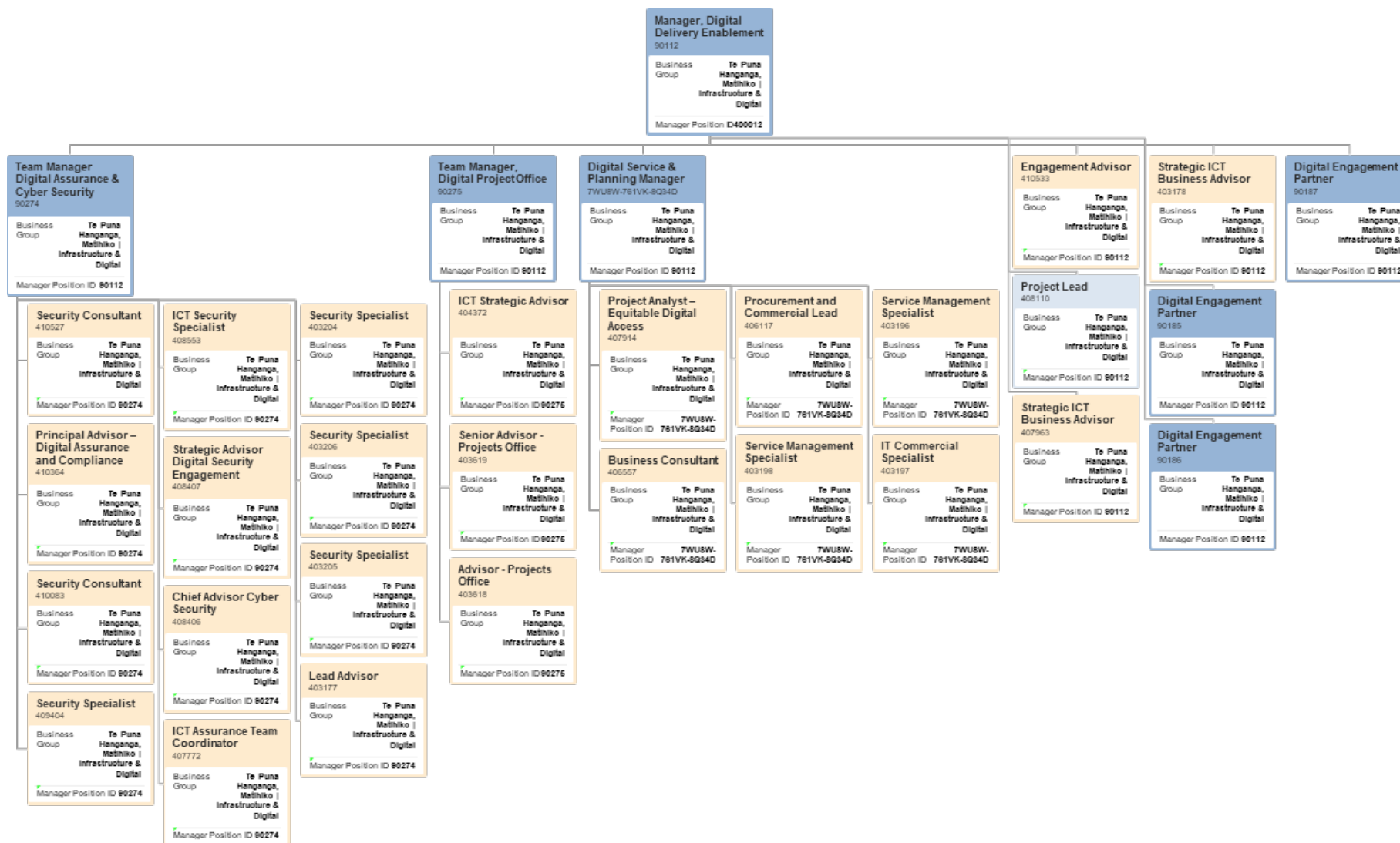
Te Uepū Matihiko – Digital leadership team



