



PROPOSAL FOR CONSULTATION

Clean Car Discount

New Zealand Transport Agency | Waka Kotahi

February 2024

RELEASED UNDER THE OFFICIAL INFORMATION ACT 1982

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FOREWORD TO THE PROPOSAL

Tēnā koutou katoa,

On 13 December 2023 the Government announced the closure of the Clean Car Discount (CCD) Scheme with effect from 31 December 2023. The New Zealand Transport Agency | Waka Kotahi (the 'Agency'; 'we'; 'us') was instructed to process all rebates by 31 January 2024 and close all activities associated with the scheme by 30 April 2024.

A review of all CCD activities across the Agency has subsequently taken place with careful consideration of the broader Low Emission Vehicle (LEV) Operating Model. This document outlines the proposal to close the CCD scheme within the directed timeframe, as well a proposed revision of the LEV Operating Model to ensure we have the right resource and capabilities to deliver the emissions reduction work programme moving forward.

This proposal to change the Agency's current structure has the potential to affect your current position.

We want to consult with you about this proposal, your expertise and feedback is an important part of that. To ensure we engage in meaningful consultation, please take the time to look at this proposal over the next two weeks and consider what makes sense and where there may be potential oversights.

All feedback should be provided by 5:00pm on 23 February 2024. There are a number of ways to do this, and we will carefully consider all feedback before making any decisions.

Over the next two weeks I will be available in a series of drop-in sessions and on a one-on-one basis to answer your questions or listen to your feedback. If you have any questions or concerns, I encourage you to raise these with us. You can raise questions and concerns via multiple channels, as outlined further in this document.

We appreciate change can be unsettling so please let Lauren Turfrey, Senior HR Advisor, Elijah Williams-Stewart, HR Advisor, or I know if there is any additional support you may need as we work through this process. You are entitled to seek legal advice and to bring a legal representative and/or support person to any meeting or have them involved at any stage. If you are a union member, your union will also be able to provide you with support. There is also confidential personal and career counselling available to you through [EAP Services](#) should you wish to make use of this service.

I would like to take this opportunity to commend you all for your outstanding mahi over the past months in processing residual rebate applications. Thank you for your amazing efforts and unwavering professionalism, you have demonstrated exceptional public service, and I am incredibly proud of all of you and what you have achieved.

Ngā mihi nui,

Tracy Moore

Head of Customer Operations

BACKGROUND – BUSINESS RATIONALE FOR PROPOSED CHANGES

The Government confirmed the closure of the CCD Scheme with effect from 31 December 2023 and commissioned the Agency to ensure the close out of the scheme and associated activities by 31 April 2024.

The CCD Scheme forms part of the broader LEV Operating Model, which has a focus on both CCD and CCS activities. Following confirmation of the government's directive to close the CCD Scheme, an internal review sought to understand an appropriate way to deliver on the government direction and to understand the impact this closure may have on our business structure, our people, and their positions.

As a Public Service Agency, we have an obligation to follow the direction of the government of the day. Therefore, as part of this review, we had to consider how the Agency could:

- Revise the LEV Operating Model to close all CCD activities.
- Ensure the right resource and capabilities are available to deliver the emissions reduction work programme moving forward.

THE REVIEW SOUGHT SEVERAL FURTHER KEY OUTCOMES:

- Determine which positions are currently responsible for delivering CCD activities and the degree to which these positions may be potentially affected following the closure of the scheme.
- Utilise data and insights to assess the organisational design.
- Understand current operating models and relevant business context to inform organisational design.
- Understand the current government funding context to reach a view on where funding for positions and resourcing may need to be realigned.
- Determine the ongoing requirements for the Agency's delivery of CCSs.

INSIGHTS FROM THE REVIEW:

The current LEV operating model was established to deliver the emission reduction schemes and regulations, as directed by the previous government. This model was designed to be cross-functional and scalable – amalgamating all LEV initiatives and creating generalist roles accountable for the delivery of both CCD and CCS activities.

Consolidating LEV initiatives reduced the number of positions and allowed for a more efficient distribution of activities. Consequently, a proposal to close CCD activities will likely necessitate a reduction in the number of positions; and careful evaluation of workflows to determine the resource requirements moving forward.

The review identified that:

- 3 teams are affected by the closure of the CCD scheme:
 - LEV

- Performance and Compliance
- Vehicle Emissions
- 47 positions performing CCD activities are directly affected by the closure of the scheme:
 - 21 positions are affected in a minor way; and
 - 26 positions are significantly affected.
- 3 positions outside of Customer & Services | Te Mahau are performing activities for LEV, which are unaffected by the closure of CCD.

Having regard to the impact of the closure of the CCD Scheme, this consultation document sets out the proposed changes to the current business structure and the specific impacts on positions in the affected teams.

It is important that you understand the rationale, proposed changes, and the potential impacts these changes may have on your position.

SCOPE

The scope of the proposal for consultation has been determined by the level of impact on positions across the organisation resulting from the closure of CCD Scheme.

Positions are determined out of scope when:

- Workflow and the function of work remains the same i.e., reporting is supplied for LEVs and the same level of reporting is required in the absence of CCD

Positions are determined to be in scope when:

- Workflow is directly impacted by the closure of the CCD Scheme
- Positions are invertedly affected by the change, i.e., the workflow is the same or substantially similar, however the revision of the LEV operating model has resulted in structural change, such as a reporting line change.

HOW WE WILL NAVIGATE THIS CHANGE

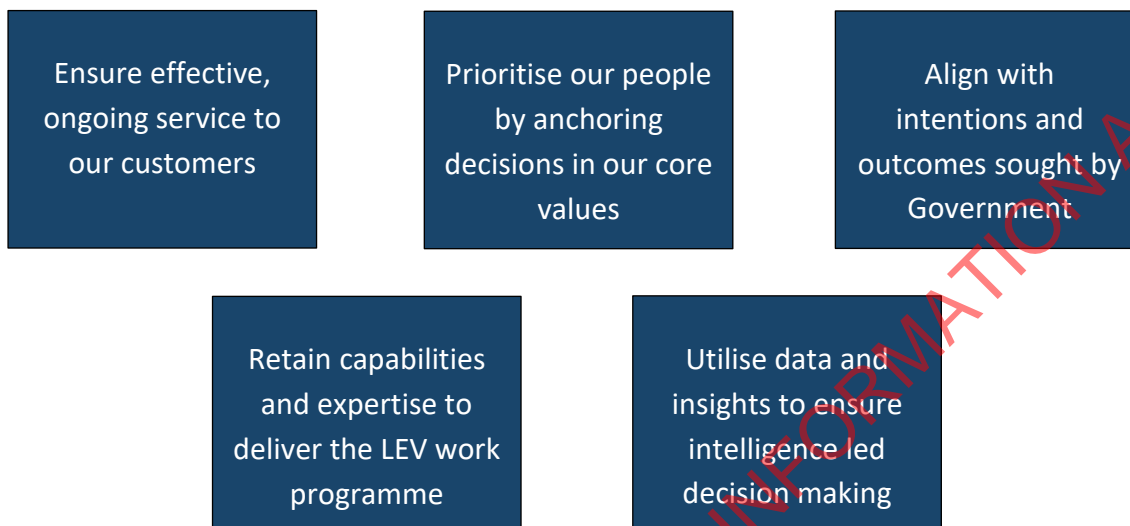
We will be guided by our values in our work on changes to our organisational structure. We are making a commitment to you to navigate these changes by:

- **Ngākau Aroha | Have Heart** – Putting our people at the centre of what we are doing and providing support to those affected by this change.
- **Kotahitanga | Better Together** – Being upfront about what we want to achieve and genuinely listening to the feedback.
- **Kia Māia | Be Brave** – Approaching the situation with understanding of different perspectives and seeking the right outcome.
- **Mahia | Nail It** – Successfully implementing a change that achieves our objectives and recognises the external environment, stakeholder demands, and deliverables.

