



Pavement Delivery System Review

Workstream 7: Cross Industry Communication

PDSR authors

1 November 2022

V1 Final

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Document Control

Report template created and populated with the content of PDSR authors, by Ian McNally.

Version	Reviewer	Date
Draft 12 September 2022	Wayne Scott, plus PDSR Steering Group.	
V1 – Final 21 November 2022	Adam Leslie Janice Brass	

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Heading 1 (Section Heading)	Error! Bookmark not defined.
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1.0 Purpose of this Report

The ‘Review of State Highway Pavement Delivery’ report was communicated to the New Zealand Pavement Industry by Waka Kotahi in March 2020. This holistic and collaboratively sourced review examined the steps Waka Kotahi and the wider industry could take to improve their collective performance in the end-to-end delivery of new and rehabilitated pavement construction in New Zealand. The review was guided by Waka Kotahi’s value for money investment principle; *“the delivery of the right outcomes, at the right time, at the right cost and financed at the right level of risk”*.

Whilst the review was not expected to generate a fundamental change to systems and processes, it did identify areas where further focus, refinement and discipline would improve design, delivery and reliability confidence. Opportunities to improve, clarify and supplement existing pavement specifications, design processes and construction delivery were also highlighted. These opportunities were summarised within nine recommendations that were subsequently endorsed by Waka Kotahi. The recommendations of the report are summarised in Figure 1.

“To review the current NZ Transport Agency end to end system delivery requirements for new pavement and rehabilitation construction and to assess these requirements in terms of best value for money to deliver on New Zealand’s land transport objectives.”

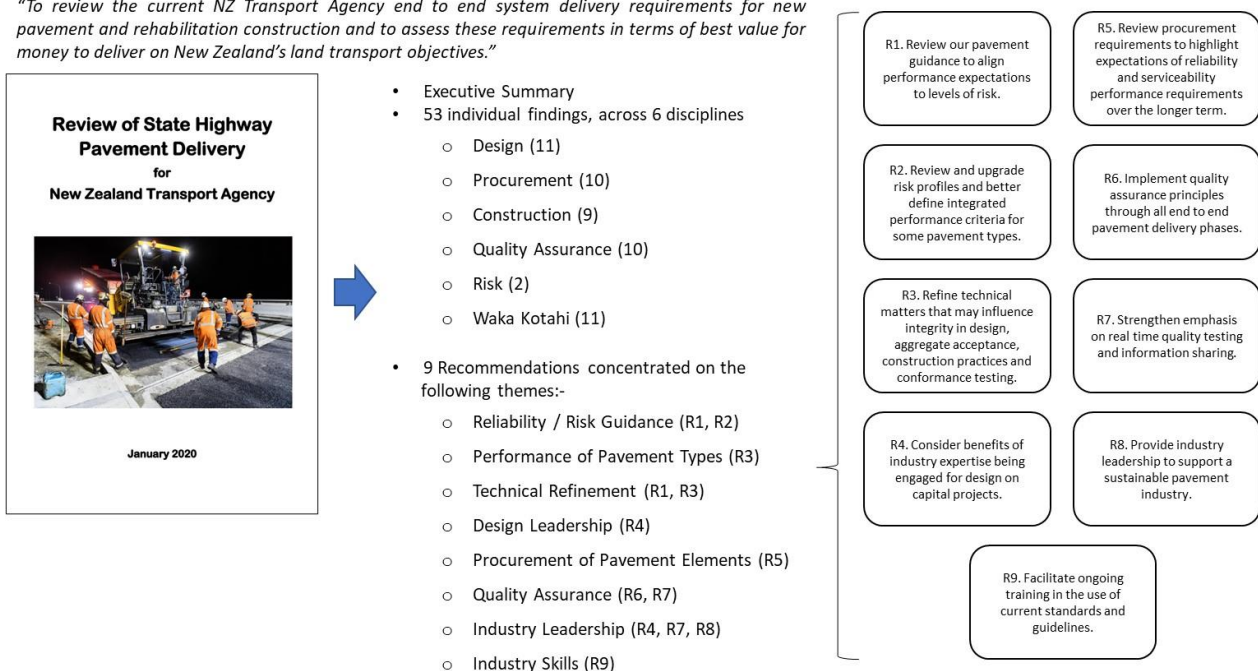


Figure 1: A summary of the outputs from the ‘Review of State Highway Pavement Delivery’ report.

