

# Te Mahau, Banding Review

## Customer and Services

Change Proposal

May 2024

# Tēnā koutou kātoa

Last year, we conducted a review of Customer & Services | Te Mahau positions banded 14 and below and engaged with employees in eligible positions to gain deeper insights into our operational practices.

The feedback received was invaluable and highlighted specific areas for improvement to elevate both our customer and employee experience. I want to thank all of you who participated in these discussions and for your patience as we evaluated the feedback and explored solutions.

This proposal seeks to resolve outstanding issues identified in the Banding Review that took place in 2023.

**This proposal has the potential to affect your position.** We highly value your expertise and feedback, and encourage you to carefully review this proposal, identifying areas of agreement and potential oversights.

**Please submit your feedback by 5 pm on Friday 17 May 2024.** All feedback will be thoughtfully considered before any decisions are made.

**Tracy Moore**

Head of Customer Operations

# Background and Rationale for the Banding Review

Our Tapatahi results have highlighted that employee engagement is being negatively impacted by an individual's perception of their worth when compared to equivalent roles within the wider Agency and external markets.

It has been several years since we updated the position descriptions for many of our Band 11-14 roles. The Agency has changed significantly and the roles and responsibilities for many positions has evolved. As a result, we completed the 2023 Banding Review. This review successfully updated and re-evaluated many of the eligible positions. However, we received feedback regarding some positions where issues had not been addressed. This proposal seeks to address these positions.

## Overview of the Review Process to date

Consistent with the 2023 Banding Review, the objectives of this review were to:

- Accurately define the responsibilities and accountabilities associated with these positions.
- Conduct a relativity assessment by comparing internal roles and similar positions in the external market to identify potential band adjustments.
- Engage the Job Evaluation Committee to conduct formal evaluations for all roles using the Korn Ferry Job Evaluation methodology.

The review process has now concluded, and this document outlines the proposed changes for consultation.



# What goes into a Position Description?

- Position descriptions should include - what the job does; what it is expected to achieve; and the context and working conditions under which the job is done.
- A good position description is factual; communicates in a clear and succinct way what the job entails; provides the information necessary to evaluate the job; and is consistent with the descriptions of similar roles inside the organisation.
- A position description is not intended to be an exhaustive list of all responsibilities, duties, and skills required of the incumbent.

## What is Job Evaluation?

- Job evaluation is the process of determining the relative value of different jobs within an organisation.
- The goal of job evaluation is to compare jobs with each other in order to create a structure that is fair, equitable, and consistent for everyone. This ensures we maintain internal relativities (in terms of remuneration) between similar size roles.
- All permanent positions at NZTA | Waka Kotahi are given a job size, as well as fixed-term positions of a significant duration and we currently use Korn Ferry as an independent provider to support our job evaluation process.
- When we evaluate a job, we take into consideration the elements common to all jobs. There are 3 main factors:
  1. **KNOW-HOW**

The sum of every kind of knowledge, skill and experience, however acquired, needed for acceptable job performance. Know-how is broken down into technical know-how, breadth of management and communication and influencing skills.
  2. **PROBLEM SOLVING**

This is what is required by the job to identify, define, and resolve problems. Problem solving is based on both the thinking environment and thinking challenge.
  3. **ACCOUNTABILITY**

This is the answerability for action and for the consequences of that action. It is the measured effect of the job on end results of the organisation. It evaluates the freedom to act, the impact on end results and magnitude.

# Outcomes Sought by the Proposed Change

## Ensuring Competitive Pay:

- We aim to maintain competitive pay in the market to attract top talent to NZTA | Waka Kotahi.
- Updated position descriptions have been evaluated, confirming alignment with market standards for similar roles.

## Retention and Fair Reward:

- Our goal is to retain employees and fairly reward their contributions to NZTA | Waka Kotahi.
- With accurately sized position descriptions, we ensure equitable compensation aligned with market benchmarks.

## Enhancing Employee Engagement:

- Prioritising overall employee engagement is crucial for fostering a positive work environment.
- We value our employees' voices and concerns, and these proposed changes directly address feedback from our team, demonstrating our commitment to listening and taking action.