You can find further information about the Agency's approach to organisational change and our guiding principles in our ['Change Management Protocol 2024'](#), **attached** and marked as 'Appendix Two'.

DESIGN PRINCIPLES

To meet the expectations of the Government and to ensure the right resource and capabilities to deliver the programme we developed a set of design principles to shape our thinking.



PROPOSED STRUCTURE CHANGES

The Agency proposes to achieve the full closure of the CCD scheme, while ensuring the right resource and capabilities remain within the LEV structure to deliver its emissions reduction work program moving forward.

The specific proposed structure changes are outlined in this consultation document below, broken down by team.

We will be seeking your feedback on the proposed structure changes outlined.

An impact assessment has been completed as part of the CCD review, which involved comparing all positions in the current structure with those in the proposed new structure. This helped to determine whether the current positions, in the above teams, are:

- **Non-affected** (e.g., there will be no change to the position, or the change is minor – e.g., a change in reporting line, title, or minor change to duties);
- **Affected** (e.g., the number of positions is reducing; there is a significant change to the position; or the position has been disestablished.)

Information on the impacts to specific teams is set out **below**.

LOW EMISSION VEHICLE TEAM:

The closure of the CCD Scheme will lead to a decreased workload for certain positions within the LEV Team. A comprehensive review has been conducted to identify the necessary resources and capabilities to continue delivering the emission reduction work program without CCD activities.

The proposed changes for each position are detailed below.

PROPOSED STRUCTURE:

The below organisation charts show the current structure (left) and proposed structure (right). As a result of the proposed changes, all positions within the current structure may be affected:



LEV Officers

The role of the LEV Officer ensures daily and punctual execution of essential transactional services and compliance activities vital for the smooth operation of the lev initiatives. The LEV officer responsibilities encompass the support and administration of lev systems for external end-users, entailing case-related issue resolution and decision-making.

They play a crucial role in supporting CO2 account holders, assisting them with compliance matters, and managing their accounts effectively. This includes overseeing the administration and processing of routine payment, rebate applications, or claims. The LEV Officer is also tasked with assessing and verifying payment applications, ensuring accuracy and adherence to established procedures.

The operational responsibilities of LEV Officers are delineated into two key components:

Servicing an annual volume of up to 113,000 rebate applications on behalf of the CCD Scheme

Delivering end-to-end support and assistance to around 4,000 CCS Importers, who are typically one-time users of the system seeking to import 20 vehicles or less annually (larger and more complex accounts receive dedicated service from our Account Managers)

There is a continued requirement for lev officers to service lev activities despite a significant reduction in workload resulting from the closure of rebate applications.

To achieve the needs of the agency following the government's direction to close the CCD scheme, a team reduction exercise has been undertaken in alignment with workforce planning methodology and best practice principles to determine the optimal number of positions necessary to support the delivery of the emission reduction work programme moving forward.

The Workforce Planning tool has been used to model ongoing FTE (full-time equivalent) requirements, taking into consideration critical factors, such as customer volume demand, customer volume contact patterns, and shrinkage requirements (meetings, all non-customer facing work/ time away from calls for meetings, training etc. and leave provisions).

The outcome of the analysis indicated the minimum workforce requirements to operate is 5.2 FTE (Full-Time Equivalent).

We further considered system-generated requirements for viability to accommodate the downsized operating model and ensure effective management of unplanned absences, workforce demand fluctuations, and the practical deployment of a small customer-facing workforce.

In doing so we have adjusted the proposed staffing level to 6 FTE, an increase of 0.8 FTE, this enables effective, ongoing service to our customers and enhanced operational resilience by minimising the potential for unforeseen events to cause significant customer wait times and workload backlog. (An example of this would be more than 1.0 FTE being sick on any given day which would cause serious service impacts).

This shrinkage uplift considers the logistical dynamics of a smaller operation and the ability to deliver our services to required service level agreements (controlled and uncontrolled) mitigating the risk of noncompliance and accommodating for the loss to the economies of scale from the current larger model.

To achieve the outcomes desired, and meet government expectations, we are proposing to reduce the number of LEV Officer positions from 22 down to 6. We are also proposing to amend the group and team purpose and the accountabilities within the LEV Officer position description in the new structure.

Contestable Reconfirmation

The proposed changes to the current LEV team structure involve reducing the number of LEV Officers, if the proposed changes proceed, a **selection process** will follow.

If you are employed as a LEV Officer, you will have an opportunity to comment on the proposed selection criteria.

Proposed Selection Criteria – LEV OFFICER

Knowledge, skills and experience 70%	Relevant experience/time in similar role	<2 years (1)	2– 3 years (2)	3 - 5 years (3)	>5 years (4)
	Previous experience working in a regulatory environment	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	Strong communication, time management, and organisational skills	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	Competency with Microsoft Word, Outlook and Excel	Displayed rarely	Displayed sometimes	Displayed often	Displayed always

		(1)	(2)	(3)	(4)
	Ability to pick up new processes and systems quickly and adapt well to change	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	High level of accuracy and attention to detail	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	Has confidence to have strong discussions with key stakeholders in order to maintain the integrity of the scheme	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	Able to apply a cross-functional approach to work across teams	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)

CRITERIA	DESCRIPTION	MEASURE			
Demonstrated Behaviours 20%	NGĀKAU AROHA Have heart means we respect and have the wellbeing of our people, community and planet at the heart of everything we do. We look out for each other.	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
Show cases NZTA Waka Kotahi values and behaviours	KOTAHITANGA Better together means we achieve great things when we work together to build trusted relationships inside and outside of Waka Kotahi.	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
Waka Kotahi values and behaviours underpin everything we do and form the core behavioural expectations for all roles	KIA MĀĪA Be brave means our outcomes are better when we bring courage and self-belief to our passion and purpose. We challenge to achieve the right outcome.	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	MAHIA Nail it means we create enduring legacy, delivering our best work every day. We celebrate success.	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)

CRITERIA	DESCRIPTION	MEASURE		
Employee File 10%	Employment Records (i.e disciplinary level of action taken)	Final written warning (1)	Written warning (2)	No warnings (3)

POSITION	CURRENT POSITION DESCRIPTION	PROPOSED POSITION DESCRIPTION
LEV Officer	LEVs Officer .docx	LEVs Officer.docx

ACCOUNT MANAGERS

The Account Manager position entails the continual management of relationships, direct communication, and support for frequent or high-volume users of the LEV systems. This involves actively monitoring importer activity and compliance (including financial monitoring), resolving issues and errors, and conducting assessments. They oversee initial assessments and ensure alignment with regulations and operational policy and are responsible for the ongoing management of Fleet Average account users. They also manage larger volume CCS Pay as you Go (PAYG) importer accounts.

The Account Managers activities are fully aligned to the CCS work programme and remain required in the absence of the CCD Scheme. The proposed changes include a minor change to the team purpose within the position description to shift language from 'CCD and CCS' to 'LEV'.