An Industry Steering Group was then established to plan, resource and enable the implementation of the nine recommendations. The Industry Steering Group, shown in Figure 2, is chaired by Janice Brass of Waka Kotahi and is supported by senior industry representatives across its targeted workstreams.

- Workstream 1 – Technical Matters
- Workstream 2 – Whole of Life
- Workstream 3 – Procurement
- Workstream 4 – Strategic Risks
- Workstream 5¹ – Quality of Project Delivery
- Workstream 6 – Industry Capability
- **Workstream 7 – Cross Industry Communications**

¹ In June 2022, the Steering Group agreed to combine the outputs of a separate workstream, targeting improved awareness of Z01 and Z08 quality related documentation, into the scope of Workstream 5 – Quality of Project Delivery.

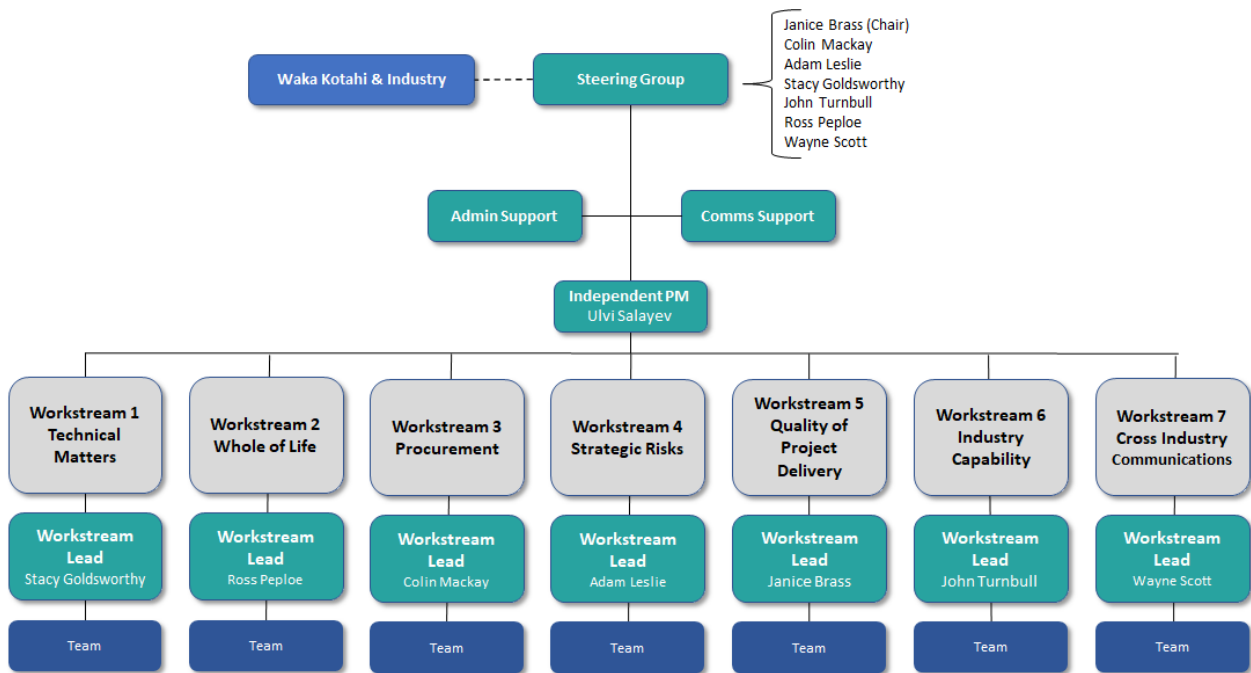


Figure 2: The structure of the Industry Steering Group, showing Workstream 7: Cross Industry Communications

The Workstream 7 Team were tasked to develop a process for improving the cross-industry communication of Technical Concerns (TC) and the Required Responses that are developed to resolve them. The Technical Concerns Process will be managed by the Waka Kotahi Pavements Team.

2.0 Process Proposal and Process Map

The primary intentions of this process are to improve the manner in which technical queries related to the pavement industry are raised, considered and resolved, and their outputs communicated back to the industry. For clarity, all such queries will be termed as a 'Technical Concern' (or TC).