Te Uepū Matihiko – Digital



Te Uepū Matihiko – Digital Delivery Enablement



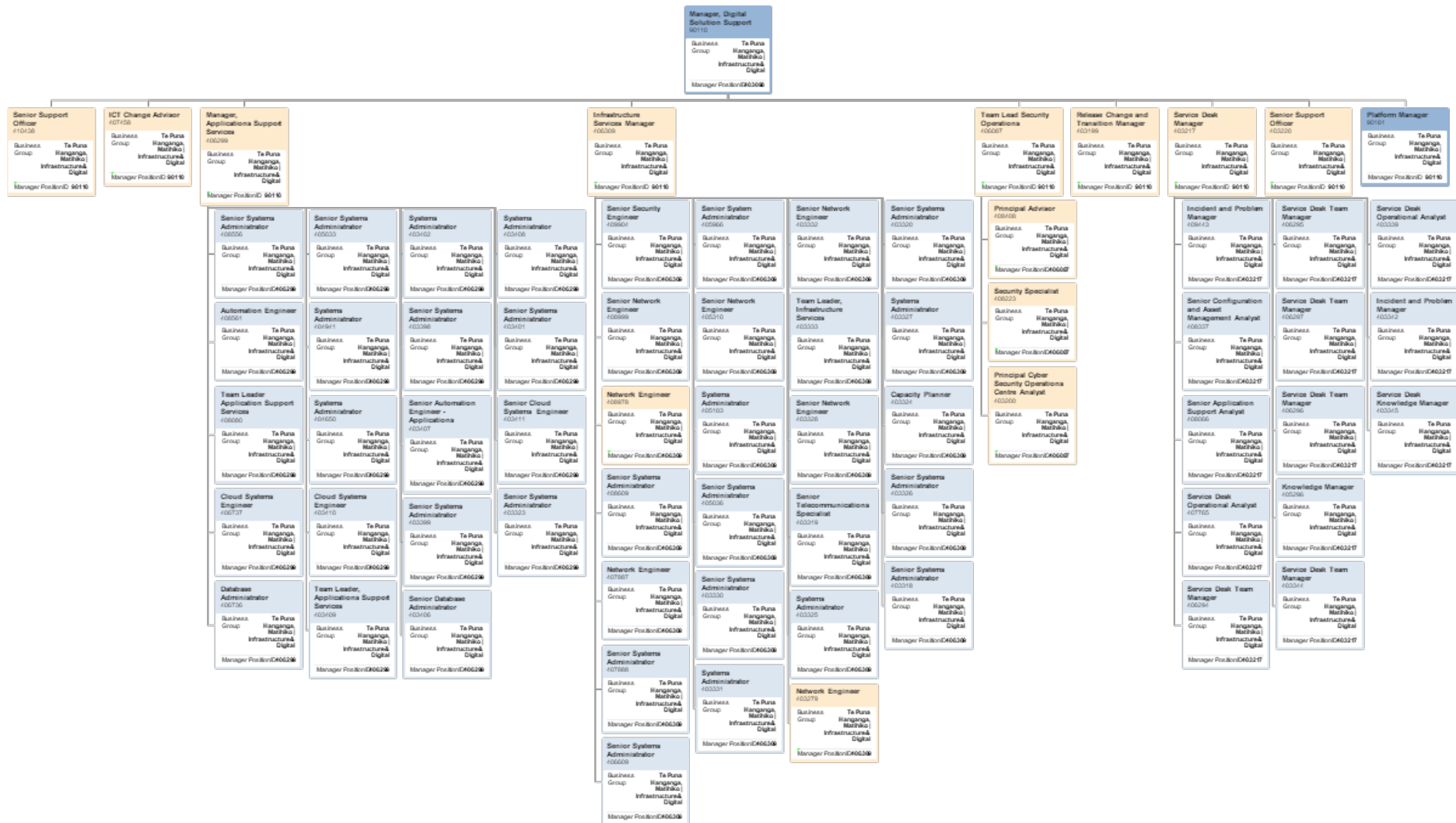
Te Uepū Matihiko – Ministry Products