In the new structure, we propose that the Account Manager positions will all remain and be evenly split between two Team Managers to ensure balanced spans of control and enhancing continuity resilience.

Non-contestable confirmation

The proposed changes to the LEV team will result in:

- a minor change to the Account Manager position description; and
- a potential change in reporting line

If the proposed changes are implemented, affected employees will be automatically reconfirmed into the Account Manager positions in the new structure. We would however still like to consult with you on these proposed changes.

POSITION	CURRENT POSITION DESCRIPTION	PROPOSED POSITION DESCRIPTION
Account Manager	Account Manager .docx	Account Manager.docx

TEAM MANAGERS

The Team Manager position provides strategic input for LEV initiatives along with operational oversight, approvals, and leadership to a cross-function team that delivers on demand support to customers as well as pro-active account management to larger importers.

The role is accountable for direct approval of and as an escalation point for account management and is a delegated approver within the Fleet Average Operational Policy. The position is responsible for the change management and implementation of any changes to the LEV initiatives, operational decisions and delegations on behalf of the Director of Land Transport, and complex escalations requiring collaboration with the Vehicle Emissions Team and the Performance and Compliance Team (e.g. Anti money laundering compliance or Credit Assessments for Fleet Average Accounts).

Given the proposed reduction in LEV Officers, consideration has been given to the number of Team Manager positions required. We have considered the tasks that this role is accountable for, as well as the leadership accountabilities that this role has to carry out on top of their regular workload. Due to this role having significant responsibilities outside of team leadership and the complexity of the workload within their teams, it is proposed that dividing the responsibilities between two managers allows for a more manageable workload.

As part of the closure of the CCD Scheme, and the impact that will have on the Low Emissions Vehicle team, we are proposing to reduce the number of Team Manager positions by one in the proposed new structure. Retaining two managers maintains efficiency and ensures effective contingency planning. We are also proposing to amend the group and team purpose within the Team Manager position descriptions in the new structure.

Contestable Reconfirmation

The proposed changes to the LEV team structure involve reducing the number of Team Managers, if the proposed changes proceed, a **selection process** will follow.

If you are employed as a Team Manager, you will have an opportunity to comment on the proposed selection criteria.

Proposed Selection Criteria – TEAM MANAGER

CRITERIA	DESCRIPTION	MEASURE			
Knowledge, skills and experience 70%	Relevant experience/time in similar role	<2 years (1)	2– 3 years (2)	3 - 5 years (3)	>5 years (4)
	Experience in decision making in a regulatory environment	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	Strong understanding of relevant legislation, policy and technical information	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	Excellent verbal and written communication skills with strong interpersonal skills which can be applied to internal and external stakeholders	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	Excellent attention to detail with an ability to assess complex detail	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	Ability to develop solutions to complex problems using a range of analytical and problem-solving skills	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)

	Can interpret, report and provide quality audits (including feedback to team) on key performance metrics and risk indicators	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	Proven complaints investigation and enquires handling with a quality assurance and continuous improvement approach	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	Demonstrated perseverance to achieve and exceed goals	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	Able to mentor and coach others to lift team capability and capacity	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)

CRITERIA	DESCRIPTION	MEASURE			
Demonstrated Behaviours 20% Show cases NZTA Waka Kotahi values and behaviours Waka Kotahi values and behaviours underpin everything we do and form the core behavioural expectations for all roles	NGĀKAU AROHA Have heart means we respect and have the wellbeing of our people, community and planet at the heart of everything we do.	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	KOTAHITANGA Better together means we achieve great things when we work together to build trusted relationships inside and outside of Waka Kotahi.	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	KIA MĀĪA Be brave means our outcomes are better when we bring courage and self-belief to our passion and purpose. We challenge to achieve the right outcome.	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	MAHIA Nail it means we create enduring legacy, delivering our best work every day. We celebrate success.	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)
	Foundational expectations of People Leaders <ul style="list-style-type: none"> Health Safety and Wellbeing Essentials People Leadership Essentials 	Displayed rarely (1)	Displayed sometimes (2)	Displayed often (3)	Displayed always (4)

	<ul style="list-style-type: none"> Management Essentials 				
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CRITERIA	DESCRIPTION	MEASURE		
Employee File 10%	Employment Records (i.e disciplinary level of action taken)	Final written warning (1)	Written warning (2)	No warnings (3)

POSITION	CURRENT POSITION DESCRIPTION	PROPOSED POSITION DESCRIPTION
Team Manager	Team Manager.docx	Team Manager.docx

MANAGER LEV

The Manager LEV position is responsible for successfully leading the implementation and ongoing delivery of the LEV Initiatives. It provides strategic leadership to the LEV Team and ensures a real-world regulatory response and customer focussed approach to the management, administration, and maintenance of the current initiatives. This position is responsible for strategic engagement with industry and has wider oversight of the end-to-end LEV system.

A review has determined there is no change to the level of strategic know-how, problem-solving, accountability, and/or decision-making required to perform the Manager LEV position. All requirements of the role remain necessary irrespective of the closure of the CCD Scheme. CCD activity is high volume but low complexity and has little to no impact on the LEV Manager's overall duties. Whilst there are minor changes to the overall number of direct and indirect reports all other aspects of the role remain unchanged.

The proposed changes include a reduction in the number of direct reports from 3 to 2, and a reduction to the number of indirect reports from 30 to 14 which would be reflected in the role dimensions within the position description. We are also proposing to amend the group and team purpose within the Manager LEV position description in the new structure.

Non-contestable confirmation

The proposed changes to the LEV team structure will result in only a minor change to the Manager LEV position, if the proposed changes proceed the employed staff member will be automatically reconfirmed into the positions in the new structure.

We would however still like to consult with the LEV Manager on the proposed changes.