To achieve this intent, the process will: -

1. Allocate and define responsibilities to those who use the process. These includes: -
 - The person who raises the TC, termed the TC Initiator.
 - The person who receives the TC on behalf of Waka Kotahi, termed the Lead Technical Advisor – Pavements (LTA-P).
 - The person(s) nominated by the LTA-P to assist in resolving the TC, termed the Subject Matter Expert (SME). These people are generally drawn from one or more of the technical groups that work collaboratively with Waka Kotahi. Such technical groups may include: -
 - National Pavement Technical Group (NPTG)
 - National Surfacing Technical Group (NSTG)
 - Pavements Task Force
 - Aggregate and Quarry Association (AQA) Technical Committee
 - Civil Contractors' New Zealand (CCNZ) Technical Groups
 - Civil Engineering Testing Association New Zealand (CETANZ).
 - The person responsible for approving the recommendations that arise from the consideration of the TC. This is also the role of the LTA-P.
 - The person(s) responsible for communicating the outputs of the recommendations to the wider industry, termed the Communication Owner.
2. Allow the current status of the TC to be visible to all users. This will be achieved through the use of the Technical Concern Tracking System (TCTS) that supports the process.
3. Influence the greater co-ordination and alignment of the individual Action Plans developed by the separate technical groups, such that they promote greater consistency of focus and collaboration in resolving technical concerns. This work is also addressed under the Workstream 6 Team – Industry Capability.
4. Influence an improvement in the way the outputs of the TC are communicated back to the wider pavement industry, such that awareness and implementation is achieved. Outputs may include: -
 - Specification revisions
 - The issue of new Technical Advice Notes (TAN)
 - Amendments to contract conditions
 - The introduction of updated or new industry training programmes
 - Etc.

A copy of the proposed Technical Concerns Process Map is shown in Figure 4 overleaf.

A copy of the proposed Management System Guidance Note that supports the process is provided in Appendix 1.