# Key Changes Following the Banding Review

- There are no positions that have been evaluated as needing to decrease in terms of their banding.
- We are proposing an uplift in job band for the Case Officers in the Customer Service Support Team to ensure consistency with market standards for similar roles.
- We are proposing no further band changes, because the evaluation of all remaining position descriptions has confirmed that their compensation aligns with market benchmarks for similar roles.
- Where there are individual impacts on remuneration – we propose to include an increase to maintain PIR (position in range), backdated to 1 July 2023 to align with Phase 1 of the Te Mahau banding review.
- We propose changing the job title for Technical Leads in Customer Operations to distinguish their specialty from those in the Contact Centre.
- There is no proposed disestablishment of any positions.

# Customer & Services: Proposed changes

Following the review, we are proposing the following changes across Customer Operations:

Role	Team	Staff impacted	Current Band	Proposed Band	Other Proposed Changes
Tolling Operations Officer	Customer Service Support	2	12	12	<ul style="list-style-type: none"><li>Minor changes to position description</li></ul>
Administrator	Customer Service Support	6	11	11	<ul style="list-style-type: none"><li>Minor changes to position description</li></ul>
Technical Lead	Debt Management	2	14	14	<ul style="list-style-type: none"><li>Title change to Technical Specialist Debt</li><li>Minor changes to position description</li></ul>
Technical Lead	Exemptions Registers Integrity	1	14	14	<ul style="list-style-type: none"><li>Title change to Technical Specialist ERI</li><li>Minor changes to position description</li></ul>
Case Officer	Customer Service Support	3	12	13	<ul style="list-style-type: none"><li>Minor changes to position description</li></ul>

# Current and Proposed Position Descriptions

Position	Team	Current Position Description	Proposed Position Description
Tolling Operations Officer	Customer Service Support	<a href="#">Tolling Operations Officer</a>	<a href="#">Tolling Operations Officer</a>
Administrator	Customer Service Support	<a href="#">Administrator</a>	<a href="#">Administrator</a>
Technical Lead	Debt Management	<a href="#">Technical Lead</a>	<a href="#">Technical Specialist, Debt</a>
Technical Lead	Exemptions Registers Integrity	<a href="#">Technical Lead</a>	<a href="#">Technical Specialist, ERI</a>
Case Officer	Customer Service Support	<a href="#">Case Officer</a>	<a href="#">Case Officer</a>



# Feedback Process

- NZTA | Waka Kotahi is committed to engaging with you and understanding your views on these proposed changes. We are actively seeking feedback from all employees directly affected by the proposed changes.
- Please review this information carefully and share any feedback by **close of business on 17 May 2024**.
- You can access the draft Position Descriptions impacted by the changes through this [link](#).
- All feedback including questions about the proposed changes should be directed to [JobBandingReview@nzta.govt.nz](mailto:JobBandingReview@nzta.govt.nz).
  - The feedback sent via email is only accessible to our People Group Partners, Lauren and Elijah.
  - If you would like any feedback presented anonymously, please clearly state this in your email.

**No decisions will be made until all feedback received has been reviewed and carefully considered.**

## Additional support available

- We know that any changes in your role can be unsettling, and this may impact on how you are feeling generally.
- If you have any questions or concerns you want to raise about the consultation process or proposed changes, we encourage you to speak with us. You can reach out to your people leader or me, or alternatively, can contact your People Group representatives: Lauren Turfrey and/or Elijah Williams Stewart
- PSA and E Tū have been advised of this change proposal (including the timeframes for consultation). Please remember that you are entitled to seek advice and support from your union if you are a member.
- You are entitled to seek independent employment advice on this process and the proposed changes from your union, lawyer or advocate.
- I also want to remind you that EAP Services (our Employee Assistance Programme provider) are available to you at no cost, and you can access confidential support or counselling at any time. I encourage you to take advantage of this if it might be helpful for you.
- **EAP** can be accessed by calling **0800 327 669** or via their website - **[www.eapservices.co.nz](http://www.eapservices.co.nz)**

# Indicative Consultation Timeline

STEP	INDICATIVE DATE
Change Proposal released	7 May 2024
Consultation period starts – proposal open for discussion and feedback	7 May 2024
Feedback period ends	17 May 2024
Feedback collated, analysed and considered	20-24 May 2024
Decision announced, all people advised on any individual impacts	28 May 2024
Changes to be implemented	3 June 2024