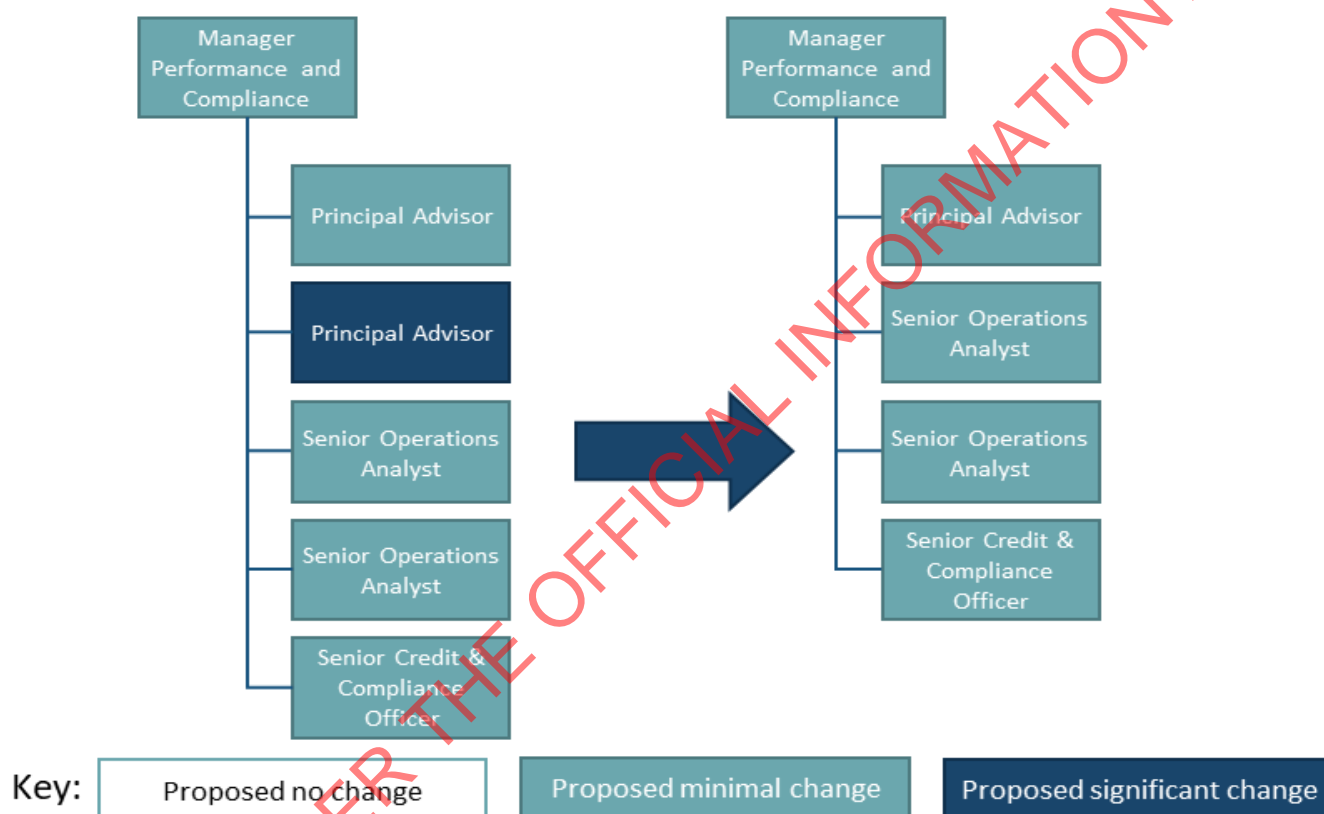
POSITION	CURRENT POSITION DESCRIPTION	PROPOSED POSITION DESCRIPTION
Manager LEV	Manager, LEVs .docx	Manager, LEVs.docx

PERFORMANCE AND COMPLIANCE TEAM:

The closure of the CCD Scheme has led to a decreased workload for certain positions within the Performance and Compliance Team. A comprehensive review has been conducted to identify the necessary resources and capabilities to continue delivering emission reduction work program without CCD activities. The proposed changes for each position are detailed below:

PROPOSED STRUCTURE:

The below organisation charts show the current structure (left) and the proposed new structure (right). As a result of the proposed changes, all positions within the current structure may be affected.



SENIOR CREDIT AND COMPLIANCE OFFICER

The Senior Credit and Compliance position provides credit risk, compliance, and auditing support to the LEV teams (validating CCS Fleet Average Account status) and other vehicle-related Regulatory services and activities aligned to an area of high work demand.

This position conducts regular audits and reviews and provides high quality investigative services to the Agency conducting investigations into a broad range of non-compliance and credit risk or unlawful matters, including any offending that impacts on the Government's land transport revenue streams.

The Senior Credit and Compliance Officer's accountability is fully aligned to CCS initiatives and are unimpacted by the closure of the CCD Scheme.

The proposed changes to the Performance and Compliance team structure will result in a minor change to the team purpose within the Senior Credit and Compliance Officer position description – specifically, the reference to CCD and CCS would be amended to LEVs.

Non-contestable confirmation

The proposed changes to the Performance and Compliance team structure will result in only a minor change to the Senior Credit and Compliance Officer position, if the proposed changes proceed the employed staff member will be automatically reconfirmed into the positions in the new structure.

We would however still like to consult with the Senior Credit and Compliance Officer on the proposed changes.

POSITION(S)	CURRENT POSITION DESCRIPTION	PROPOSED POSITION DESCRIPTION
Senior Credit and Compliance Officer	Senior Credit and Compliance Officer.docx	Senior Credit and Compliance Officer.docx

SENIOR OPERATIONS ANALYST

The Senior Operations Analyst position provides tactical and operational analysis and advice across all parts of Customer Operations. These positions support other teams and Managers to deliver an effective and enhanced regulatory and Customer Operations function, that is strongly aligned with our Regulatory Strategy (Tū ake, Tū māia) & Customer and Services | Te Mahau strategy. The Senior Operations Analyst also manages the ownership and interpretation of the emission data of all vehicles imported into the New Zealand fleet.

The Senior Operation Analyst positions have become more central to the LEVs operating model due to changes in how data is managed and reported. Previously, Low Emission data and reporting were handled solely by use of QLIK apps (bespoke reporting technology that will be decommissioned and replaced with Power BI Premium) and (using QLIK) and Data Services (using SQL queries). Now, with our redesigned data management approach, the Senior Operations Analysts have full control over reporting, real-time access, and ownership of dynamic reports via Power BI Premium. They can also use the new technology for data self-service which allows any data configuration to be accessed internally but also provided to other teams and official correspondence in context with subject matter experts. This removes the need to iterate SQL queries separately from the business team. CCS is the first initiative to deliver services in this way and aligns Te Mahau with our modern Digital Teams architecture.

The Senior Operation Analysts are now responsible for tasks which were previously handled by Data Services, providing all datasets and analysis for the LEV teams as well as stakeholders across agency. They are also responsible for handling official correspondence responses, and ensuring data is shared across systems. These new responsibilities make up the primary proportion of the Senior Operation Analysts day to day activities and continue to be required to support the delivery of LEV initiatives.

There is minimal time spent extracting data from the CCD reporting system as the system enables faster data extraction and requires less human intervention. Hence the closure of CCD Scheme has minor impact on the workload of the Senior Operations Analyst positions.

As LEV data owners, it is proposed the Senior Operations Analysts will continue to be responsible for the data management of CCD data and systems to access, interpret, and report on data as needed in response to ministerial and/ Official Information Act (OIA) requests in the proposed new structure.

Therefore, in the proposed new structure, two Senior Operation Analyst positions will remain to enable analysis of LEV data. We are also proposing to amend the group and team purpose within the Senior Operations Analyst position descriptions in the new structure.

Non-contestable confirmation

The proposed changes to the Performance and Compliance team structure will result in only a minor change to the Senior Operation Analyst positions, if the proposed changes proceed the employed staff member will be automatically reconfirmed into the positions in the new structure.

We would however still like to consult with the Senior Operations Analyst on the proposed changes.

POSITION(S)	CURRENT POSITION DESCRIPTION	PROPOSED POSITION DESCRIPTION
Senior Operations Analyst	Senior Operations Analyst.docx	Senior Operations Analyst.docx

PRINCIPAL ADVISOR

The Principal Advisor position leads strategic initiatives of the business including LEVs and other initiatives to de-carbonise and ensure sustainability of our revenue streams. The Principal Advisor provides expert advice and direction to the Ministry of Transport and the Agency at all levels to connect operational needs with organisational and government strategic outcomes to drive initiatives to reduce emissions from New Zealand's vehicle fleet.

The Performance and Compliance Team comprises two Principal Advisors who provide subject matter expertise for both the CCD Scheme and CCS. A workflow review has determined that the workload and time commitment dedicated to each of the work programmes is evenly distributed between the two positions.

As part of the proposed change to the Performance and Compliance team structure, we are proposing to reduce the number of Principal Advisor positions from 2 to 1 in the new structure, and the remaining Principal Advisor will have sole focus on CCS activities. We are also proposing to amend the group and team purpose within the Principal Advisor position description in the new structure.