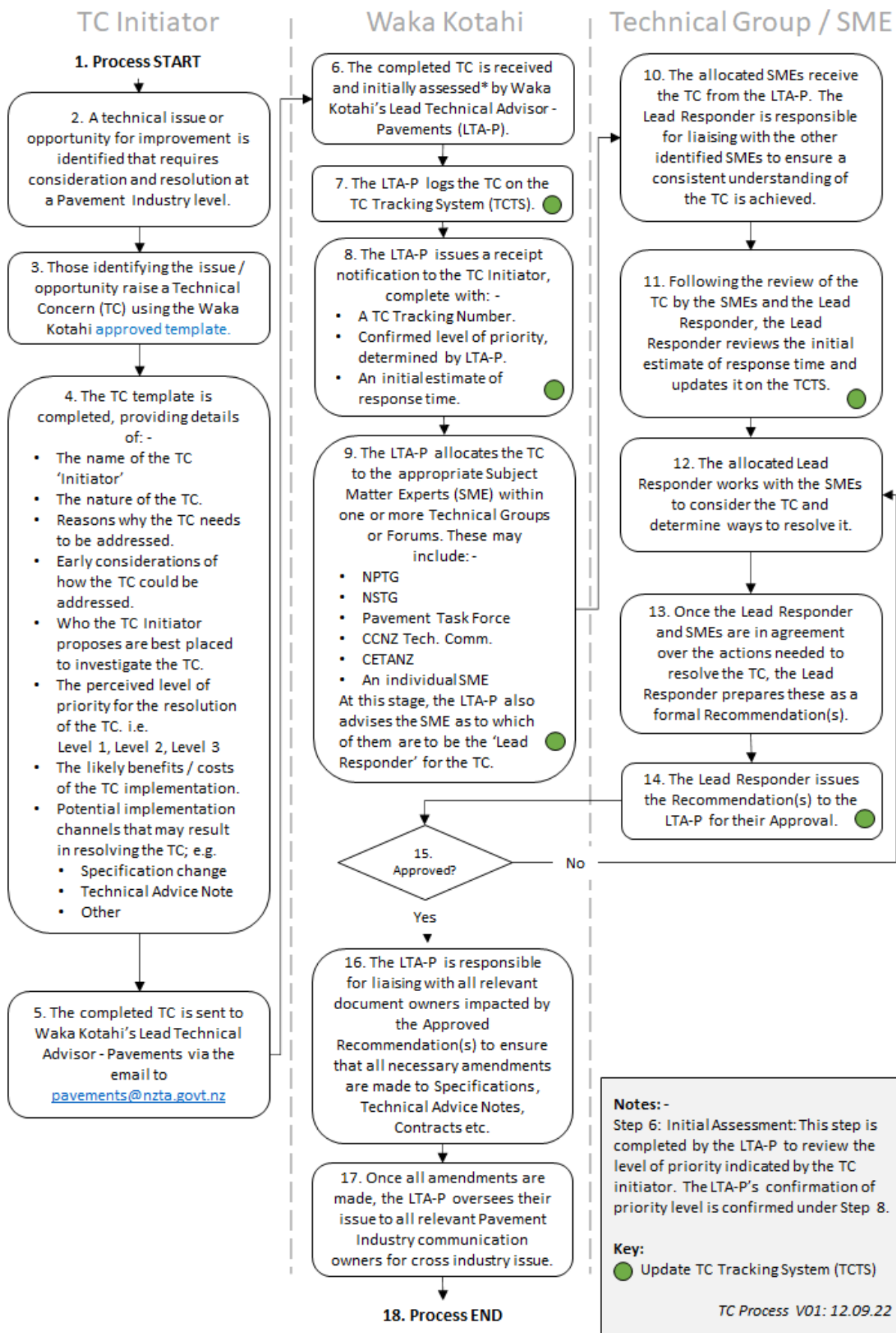


Figure 4: The Technical Concern Process Map

3.0 Structure of this Report

This report comprises four sections. The section titles and their contents are described in Figure 3 below:-

Section Title	Content
1: Purpose of this Report	Describes the creation and purpose of the seven Workstreams operating under the Pavement Design System Review (PDSR) Steering Group.
2: Structure of this Report	Demonstrates the structure of the report, typically comprising background information, headline findings and Required Responses.
3: Process Proposal	A diagram of the Process Map that will be used for improving the cross-industry communication of Technical Concerns (TC) and the Required Responses developed to resolve them.
4: Required Responses	A written summary of the Required Responses developed as the outputs of this workstream.
Appendices	
Appendix 1	A copy of the Management System Guidance Note that introduces the Technical Concerns Process and describes its use.
Appendix 2	A copy of the Technical Concern Proforma – the form used to raise a Technical Concern.

Figure 3: Report structure

3.1 Prioritisation of Required Responses:

The Required Responses made by the Cross Industry Communications Workstream are presented in this report.

Given that each of the separate workstreams described in Figure 2 is challenged to produce its own report, and recognising that some considerations between these workstreams overlap, the decision has been made by the Steering Group to consider and prioritise the Required Responses as a whole, once all reports are complete. The full list of prioritised Required Responses, complete with the Implementation Plan describing their enactment, is provided within an overarching PDSR Steering Group Report, titled **PDSR Summary Report** which is accessible via this [link](#).

4.0 Required Responses

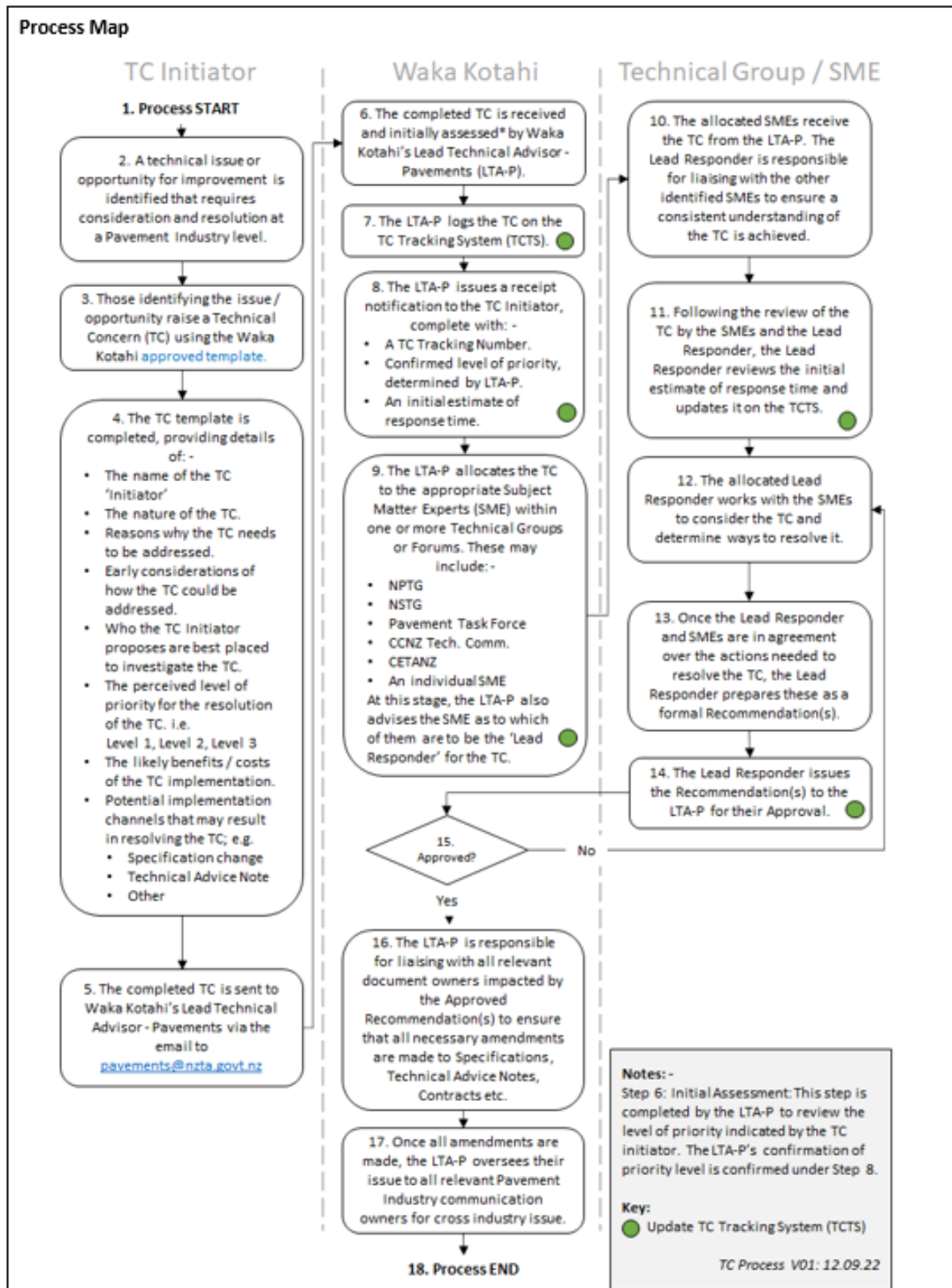
The following Required Responses are required to be implemented to enable the creation of the Technical Concerns Process.