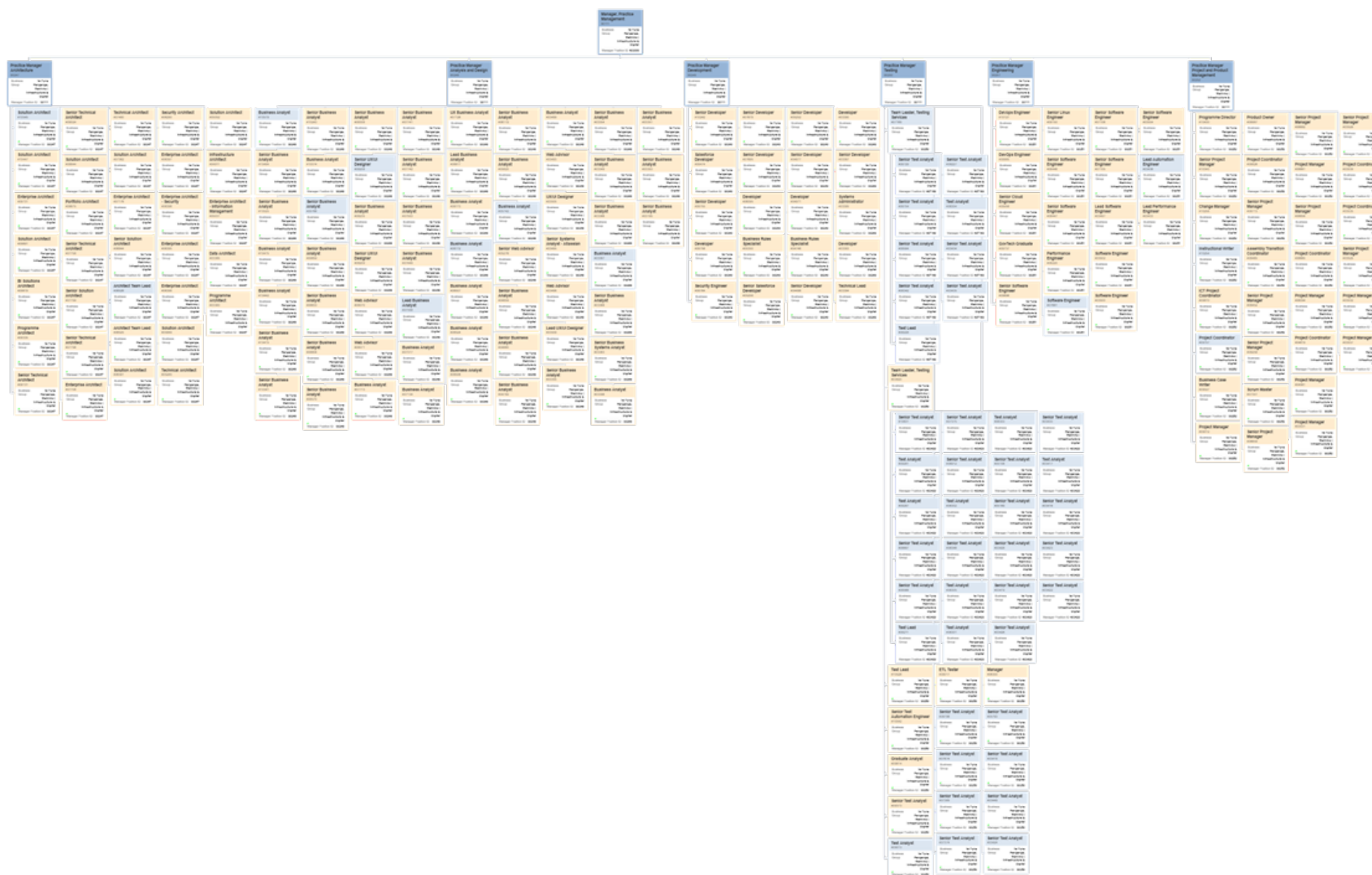
Te Uepū Matihiko – Sector Products



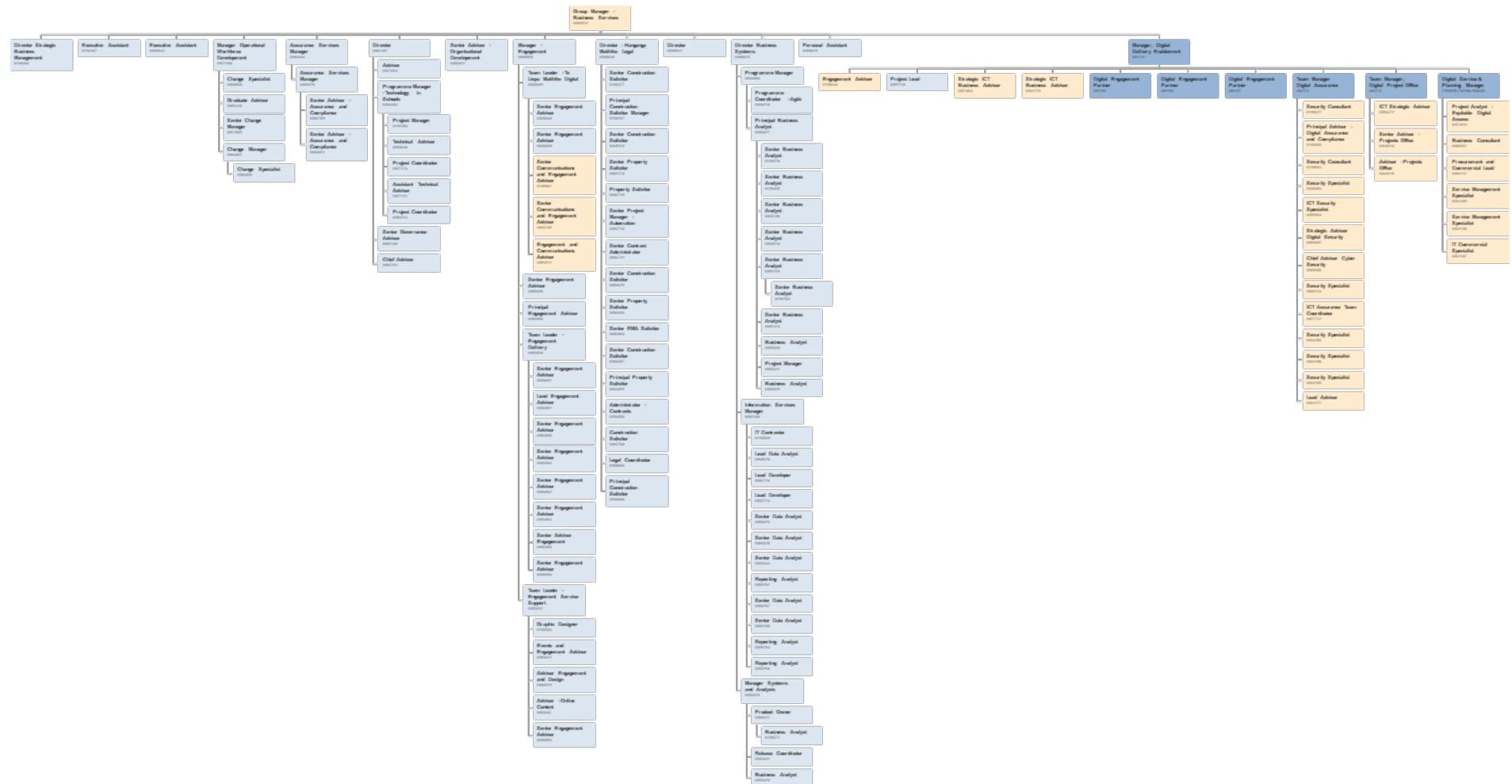
Te Uepū Matihiko – Digital Solution Support