Non-contestable confirmation

The proposed changes to the Performance and Compliance team structure will involve reducing the number of Principal Advisor positions, if the proposed changes proceed the vacant Principal Advisor position will be disestablished and the employed staff member will be automatically reconfirmed into the positions in the new structure.

We would however still like to consult with the Principal Advisor on the proposed changes.

POSITION(S)	CURRENT POSITION DESCRIPTION	PROPOSED POSITION DESCRIPTION
Principal Advisor	Principal Advisor.docx	Principal Advisor.docx

MANAGER PERFORMANCE AND COMPLIANCE

The Manager Performance and Compliance position is responsible for varied central functions including Official Correspondence inputs, Analytics and Reporting, Quality Assurance, and Credit risk and Compliance. It supports the delivery of Customer Operations teams to succeed in their day-to-day delivery by leading a team of experts to provide insights and expertise into Customer and Service | Te Mahau and wider Agency initiatives, and policy development. This position is required to navigate oversight of compliance, performance, data and analysis, credit assessment, official correspondence and financial management for the LEV Operating Model.

A review of the Manager Performance and Compliance position has determined there is no change to the level of strategic know-how, problem-solving, accountability, and/or decision-making required to perform the Manager LEV position. All requirements of the role remain necessary irrespective of the closure of the CCD Scheme and are required to deliver on LEV Initiatives within the team. Whilst there are minor changes to the overall number of direct, all other aspects of the role remain unchanged.

The proposed changes include the group and team purpose and the accountabilities within the Manager Performance and Compliance position description in the new structure.

Non-contestable confirmation

The proposed changes to the Performance and Compliance team structure will result in only a minor change to the Manager Performance and Compliance position, if the proposed changes proceed the employed staff member will be automatically reconfirmed into the positions in the new structure.

We would however still like to consult with the Manager Performance and Compliance on the proposed changes.

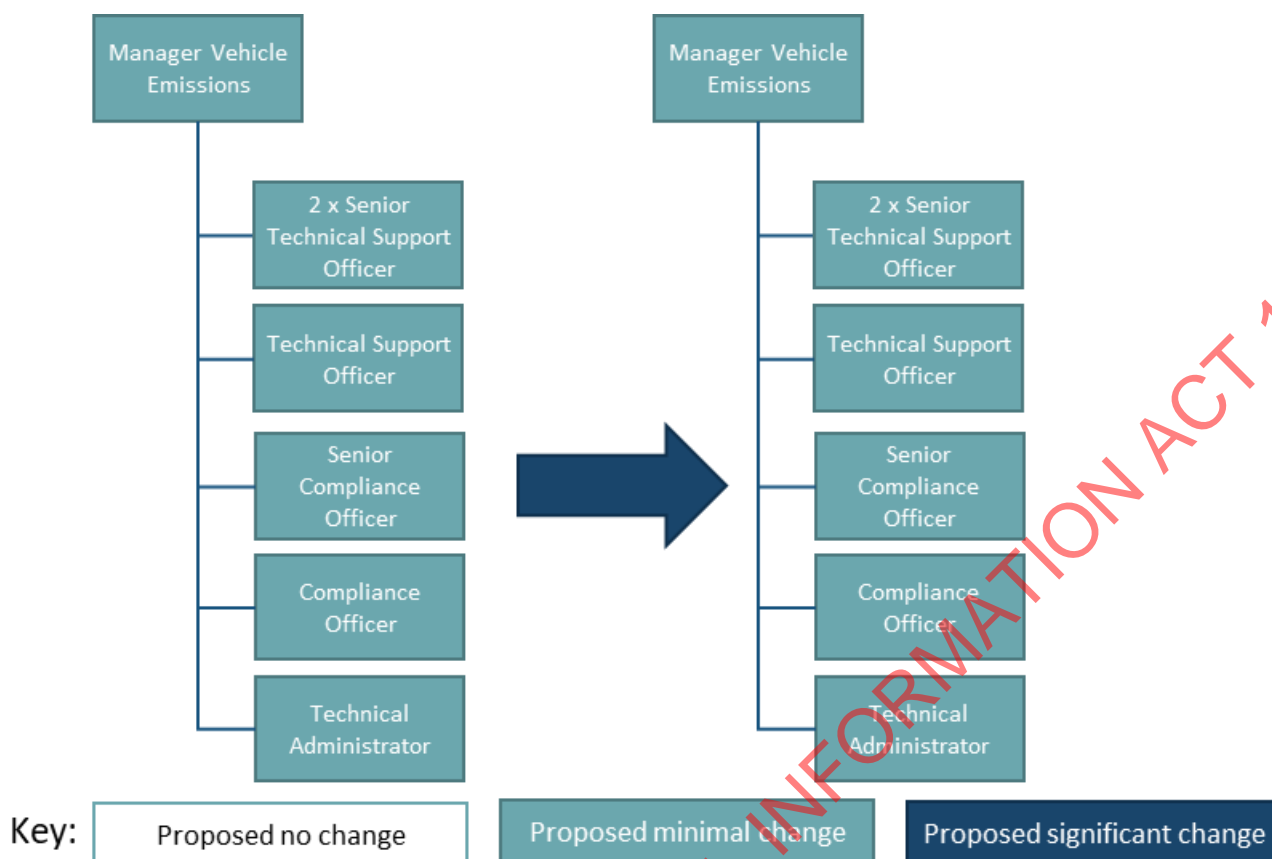
POSITION(S)	CURRENT POSITION DESCRIPTION	PROPOSED POSITION DESCRIPTION
Manager Performance and Compliance	Manager, Performance and Compliance.docx	Manager, Performance and Compliance.docx

VEHICLE EMISSIONS TEAM:

The closure of the CCD Scheme has led to a comprehensive review of the Vehicle Emissions Team to identify the necessary resources and capabilities to continue delivering emission reduction work program without CCD activities. Following the review, we are proposing minor changes to the positions within the Vehicle Emissions team as detailed below.

PROPOSED STRUCTURE:

The below organisation charts show the current structure (left) and the proposed new structure (right). As a result of the proposed changes, all positions within the current structure may be affected:



The Vehicle Emissions Team provides support to the wider Regulatory vehicle importation compliance functions, aligned with and funded by the CCS. The Vehicle Emissions Team is tasked with overseeing vehicle entry data, standards, compliance, and investigations. They also manage critical vehicle entry systems and conduct investigations that contribute to the integrity and functionality of the LEV initiatives.

The workload of the Vehicle Emissions Team originates from a central function that sets the foundation for vehicle standards and data, particularly emissions, in the wider vehicle lifecycle before being incorporated into the LEV schemes. This requirement remains the same for any LEV initiatives and would continue to be essential for the overall system even in the absence of the LEV initiatives.

Similarly, the ongoing need for regulatory compliance activities and business ownership of critical systems remains imperative for both LEVs and the broader vehicle lifecycle.

Consequently, the closure of the CCD scheme will have no impact on the accountabilities, workflow, or scheduled activities delivered by the Vehicle Emissions Team.

There are no proposed changes to the overall structure of the Vehicle Emissions Team. There are, however, some minor changes proposed to the central function or demands on vehicle delivery and service. We are also proposing to amend the group and team purpose and the accountabilities within the Vehicle Emissions Team position descriptions in the new structure.

We would however still like to consult with the Vehicle Emissions Team on the proposed changes.