Required Responses		
Ref. No.	Required Response	Owner
WS7.1	Re-launch the Technical Concern process using a clear Process Map and supporting Guidance Note that defines positions and their responsibilities.	Waka Kotahi
WS7.2	Create and make available, the Technical Concern Form Template and the Technical Concern Tracking System.	Waka Kotahi
WS7.3	Communicate the TC process to the WK Technical groups, CCNZ, CETANZ, EngNZ and AQA through guidance note or workshop. <i>Once the Technical Concerns process has been in operation for a period of six months, seek user feedback from the LTA-P, TC Owners, Technical Groups / Forums / SMEs and amend as required.</i>	Waka Kotahi

Appendices

Appendix 1	A copy of the Management System Guidance Note that introduces the Technical Concerns Process and describes its use.
Appendix 2	A copy of the Technical Concern Proforma – the form used to raise a Technical Concern.

Appendix One: Management System Guidance Note



Process Notes	The following clarifications are provided in support of the TC process map: -
Step 1	Process Start
Step 2	The TC process can be used for resolving technical issues or for promoting any technical opportunities for improvement, identified across the pavement industry.
Step 3	All TCs must be raised using the approved Waka Kotahi TC template. The template can be downloaded from the Waka Kotahi website via insert link
Step 4	All mandatory entry fields shown on the TC template must be completed before the TC is issued. Information concerning 'level of priority' is particularly important. The template contains advice on how to determine the correct level, using typical examples.
Step 5	All TCs must be issued only via the pavements@nzta.govt.nz email address.
Step 6	The completed TC is received and initially assessed by Waka Kotahi's Lead Technical Advisor - Pavements (LTA-P). This step is completed by the LTA-P to review the level of priority indicated by the TC initiator. The LTA-P's assessment of priority level is confirmed under Step 8.
Step 7	The LTA-P logs the TC on the TC Tracking System (TCTS).
Steps 8	The LTA-P will confirm the receipt of all TCs within 10 working days. If a TC Initiator has not received a response within this period, please contact insert name and telephone number .
Step 9	The LTA-P will use the information described on the TC form in their consideration of who is best to review the TC and make proposals for its resolution. Once allocation is made to a technical group, forum or SME, the LTA-P will also nominate a 'Lead Responder' through whom further communication between the LTA-P and (if required) the TC Initiator will occur.
Step 10 - 14	During the progressive review, consideration and determination of recommendations to resolve the TC, the Lead Responder is responsible for keeping the LTA-P updated on progress. The Lead Responder is also responsible for updating the TCTS during Steps 10 - 14 of the TC process. Step 15 culminates in the Lead Responder's issue of proposed recommendations for resolving the TC, to the LTA-P.
Step 15	The LTA-P will review the TC recommendations and signal their Approval. If Approval cannot be provided, the LTA-P will discuss and agree a course of action with the Lead Responder.
Step 16 - 17	Once approved, the LTA-P will then liaise with the relevant owners of documents (e.g., Specifications, TANs, SOPs etc) over any necessary updates required to accommodate the recommendations. The LTA-P will also liaise with document owners and the Waka Kotahi Communications Team to consider the best mechanisms for communicating any updates to the pavement delivery industry. This will help to ensure that high levels of awareness and understanding of the updates is achieved.
Step 18	Once Steps 2-17 are complete, the TC process ends. The TCTS is updated by the LTA-P to record completion.