Te Uepū Matihiko – Practice Management



Business Services



Nā ēnei whakataua ka puta | The confirmed decisions will result in

Establishment of the following new positions

**Note – Role IDs for new roles will be confirmed when the positions are filled.*

Division	Tier	Role ID*	Role title	New or existing role description?	Proposed Pay band	Confirmed pay band	Number of positions	Available for EOI?
Business Services	4	90112	Manager of Digital Delivery Enablement (fixed term)	New		M6	1	Yes
Business Services	5	90275	Team Manager Digital Project Office	New	M2	M4	1	Yes
Business Services	5	TBC	Digital Service and Planning Manager	New		M4	1	No
Digital Strategy and Engagement	5	90185	Digital Engagement Partner	New	A8	B4	1	Yes
Digital Strategy and Engagement	5	90186	Digital Engagement Partner	New	A8	B4	1	Yes
Digital Strategy and Engagement	5	90187	Digital Engagement Partner	New	A8	B4	1	Yes
Business Services	6	TBC	Digital Delivery Planner	New	A8	A9	1	Yes
Business Services	5	90274	Team Manager Digital Assurance and Cyber Security	New	M2	M4	1	Yes
Ministry Products and Platforms	4	90166	Manager of Ministry Products and Platforms	New	M5	M6	1	Yes
Ministry Products and Platforms	5	90157	Product Manager	Existing		B5	1	Yes
Ministry Products and Platforms	5	90158	Product Manager	Existing		B5	1	Yes
Ministry Products and Platforms	5	90162	Platform Manager	New	A9	B5	1	Yes

Ministry Products and Platforms	5	90163	Platform Manager	New	A9	B5	1	Yes
Sector Product and Service Delivery	4	90167	Manager of Sector Digital Product and Service Delivery	New	M5	M6	1	Yes
Sector Product and Service Delivery	5	90154	Product Manager	Existing		B5	1	Yes
Sector Product and Service Delivery	5	90155	Product Manager	Existing		B5	1	Yes
Business Product and Service Delivery	4	90168	Manager of Business Product and Service Delivery	New	M4	M6	1	Yes
Business Products and Services	5	90159	Product Manager	Existing		B5	1	Yes
Business Products and Services	5	90160	Product Manager	Existing		B5	1	Yes
Business Products and Services	5	90156	Product Manager	Existing		B5	1	Yes
Digital Solution Support	4	90110	Manager of Digital Solution Support	New	M4	M6	1	Yes
Digital Solution Support	5	90161	Platform Manager	New	A9	B5	1	Yes
Practice Management	4	90111	Manager of Practice Management	New	M4	M6	1	Yes
Practice Management	5	90247	Practice Manager – Architecture	New	M2	M4	1	Yes
Practice Management	5	90248	Practice Manager – Analysis and Design	New	M2	M4	1	Yes
Practice Management	5	90249	Practice Manager – Development	New	M2	M4	1	Yes
Practice Management	5	90250	Practice Manager – Testing	New	M2	M4	1	Yes
Practice Management	5	90251	Practice Manager – Engineering	New	M2	M4	1	Yes

Practice Management	5	90252	Practice Manager – Project & Product	New	M2	M4	1	No
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Disestablishment of the following positions

Division	Position ID	Position title	Pathway for (substantive) employee or if position is currently vacant
ICT	404345	Senior Manager - Customer Services	EOI Process
ICT	404348	Senior Manager - ICT Assurance	EOI Process
ICT	403122	Senior Manager - Operations and Infrastructure	Vacant
ICT	404349	Senior Manager - ICT Strategy Planning and Architecture	EOI Process
ICT	404342	Senior Manager - IT Project Services	EOI Process
ICT	404343	Senior Manager - Web and Applications Management	EOI Process
ICT	406411	Manager - Web and Applications Management	EOI Process
ICT	403194	Manager - Web and Applications Management	EOI Process
ICT	406307	Manager - Application Delivery Funding Systems	EOI Process
ICT	406409	Manager - Application Delivery Student Systems	EOI Process
ICT	406408	Manager - Application Delivery Student Systems	EOI Process
ICT	403151	Practice Manager - ICT Project Services	Redeployment
ICT	404344	Commercial Manager	Redeployment

Minor changes to the following positions

Digital Delivery Enablement

Substantive Position ID	Substantive Position Title	Final Change	New Details
408110	Project Lead	Change in reporting line to Business Services	Reporting to Director Digital Delivery Enablement
410533	Engagement Advisor	Change in reporting line to Business Services	Reporting to Director Digital Delivery Enablement
403178	Strategic ICT Business Advisor	Change in reporting line to Business Services	Reporting to Director Digital Delivery Enablement
407963	Strategic ICT Business Advisor	Change in reporting line to Business Services	Reporting to Director Digital Delivery Enablement
404344	Commercial Manager	Change in Reporting line to Business Services / Change in Position Name	Renamed to Digital Service and Planning Manager, reporting to Director Digital Delivery Enablement
406557	Business Consultant	Change in reporting line to Business Services	Reporting to Digital Service and Planning Manager
403197	IT Commercial Specialist	Change in reporting line to Business Services	Reporting to Digital Service and Planning Manager
406117	Procurement and Commercial Lead	Change in reporting line to Business Services	Reporting to Digital Service and Planning Manager
407914	Project Analyst Equitable Digital Access	Change in reporting line to Business Services	Reporting to Digital Service and Planning Manager