POSITION(S)	CURRENT POSITION DESCRIPTION	PROPOSED POSITION DESCRIPTION
Emissions Co-ordinator	Emissions Co-ordinator.docx	Emissions Co-ordinator.docx
Compliance Officer	Compliance Officer.docx	Compliance Officer.docx
Senior Compliance Officer	Senior Compliance Officer.docx	Senior Compliance Officer.docx
Technical Support Officer	Technical Support Officer.docx	Technical Support Officer.docx
Senior Technical Support Officer	Senior Technical Support Officer.docx	Senior Technical Support Officer.docx
Manager Vehicles Emission	Manager, Vehicle Emissions.docx	Manager, Vehicle Emissions.docx

SUMMARY OF POTENTIAL IMPACTS BY POSITION

Non-contestable reconfirmation

If the changes proposed are implemented, employees in the current structure will be automatically confirmed into positions in the new structure if:

- the position is the same or substantially similar to their current position; and
- the number of staff eligible for confirmation is the same or less than the positions available.

If an employee is offered non-contestable reconfirmation, and they do not wish to take up the offered position in the new structure, the employee's employment will end by reason of resignation and there will be no entitlement to redundancy compensation (in accordance with the applicable employment agreement).

Contestable reconfirmation

If the changes proposed are implemented, and if in the new structure there are a number of positions that are the same or substantially similar to those in the existing structure, but the number of positions is proposed to be reduced or combined to a lesser number of (same or substantially similar) positions, a **selection process** will follow.

Note: This consultation process will relate to your substantive position rather than any seconded position.

Position in scope	FTE	Proposed change	Affect on position	Impact of proposed change
LEV Officer	18	Reduce FTE from 18 to 6	Contestable reconfirmation	Significant
Account Manager	8	Minor change to PD	Non-contestable reconfirmation	Minor

Team Manager	3	Reduce FTE from 3 to 2	Contestable reconfirmation	Significant
Manager LEV	1	Minor change to PD	Non-contestable reconfirmation	Minor
Senior Credit and Compliance Officer	1	Minor change to PD	Non-contestable reconfirmation	Minor
Senior Operations Analyst	2	Minor change to PD	Non-contestable reconfirmation	Minor
Principal Advisor	1	Minor change to PD	Non-contestable reconfirmation	Minor
Manager Performance and Compliance	1	Minor change to PD	Non-contestable reconfirmation	Minor
Manager Vehicle Emissions	1	Minor change to PD	Non-contestable reconfirmation	Minor
Senior Technical Support Officer	2	Minor change to PD	Non-contestable reconfirmation	Minor
Technical Officer	1	Minor change to PD	Non-contestable reconfirmation	Minor
Senior Compliance Officer	1	Minor change to PD	Non-contestable reconfirmation	Minor
Compliance Officer	1	Minor change to PD	Non-contestable reconfirmation	Minor
Technical Administrator	1	Minor change to PD	Non-contestable reconfirmation	Minor

Proposed impact on vacant positions:

Position in scope	FTE	Proposed Change
LEV Officer	4	Disestablished
Principal Advisor	1	Disestablished

SELECTION AND REDEPLOYMENT PROCESS

The Selection Process and Redeployment Processes for this proposed change is documented below. It is proposed that these processes run consecutively following the final decision. This is due to the specific timeframe we are operating within to conclude the closure of the CCD Scheme by 31 April 2024, in accordance with the government directions. Your input into these processes is important so please read through them carefully and include your thoughts on them in your feedback.

SELECTION PROCESS

If the proposed changes are adopted (or a modified version of it, following consideration of our people's feedback), all potentially affected employees in the Low Emissions Vehicle, Compliance and Performance, and Vehicle Emissions team will be notified of the decision.

If, in the new structure, there are a number of positions that are the same or substantially similar to those in the existing structure, but the number of positions is being reduced or combined to a lesser number of (same or substantially similar) positions, a **selection process** will follow.

During consultation on the proposed changes, relevant potentially affected employees will have an opportunity to comment on the proposed selection criteria for potential contestable processes. Proposed selection criteria should be objectively measurable and will be clearly communicated to relevant affected employees during consultation. Once a decision is made to adopt the proposal (or not, or a modified version of it, as the case may be), the finalised selection criteria for applicable roles will be shared.

The selection process will commence once the final decision has been announced, with a form for employees to submit with the above information. All submissions will be reviewed, and interviews will be organised with employees who have signalled interest in the available positions and have the correct knowledge and experience. The interview panel will consist of two people from Customer Operations and one person from the Talent Acquisition Team who will be determined when a final decision has been made.

As discussed above, if this proposal goes ahead, the following positions will be subject to contestable reconfirmation:

- 2 X Team Manager positions
- 6 X LEV Officer positions

The proposed selection criteria and weightings for all roles are **attached** and can be found in the respective positions section above.

EXPLORING ALTERNATIVE OPPORTUNITIES

If you are an affected employee (subject to a contestable reconfirmation process) and wish to explore alternative opportunities within the wider business prior to this process, please let us know and we will work with you on a case-by-case basis.

VOLUNTARY REDUNDANCY

If an employee's position is subject to contestable reconfirmation, and that employee would prefer to take **voluntary redundancy**, consideration to such requests will be given on a case-by-case basis.

REDEPLOYMENT AND WIDER REDEPLOYMENT

Where there are no positions in the new structure that an employee can be reconfirmed into (or where an employee is unsuccessful in being confirmed into a role after a contestable process), the employee will be considered for **redeployment to suitable alternative positions** within the new structure or across the organisation generally.

A **suitable alternative position** is one that involves duties and responsibilities that are not unreasonable for the employee to fulfil, taking into account the employee's skills, knowledge, qualifications and experience, and where the employee could reasonably be expected to carry out the duties and responsibilities of the position with a reasonable amount of training and development.

The Agency may identify possible **suitable alternative positions** that an employee could be redeployed to. Employees are also welcome to identify roles within the new structure that they consider to be a **suitable alternative position**.

In most cases, if an employee is offered a **suitable alternative position** but does not accept that offer, the employee's employment will end by reason of resignation and there will be no entitlement to redundancy compensation.

A position may be deemed to be an unsuitable alternative for an individual where the Agency is required to pay the person at a rate outside the remuneration band for the position.

The redeployment process will start after the final decision on the proposed change has been made and the selection process is complete. No offers of redeployment will be made until the selection process ends and reconfirmations have been determined.

Any employees who have not received an offer of reconfirmation or an offer of redeployment by the end of the selection and redeployment processes will be given notice of redundancy in accordance with the terms of the employee's employment agreement, and consideration will be given to any requests from affected employees for payment in lieu of notice. We will continue to seek suitable alternative positions across the Agency for employees during their notice period.

If an employee declines an offer of a suitable alternative position, they will no longer be eligible for redundancy. If they do not secure another position in the organisation prior to the change or notice period taking effect (whichever is longer), they will be regarded as resigning.

If there is a redundancy as a result of a proposed change being implemented, it will not become effective until the Agency transitions to the new structure. The date currently proposed for transition to the new structure is 1 April 2024, but a date will be confirmed with you once a decision has been made.

Any redundancy entitlements will be in accordance with the affected employee's employment agreement and statutory restrictions under section 88 of the Public Service Act 2020.

FEEDBACK, QUESTIONS, SUPPORT, AND NEXT STEPS

FEEDBACK

This proposal describes and explains the organisation structure changes being proposed and provides you with an opportunity to share your feedback with me and ask questions before any final decisions are made.