Revision Table

Rev No.	Issue Date	Created by	Approved by	Comments	Review Date
V01	12.09.22	Ian McNally		Draft updated to remove Organisational approval and insert LTP-P's re-assessment of priority level at Step 6.	31.01.23

Appendix Two: Technical Concern Proforma

Technical Concern Proforma	
Form Ref:	Insert WK QMS Form No.

Section 1.0: Details of the person raising this Technical Concern (TC)		
<i>Note: The person raising this TC becomes the 'TC Initiator' and will be the point of contact for all resultant correspondence.</i>		
1.1	Name	
1.2	Organisation	
1.3	Contact No.	
1.4	Email Address	
1.5	Date of TC Issue	
1.6	TC Approval	If this TC has been raised on behalf of an organisation, please name the person who has approved the issue of this TC, on behalf of the organisation, in the line below.
	Name	
Section 2.0: Details of the Technical Concern (TC)		
2.1	As the TC Initiator, in your opinion, what is the Priority Level of this TC?	
Level 1 (Low):	<input type="checkbox"/>	<i>Resolution of this TC may provide a singular improvement factor* to an operational activity or management process that is sometimes used within the pavement delivery system.</i>
Level 2 (Medium)	<input type="checkbox"/>	<i>Resolution of this TC will provide a singular improvement factor* to an operational activity or management process that is widely used within the pavement delivery system.</i>
Level 3 (High)	<input type="checkbox"/>	<i>Resolution of this TC will provide multiple improvement factors* to an operational activity or management process that is widely used within the pavement delivery system.</i>
<i>Improvement Factors*: These may include improved health and safety aspects (either during construction or by the road-user); the improved quality and / or durability of a pavement surface; a reduced programme duration or increased efficiency during construction; or a cost saving in terms of construction or whole of life operation.</i>		
2.2	Does the TC relate to a specific project?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If 'Yes' please add the name of the project in the line below:		
2.3	Please describe the nature of the TC in the line below.	

Technical Concern Proforma

Form Ref: *Insert WK QMS Form No.*

2.4	Please describe why this TC needs to be resolved.
2.5	Please describe what benefits will be achieved by resolving the TC? <i>Note: These may include benefits such as cost, programme, consistency or efficiency benefits etc.</i>
2.6	Please describe what perceived risks or additional costs may arise, if the TC is implemented in the manner described in 2.4?

Technical Concern Proforma

Form Ref: *Insert WK QMS Form No.*

Section 3.0: Current status of the Technical Concern (TC) and its possible resolution.			
3.1	Have any Subject Matter Experts (SME), Technical Groups or Organisations already been engaged by the TC Initiator or their Organisation to consider or resolve this TC?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
If 'Yes' please add the name of the SME, Technical Group or Organisation in the line below:			
3.2	As the TC Initiator, do you have an opinion as to how this TC could be resolved?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
If 'Yes' please add these details in the line below:			
If 'Yes' please also indicate your suggested method for communicating details of the TC's resolution to the wider pavement industry, from the list below: -			
An amendment to a Specification?		Yes <input type="checkbox"/>	No <input type="checkbox"/>
The issue of a new Technical Advice Note (TAN)?		Yes <input type="checkbox"/>	No <input type="checkbox"/>
The issue of a New Zealand Supplement?		Yes <input type="checkbox"/>	No <input type="checkbox"/>
Communication via another format? <i>Note: If 'Yes' please add your suggestion in the line below</i>		Yes <input type="checkbox"/>	No <input type="checkbox"/>

Once completed, please email this form to pavements@nzta.govt.nz

Waka Kotahi are committed to acknowledging the receipt of all Technical Concern Proformas within ten (10) working days. If you have not received a reply within this time period, please contact [insert contact number](#).