403196	Service Management Specialist	Change in reporting line to Business Services	Reporting to Digital Service and Planning Manager
403198	Service Management Specialist	Change in reporting line to Business Services	Reporting to Digital Service and Planning Manager
410083	Security Consultant	Change in reporting line to Business Services	Reporting to Team Manager Digital Assurance and Cyber Security
410527	Security Consultant	Change in reporting line to Business Services	Reporting to Team Manager Digital Assurance and Cyber Security
407772	ICT Assurance Team Coordinator	Change in reporting line to Business Services	Reporting to Team Manager Digital Assurance and Cyber Security
403177	Lead Advisor	Change in reporting line to Business Services	Reporting to Team Manager Digital Assurance and Cyber Security
408408	Principal Advisor	Change in reporting line to Business Services	Reporting to Team Manager Digital Assurance and Cyber Security
410364	Principal Advisor Digital Assurance and Compliance	Change in reporting line to Business Services	Reporting to Team Manager Digital Assurance and Cyber Security
410521	Security Consultant	Change in reporting line to Business Services	Reporting to Team Manager Digital Assurance and Cyber Security
403205	Security Specialist	Change in reporting line to Business Services	Reporting to Team Manager Digital Assurance and Cyber Security
403206	Security Specialist	Change in reporting line to Business Services	Reporting to Team Manager Digital Assurance and Cyber Security

408406	Chief Advisor Cyber Security	Change in Team name / Reporting Line	Reporting to Team Manager Digital Assurance and Cyber Security
404911	ICT Security Specialist	Change in Team name / Reporting Line	Reporting to Team Manager Digital Assurance and Cyber Security
409404	Security Specialist	Change in Team name / Reporting Line	Reporting to Team Manager Digital Assurance and Cyber Security
408553	ICT Security Specialist	Change in Team name / Reporting Line	Reporting to Team Manager Digital Assurance and Cyber Security
408407	Strategic Advisor Digital Security Engagement	Change in Team name / Reporting Line	Rename to Strategic Advisor Digital Security Reporting to Team Manager Digital Assurance and Cyber Security
403618	Advisor - Projects Office	Change in reporting line to Business Services	Reporting to Manager Digital Project Office
404372	ICT Strategic Advisor	Change in reporting line to Business Services	Reporting to Manager Digital Project Office
403619	Senior Advisor - Projects Office	Change in reporting line to Business Services	Reporting to Manager Digital Project Office
408911	Engagement and Communications Advisor	Change in reporting line to Business Services	Reporting to Team Leader Engagement – Matihiko, Dotted line to Digital Delivery Enablement
410061	Senior Communications and Engagement Advisor	Change in reporting line to Business Services	Reporting to Team Leader Engagement – Matihiko, Dotted line to Digital Delivery Enablement
409738	Senior Communications and Engagement Advisor	Change in reporting line to Business Services	Reporting to Team Leader Engagement – Matihiko, Dotted line to Digital Delivery Enablement
405299	Training Content Developer	Change in Business Group	Transfer to Te Pou Rangatōpū and have a dotted line back to Manager of Digital Solution Support

407799	Training Content Developer	Change in Business Group	Transfer to Te Pou Rangatōpū and have a dotted line back to Manager of Digital Solution Support
409950	Developer	Change in Business Group	Transfer to Te Pou Rangatōpū and have a dotted line back to Manager of Digital Solution Support
405297	Senior Training Content Developer	Change in Business Group	Transfer to Te Pou Rangatōpū and have a dotted line back to Manager of Digital Solution Support
405294	Training Content Delivery Trainer	Change in Business Group	Transfer to Te Pou Rangatōpū and have a dotted line back to Manager of Digital Solution Support
405295	Training Content Delivery Trainer	Change in Business Group	Transfer to Te Pou Rangatōpū and have a dotted line back to Manager of Digital Solution Support
405300	Training Content Developer	Change in Business Group	Transfer to Te Pou Rangatōpū and have a dotted line back to Manager of Digital Solution Support
410002	Training Content Developer	Change in Business Group	Transfer to Te Pou Rangatōpū and have a dotted line back to Manager of Digital Solution Support
410090	Training Content Developer	Change in Business Group	Transfer to Te Pou Rangatōpū and have a dotted line back to Manager of Digital Solution Support

403479	Training Co-ordinator	Change in Business Group	Transfer to Te Pou Rangatōpū and have a dotted line back to Manager of Digital Solution Support
403491	Training Developer	Change in Business Group	Transfer to Te Pou Rangatōpū and have a dotted line back to Manager of Digital Solution Support
406298	Training Services Manager	Change in Business Group and reporting line	Transfer to Te Pou Rangatōpū and have a dotted line back to Manager of Digital Solution Support
403480	Training Technical Advisor	Change in Business Group	Transfer to Te Pou Rangatōpū and have a dotted line back to Manager of Digital Solution Support
405293	Training Technical LMS Administrator	Change in Business Group	Transfer to Te Pou Rangatōpū and have a dotted line back to Manager of Digital Solution Support
410313	Senior Training Content Developer	Change in Business Group	Transfer to Te Pou Rangatōpū and have a dotted line back to Manager of Digital Solution Support

Digital Solution Support

Substantive Position ID	Substantive Position Title	Final Change	New Details
407458	ICT Change Advisor	Change in Team name / Reporting Line	Reporting to Manager Digital Solution Support
403199	Change and Transition	Change in Team name / Reporting Line	Reporting to Manager Digital Solution Support