Your input on this proposal is important, so please take the time to read through the consultation document and provide your feedback. When providing feedback, it is important to let me know why you like or dislike a proposed change, and if you dislike it, what you would propose instead. I will consider everyone's views and make decisions on the best way to move forward.

You can provide feedback at various stages of this process through the following channels:

- The feedback form, accessible [here](#)
- Submit your feedback to LEVReview@nzta.govt.nz.
- In person by requesting a one-on-one feedback session, with myself (Tracy) which you can organise through Christina Laubscher (Personal Assistant)
- Via your union who have been provided with these materials
- Group feedback submissions: one person can submit feedback on behalf of the group via the feedback form, accessible [here](#) or, by emailing your feedback to LEVReview@nzta.govt.nz.

You can provide feedback up until **5pm on 23 February 2024**.

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

QUESTIONS

If you have questions about the proposed structure, you can ask them by:

- Emailing your questions to LEVReview@nzta.govt.nz.
- Attending one of our drop-in sessions or live calls, details below:
 - Drop-in session #1 via teams with Tracy Moore on Thursday 8 February 2024 at 3:00pm
 - Live Call with Tracy Moore on Wednesday 14 February 2024 at 9:00am, where questions can be asked anonymously
 - Drop-in session #2 via teams with Tracy Moore on Thursday 22 February 2024 at 3:00pm
- Posting questions in our '[Review](#)' teams channel
- Talking to myself (Tracy), your people leader or our People Group Team Lauren Turfrey (Lauren.Turfrey@nzta.govt.nz) and Elijah Williams-Stewart (Elijah.Williams-Stewart@nzta.govt.nz)

We aim to respond to your questions within two working days of receiving them. We recommend asking questions as early as possible, especially if the answers play a role in informing your feedback submission.

We will proactively share questions and answers with you throughout the consultation period for your awareness. Questions will be presented anonymously without attribution to any specific individual.

If you require further information or clarification on the process, you should raise this with your people leader in the first instance, or you can raise with myself (Tracy), or with your union delegate.

Support

I know that the prospect of change can be unsettling, and this may impact on how you are feeling generally. If there is anything that is worrying you about the proposal, please raise this with me, your People Leader, Lauren Turfrey- Senior HR Advisor, or Elijah Williams-Stewart- HR Advisor. You can also seek advice and support from your union if you are a member.

You can seek further support by using the resources that are available on OnRamp - '[Working Through Change](#)' and [LinkedIn Learning](#) courses, and requesting a 1:1 coaching session to support with CV writing and interview preparation.

We will be organising an EAP drop-in session on site, where a representative from EAP will be present within the office for a confidential conversation. This is to provide you with the opportunity to discuss any concerns you may have or the way you are coping with the current situation.

The session will provide:

- Opportunity to share frustrations and/or concerns
- Advice regarding personal change management coping strategies
- How to effectively communicate during change
- Stress and Change

We will provide you with the details of when and where this will be once it has been confirmed.

Ongoing support is also available through the Employee Assistance Programme. This service provides access to free confidential counselling and support at any time. I would encourage you to take advantage of this if it might be helpful for you. EAP can be accessed by calling 0800 327 669.

You can seek independent advice as you consider and provide feedback on this proposal; or if you have a general question about your employment, you can also contact Lauren Turfrey, or Elijah Williams-Stewart.

You are welcome and encouraged to talk to your whānau and other support people, and to seek independent advice. You are also welcome to involve a support person or representative at any time in the process. If you have concerns or queries throughout the consultation process, please talk with your people leader in the first instance.

NEXT STEPS AND INDICATIVE TIMELINE

STEP	INDICATIVE DATE
Change Proposal released	7 February 2024
Consultation period starts – proposal open for discussion and feedback	7 February 2024
Feedback period ends	23 February 2024
Feedback collated and analysed.	26 February 2024
Decision announced, all people advised on any individual impacts	4 – 5 March 2024

FURTHER STEPS IF CHANGE OCCURS:

STEP	INDICATIVE DATE
Submissions for the selection process open	6 March 2024
Submissions for the selection process close	8 March 2024
Selection process interviews are completed	11 – 22 March 2024
Decisions have been reached and individual outcomes of the selection process are communicated	25 – 29 March 2024
The new structure goes live, and redeployment opportunities are explored for those unsuccessful in the selection process	1 – 12 April 2024
Notice of redundancy is provided to those who have not received an offer of redeployment	12 April 2024
Any further offers of redeployment have been made and those who have been unable to find suitable alternative positions or offers reach the end of their notice of redundancy	12 May 2024

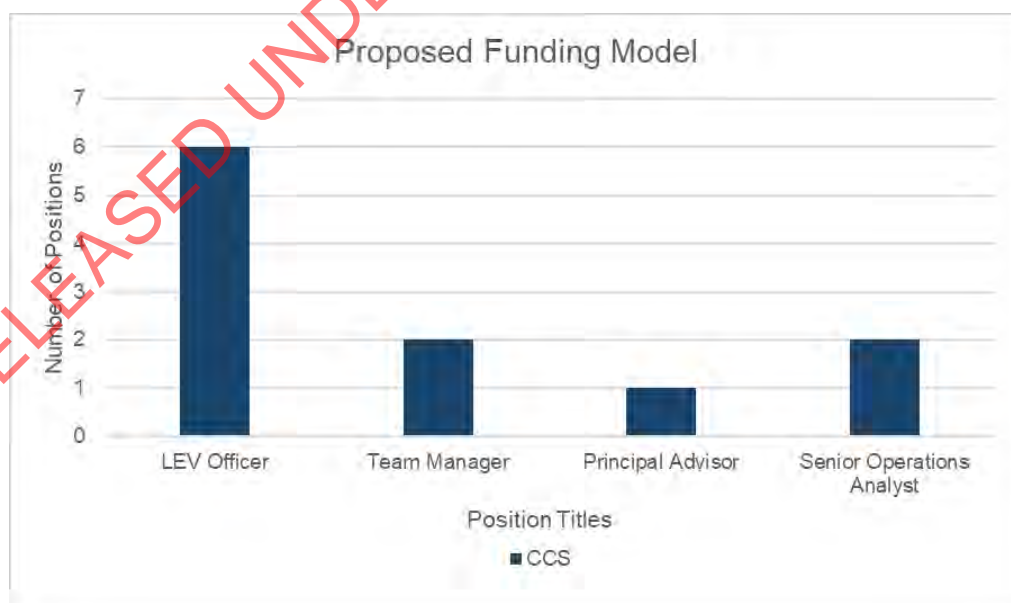
APPENDICES

- Funding streams
- Change Management Protocol

APPENDIX ONE – FUNDING

Whilst teams and capabilities are integrated, funding streams remain separate to ensure the capability to effectively monitor and report on budgets, expenditures, and outputs associated with each individual work program.

The funding assigned to a position does not exclusively dictate the tasks performed as all positions are accountable for fulfilling LEV activities. Positions were allocated to a particular funding stream based upon previous data sets, recognising the need for a workflow analysis review three months after implementation to reallocate funding streams as necessary.