406745	Team Lead Security Operations	Change in Team name / Reporting Line	Reporting to Manager Digital Solution Support
403217	Service Desk Manager	Change in Team name / Reporting Line	Reporting to Manager Digital Solution Support
406309	Infrastructure Services Manager	Change in Team name / Reporting Line	Reporting to Manager Digital Solution Support
406299	Manager, Applications Support Services	Return to Substantive, Change in Team name / Reporting Line	Reporting to Manager Digital Solution Support
403220	Senior Support Officer	Change in Team name / Reporting Line	Reporting to Manager Digital Solution Support
410438	Senior Support Officer	Change in Team name / Reporting Line	Reporting to Manager Digital Solution Support
410509	Network Consultant	Change in Team name / Reporting Line	Reporting to Infrastructure Services Manager
408978	Network Engineer	Change in Team name / Reporting Line	Reporting to Infrastructure Services Manager
407887	Network Engineer	Change in Team name	Reporting to Infrastructure Services Manager
405310	Senior Network Engineer	Change in Team name	Reporting to Infrastructure Services Manager
408999	Senior Network Engineer	Change in Team name	Reporting to Infrastructure Services Manager
403332	Senior Network Engineer	Change in Team name	Reporting to Infrastructure Services Manager
403328	Senior Network Engineer	Change in Team name	Reporting to Infrastructure Services Manager

409904	Senior Security Engineer	Change in Team name	Reporting to Infrastructure Services Manager
405966	Senior System Administrator	Change in Team name	Reporting to Infrastructure Services Manager
403320	Senior Systems Administrator	Change in Team name	Reporting to Infrastructure Services Manager
403318	Senior Systems Administrator	Change in Team name	Reporting to Infrastructure Services Manager
407888	Senior Systems Administrator	Change in Team name	Reporting to Infrastructure Services Manager
403326	Senior Systems Administrator	Change in Team name	Reporting to Infrastructure Services Manager
408609	Senior Systems Administrator	Change in Team name	Reporting to Infrastructure Services Manager
406609	Senior Systems Administrator	Change in Team name	Reporting to Infrastructure Services Manager
403330	Senior Systems Administrator	Change in Team name	Reporting to Infrastructure Services Manager
403319	Senior Telecommunications Specialist	Change in Team name	Reporting to Infrastructure Services Manager
405103	Systems Administrator	Change in Team name	Reporting to Infrastructure Services Manager
403331	Systems Administrator	Change in Team name	Reporting to Infrastructure Services Manager
403325	Systems Administrator	Change in Team name	Reporting to Infrastructure Services Manager
403327	Systems Administrator	Change in Team name	Reporting to Infrastructure Services Manager
403333	Team Leader, Infrastructure Services	Change in Team name	Reporting to Infrastructure Services Manager

403279	Network Engineer	Change in Team name	Reporting to Infrastructure Services Manager
405032	Systems Administrator	Return to Substantive, Change in Team name / Reporting Line	Reporting to Manager Application Support Services
403407	Senior Automation Engineer - Applications	Change in Team name	Reporting to Manager Application Support Services
403411	Senior Cloud Systems Engineer	Change in Team name	Reporting to Manager Application Support Services
403406	Senior Database Administrator	Change in Team name	Reporting to Manager Application Support Services
405033	Senior Systems Administrator	Change in Team name	Reporting to Manager Application Support Services
408556	Senior Systems Administrator	Change in Team name	Reporting to Manager Application Support Services
403398	Senior Systems Administrator	Change in Team name	Reporting to Manager Application Support Services
403323	Senior Systems Administrator	Change in Team name	Reporting to Manager Application Support Services
403401	Senior Systems Administrator	Change in Team name	Reporting to Manager Application Support Services
403399	Senior Systems Administrator	Change in Team name	Reporting to Manager Application Support Services

403408	Systems Administrator	Change in Team name	Reporting to Manager Application Support Services
403402	Systems Administrator	Change in Team name	Reporting to Manager Application Support Services
404650	Systems Administrator	Change in Team name	Reporting to Manager Application Support Services
404941	Systems Administrator	Change in Team name	Reporting to Manager Application Support Services
408080	Team Leader Application Support Services	Change in Team name	Reporting to Manager Application Support Services
403409	Team Leader Application Support Services	Change in Team name	Reporting to Manager Application Support Services
408561	Automation Engineer	Change in Team name	Reporting to Manager Application Support Services
403410	Cloud Systems Engineer	Change in Team name	Reporting to Manager Application Support Services
406737	Cloud Systems Engineer	Change in Team name	Reporting to Manager Application Support Services
406736	Database Administrator	Change in Team name	Reporting to Manager Application Support Services
407555	Senior SOE Desktop Engineer	Change in Team name / Reporting Line	Reporting to Service Desk Manager