NZTA - Waka Kotahi

Organisational Change Protocol 2024

Purpose

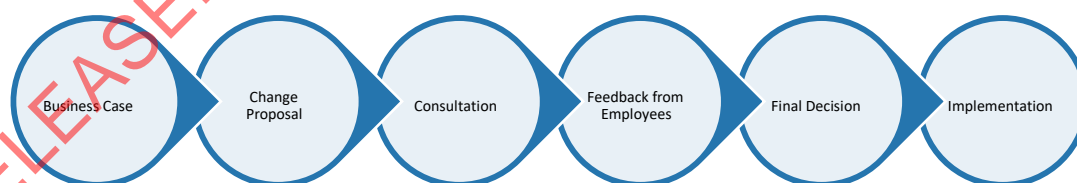
This protocol sets out New Zealand Transport Agency – Waka Kotahi's (NZTA) approach to organisational change where it has the potential to impact our people.

NZTA is focused on ensuring that any impact on our people and disruption to our work is minimised during change.

Guiding principles

1. NZTA recognises that workplace change can be a challenging time for an organisation and its people. During times of change it will endeavour to balance the needs and goals of its business, with the needs of its people.
2. As a Public Service Agency, change at NZTA will often be driven by the objectives of the Government of the day.
3. NZTA will observe its legislative and contractual obligations to people affected by change.
4. People affected by a proposed change will be provided with information relevant to any proposal.
 5. Those affected will also be afforded sufficient time to consider the proposal and provide feedback.
6. NZTA will carefully consider all suggestions and feedback before any decisions are made; however, not all suggestions and feedback will result in modification to the change proposal.
7. Our people will be appropriately supported through change, provided with certainty of outcome as soon as possible, and regularly updated through the process.
8. NZTA will explore all reasonable options for people who are deemed affected by change, and termination of employment will be a last resort.

Our approach to change



Business case for change

NZTA is entitled to make changes to its business structure to improve the viability or efficiency of its business. Business cases for changes are assessed on a case-by-case basis, and there must be a clear business rationale for any proposed organisational change.

Change Proposal

Once a business case for proposed change has been prepared, NZTA will complete an **impact assessment** and consult with all **potentially affected employees** on the proposed change.

An **impact assessment** will involve a **job matching exercise**, where positions in the current structure are compared with positions in the proposed new structure.

Full explanations of the reasons for the proposed change will be set out in an Employee Consultation Pack, which will be given to all potentially affected employees. Our people will be given an opportunity to provide feedback on the proposed change, and that feedback will be genuinely considered before deciding whether to proceed with the proposed change.

Where the proposed changes may affect employees who are union members, the relevant unions will be engaged and will remain involved throughout the change process.

Employee Consultation Pack

The Employee Consultation Pack will set out:

- The purpose of the process and business case for the proposed change(s)
- What the proposed structural change(s) are, and the **impact assessment**
- How the duties of any roles that are proposed to be disestablished will be distributed within the proposed new structure
- Draft position descriptions for any proposed roles or changes to roles
- The steps in the consultation process and an indicative timeline, including the proposed implementation date
- An employee's right to obtain legal advice and/or bring a legal representative to any consultation meeting, and be assisted and/or represented by their union
- Information regarding reconfirmation (non-contestable and contestable) and redeployment opportunities
- If applicable, the proposed selection criteria for deciding which employees will be reconfirmed into roles from amongst a pool of affected staff performing the same role (**contestable reconfirmation**)
- Information on what will occur while NZTA works through the change process, including time off to obtain advice and expectations regarding continuing work ■ Key contacts and support people within NZTA for answering any queries ■ Information about access to NZTA's Employee Assistance Program.

Decision to adopt the proposal (or not)

All feedback received during consultation (on the business rationale, proposed changes, and potential impact of the proposed change on positions) will be reviewed and considered before a final decision is made on the proposed changes. Consultation regarding the impact on our people's positions will continue if a decision is made to proceed with the proposed change.

What happens next?

If the proposal is adopted (or a modified version of it, following consideration of our people's feedback), all potentially affected employees will be notified of the decision and the new structure. NZTA will also let employees know if they are a **non-affected** or **affected employee** and explain what will happen next.

Affected Employee

An employee is an **affected employee** if their position:

- remains the same, but NZTA intends to reduce the number of roles carried out by several employees (i.e. reducing from 3 of the same position to 1 of that position); or
- has been disestablished; or
- there will be a substantial change to their position.

Non-affected Employee

An employee will be a **non-affected employee** if there will be no change to their position or if the change to their position is considered minor.

Fixed-term employees are not usually included as affected employees in a workplace change; however, there may be some circumstances in which they are consulted. If a change will mean that their fixed-term contract is ended prior to the end of the agreed term, then they are entitled to the notice stated in their fixed-term contract.

Affected employees

Non-contestable reconfirmation

Employees will be automatically confirmed into positions if:

- the position is the same or substantially similar to their current position; and
- the number of staff eligible for confirmation is the same or less than the positions available (i.e. **non-contestable reconfirmation**).

If an employee is offered non-contestable reconfirmation, and they do not wish to take up the offered position in the new structure, the employee's employment will end by reason of resignation and there will be no entitlement to redundancy compensation (in accordance with the applicable employment agreement).

Contestable reconfirmation

If, in the new structure, there are a number of positions that are the same or substantially similar to those in the existing structure, but the number of positions is being reduced or combined to a lesser number of (same or substantially similar) positions, a **selection process** will follow.

During consultation on the proposed changes, relevant potentially affected employees will have an opportunity to comment on the proposed selection criteria for potential contestable processes. Selection criteria will be objectively measurable (for example, criteria could include skills-sets, experience, education, and previous performance) and will be clearly communicated to relevant affected employees at this stage.

Redeployment

Where there are no positions in the new structure that an employee can be reconfirmed into (or where an employee is unsuccessful in being confirmed into a role after a contestable process), the employee will be considered for **redeployment to suitable alternative positions** within the new structure.

A **suitable alternative position** is one that involves duties and responsibilities that are not unreasonable for the employee to fulfil, taking into account the employee's skills, knowledge, qualifications and experience, and where the employee could reasonably be expected to carry out the duties and responsibilities of the position with a reasonable amount of training and development.

NZTA may identify possible **suitable alternative positions** that an employee could be redeployed to. Employees are also welcome to identify roles within the new structure that they consider to be a **suitable alternative position**.

In most cases, if an employee is offered a **suitable alternative position** but does not accept that offer, the employee's employment will end by reason of resignation and there will be no entitlement to redundancy compensation.

Wider redeployment

Where an employee cannot be reconfirmed, and no suitable alternative positions are identified (i.e. they remain an **affected employee**), NZTA and the affected employee can consider other vacant roles within the new structure, or across the organisation generally. Our goal is to retain our people, wherever possible.

Vacancies (in the new structure, or elsewhere in the organisation) will generally be advertised internally in the first instance and preference will be given to affected employees. A meritbased selection process will be carried out, in line with NZTA's normal selection procedures.

Redundancy

Where all options for an employee have been exhausted, the employee will be given notice of redundancy (in accordance with the terms of the employee's employment agreement).

If there is a redundancy as a result of organisational change, it will not become effective until NZTA transitions to the new structure.

Any redundancy entitlements will be in accordance with the affected employee's employment agreement and [statutory restrictions under s.88 of the Public Service Act 2020](#).

Consideration will be given to **voluntary redundancy**, on a case-by-case basis.

Other information

NZTA acknowledges that change is unsettling. Confidential counselling and support is available to all our people through [EAP Services](#) – 0800 327 669. You can also speak to your People Leader, union organiser or a representative if you need additional support.

Where appropriate, CV writing and interview skills workshops/ coaching, will be provided to affected employees.

If you have any questions or concerns about change, please direct these to your People Leader, HR Business Partner, or our Employment Relations team.