408066	Senior Application Support Analyst	Change in Team name	Reporting to Service Desk Manager
408337	Senior Configuration and Asset Management Analyst	Change in Team name	Reporting to Service Desk Manager
403600	Service Desk Analyst	Change in Team name	Reporting to Service Desk Manager
406656	Service Desk Analyst	Change in Team name	Reporting to Service Desk Manager
403345	Service Desk Knowledge Manager	Change in Team name	Reporting to Service Desk Manager
403345	Service Desk Knowledge Manager	Change in Team name	Reporting to Service Desk Manager
403339	Service Desk Operational Analyst	Change in Team name	Reporting to Service Desk Manager
407765	Service Desk Operational Analyst	Change in Team name	Reporting to Service Desk Manager
406297	Service Desk Team Manager	Change in Team name	Reporting to Service Desk Manager
406294	Service Desk Team Manager	Change in Team name	Reporting to Service Desk Manager
403344	Service Desk Team Manager	Change in Team name	Reporting to Service Desk Manager
406296	Service Desk Team Manager	Change in Team name	Reporting to Service Desk Manager
406295	Service Desk Team Manager	Change in Team name	Reporting to Service Desk Manager
409443	Incident and Problem Manager	Change in Team name	Reporting to Service Desk Manager

403342	Incident and Problem Manager	Change in Team name	Reporting to Service Desk Manager
403582	Senior Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
404625	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
404672	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
403589	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
403584	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
403587	Service Desk Analyst SME	Change in Team name	Reporting to existing Service Desk Team Manager
408102	Service Desk Analyst SME	Change in Team name	Reporting to existing Service Desk Team Manager
408103	Service Desk Analyst SME	Change in Team name	Reporting to existing Service Desk Team Manager
407359	Senior Desktop Engineer	Change in Team name	Reporting to existing Service Desk Team Manager
403568	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
409989	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
409992	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
409990	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
403590	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager

410632	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
409576	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
403588	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
404761	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
406377	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
403565	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
403563	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
404325	Service Desk Analyst SME	Change in Team name	Reporting to existing Service Desk Team Manager
403569	Service Desk Analyst SME	Change in Team name	Reporting to existing Service Desk Team Manager
405176	Desktop Engineer	Change in Team name	Reporting to existing Service Desk Team Manager
403562	Desktop Support Engineer	Change in Team name	Reporting to existing Service Desk Team Manager
403567	Desktop Support Engineer	Change in Team name	Reporting to existing Service Desk Team Manager
410109	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
403602	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
410448	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
410477	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager

403597	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
404404	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
403601	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
403607	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
406493	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
406202	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
403552	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
403547	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
403550	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
403553	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
403549	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
409830	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
409405	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
403548	Service Desk Senior Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
403551	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
403598	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager

403616	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
403617	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
403611	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
403615	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
403612	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
403608	Service Desk Analyst SME	Change in Team name	Reporting to existing Service Desk Team Manager
408098	Service Desk Analyst SME	Change in Team name	Reporting to existing Service Desk Team Manager
403613	Service Desk Analyst	Change in Team name	Reporting to existing Service Desk Team Manager
406087	ICT Security Specialist	Change in Team name / Reporting Line	Reporting to Team Lead Security Operations
403200	Principal Cyber Security Operations Centre Analyst	Change in Team name / Reporting Line	Reporting to Team Lead Security Operations
408223	Security Specialist	Change in Team name / Reporting Line	Reporting to Team Lead Security Operations

Architecture Practice

Substantive Position ID	Substantive Position Title	Final Change	New Details
406525	Architect Team Lead	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
409619	BI Solutions Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
403385	Data Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture

407708	Enterprise Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
406395	Enterprise Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
406397	Enterprise Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
406398	Enterprise Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
407176	Enterprise Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
409731	Enterprise Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
405031	Enterprise Architect - Information Management	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
406396	Enterprise Architect - Security	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
408675	Portfolio Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
403383	Programme Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
409335	Programme Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
406290	Security Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
407759	Senior Solution Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
407760	Senior Solution Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
406844	Senior Solution Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture

407756	Senior Technical Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
407758	Senior Technical Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
409024	Senior Technical Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
409131	Senior Technical Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
410545	Solution Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
406391	Solution Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
407362	Solution Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
405849	Solution Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
405052	Solution Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
409691	Solution Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
408844	Solution Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
410447	Solution Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
405245	Technical Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
407480	Technical Architect	Change in Team name / Reporting Line	Reporting to Practice Manager Architecture
406412	Manager	Rename / Change in Team name / Reporting Line	Vacant Position renamed to Practice Manager Architecture Reporting to Manager of Practice Management

Analysis and Design Practice

Substantive Position ID	Substantive Position Title	Final Change	New Details
407713	Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
410074	Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
403499	Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
406773	Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
406506	Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
403396	Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
406507	Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
410579	Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
407553	Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis

407317	Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
410442	Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
406524	Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
410475	Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
407134	Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
406817	Lead Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
407358	Lead Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
403509	Lead UX/UI Designer	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
408308	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
410243	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
406172	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis

408633	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
403195	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
410535	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
405820	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
404782	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
407742	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
407741	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
403368	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
409659	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
403349	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
403353	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis

403354	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
403355	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
409766	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
408235	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
404859	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
404860	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
407449	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
410341	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
410415	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
410494	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
408570	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis

408604	Senior Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
403363	Senior Business Systems Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
403495	Senior Systems Analyst - Atlassian	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
408209	Senior UX/UI Designer	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
405276	Senior Web Advisor	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
407126	UX Business Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
403505	UX/UI Designer	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
408070	Web Advisor	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
403493	Web Advisor	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
408071	Web Advisor	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
403498	Web Advisor	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis

403498	Web Advisor	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis

Development Practice

Substantive Position ID	Substantive Position Title	Final Change	New Details
406095	Developer	Change in Team name / Reporting Line	Reporting to Practice Manager Development
404971	Developer	Change in Team name / Reporting Line	Reporting to Practice Manager Development
403390	Developer	Change in Team name / Reporting Line	Reporting to Practice Manager Development
403393	Developer	Change in Team name / Reporting Line	Reporting to Practice Manager Development
408756	Developer	Change in Team name / Reporting Line	Reporting to Practice Manager Development
409474	Salesforce Developer	Change in Team name / Reporting Line	Reporting to Practice Manager Development
408764	Security Engineer	Change in Team name / Reporting Line	Reporting to Practice Manager Development
407695	Senior Developer	Change in Team name / Reporting Line	Reporting to Practice Manager Development
404877	Senior Developer	Change in Team name / Reporting Line	Reporting to Practice Manager Development
403387	Senior Developer	Change in Team name / Reporting Line	Reporting to Practice Manager Development
408755	Senior Developer	Change in Team name / Reporting Line	Reporting to Practice Manager Development
405252	Senior Developer	Change in Team name / Reporting Line	Reporting to Practice Manager Development

404496	Senior Developer	Change in Team name / Reporting Line	Reporting to Practice Manager Development
410242	Senior Developer	Change in Team name / Reporting Line	Reporting to Practice Manager Development
405258	Senior Salesforce Developer	Change in Team name / Reporting Line	Reporting to Practice Manager Development
403395	Systems Administrator	Change in Team name / Reporting Line	Reporting to Practice Manager Development
403394	Technical Lead	Change in Team name / Reporting Line	Reporting to Practice Manager Development
404746	Business Rules Specialist	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis
405350	Business Rules Specialist	Change in Team name / Reporting Line	Reporting to Practice Manager Design & Analysis

Engineering Practice

Substantive Position ID	Substantive Position Title	Final Change	New Details
410121	DeVops Engineer	Change in Team name / Reporting Line	Reporting to Practice Manager Engineering
409985	DeVops Engineer	Change in Team name / Reporting Line	Reporting to Practice Manager Engineering
403497	Lead Software Engineer	Change in Team name / Reporting Line	Reporting to Practice Manager Engineering
409956	Senior Cloud Engineer	Change in Team name / Reporting Line	Reporting to Practice Manager Engineering
409150	Senior Linux Engineer	Change in Team name / Reporting Line	Reporting to Practice Manager Engineering

407105	Senior Software Engineer	Change in Team name / Reporting Line	Reporting to Practice Manager Engineering
403504	Senior Software Engineer	Change in Team name / Reporting Line	Reporting to Practice Manager Engineering
408447	Senior Software Engineer	Change in Team name / Reporting Line	Reporting to Practice Manager Engineering
408446	Senior Software Engineer	Change in Team name / Reporting Line	Reporting to Practice Manager Engineering
407106	Senior Software Engineer	Change in Team name / Reporting Line	Reporting to Practice Manager Engineering
409696	Senior Software Engineer	Change in Team name / Reporting Line	Reporting to Practice Manager Engineering
403502	Software Engineer	Change in Team name / Reporting Line	Reporting to Practice Manager Engineering
403500	Software Engineer	Change in Team name / Reporting Line	Reporting to Practice Manager Engineering

Product and Project Management Practice

Substantive Position ID	Substantive Position Title	Final Change	New Details
408465	Assembly Transition Coordinator	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
409027	Business Case Writer	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
410258	Change Manager	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
409810	ICT Project Coordinator	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management

410254	Instructional Writer	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
410430	Programme Director	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
404619	Project Coordinator	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
408826	Project Coordinator	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
403539	Project Coordinator	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
406665	Project Coordinator	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
406664	Project Coordinator	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
403534	Project Coordinator	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
409707	Project Coordinator	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
404561	Project Manager	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
403537	Project Manager	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management

403531	Project Manager	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
409012	Project Manager	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
406094	Project Manager	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
406661	Project Manager	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
403532	Project Manager	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
407351	Scrum Master	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
410343	Senior Project Manager	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
408713	Senior Project Manager	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
403529	Senior Project Manager	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
403528	Senior Project Manager	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
406658	Senior Project Manager	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management

406659	Senior Project Manager	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
408258	Senior Project Manager	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
408452	Senior Project Manager	Change in Team name / Reporting Line	Reporting to Practice Manager Product & Project Management
403151	Practice Manager	Rename to Practice Manager Product and Project Management / Change in Team name / Reporting Line	Reporting to Manager of Practice Management

Testing Practice

Substantive Position ID	Substantive Position Title	Final Change	New Details
409017	ETL Tester	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
409814	Graduate Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
409373	Senior Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
409373	Senior Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
408796	Senior Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
403449	Senior Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
403418	Senior Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
403424	Senior Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing

407674	Senior Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
407374	Senior Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
407385	Senior Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
408566	Senior Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
403430	Senior Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
403419	Senior Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
403422	Senior Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
403423	Senior Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
405169	Senior Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
406346	Senior Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
403428	Senior Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
410042	Senior Test Automation Engineer	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
403420	Team Leader, Testing Services	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
409013	Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
409287	Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing

406305	Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
406302	Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
403417	Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
406301	Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
410526	Test Lead	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
40434	Senior Test Analyst	Change in Team name / Reporting Line	Reporting to Practice Manager Testing
406300	Manager	Rename – Practice Manager Testing / Change in Team name / Reporting Line	Manager of Practice Management
408220	Performance Engineer	Change in Team name / Reporting Line	Reporting to Practice Manager Engineering