

# Te Mahau, Customer Support Model

## Customer and Services

Change Proposal

May 2024

# Tēnā koutou kātoa

Last year, we conducted a review of Te Mahau positions banded 14 and below and held discovery workshops 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.

We found that the banding review alone wouldn't address all the concerns you identified. Therefore, we've taken your feedback regarding our current customer support model and used it to inform this change proposal.

**This proposal to change the support model and structure 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. There are positions available for all affected employees in the new structure.

**Please submit your feedback by 5:00pm on Friday, 17 May 2024.** All feedback will be thoughtfully considered before any decisions are made. We are committed to collaborating with you throughout this process and look forward to your valuable input.

**Sarina Pratley, Tara Parata, and Tracy Moore**

Chief Customer & Services Officer, Head of Customer Contact Centre, and Head of Customer Operations

# What is a Customer Support Model?

A customer support model is a methodology that guides how a business interacts and services their customers.

The model facilitates the flow of customers, queries, and workload through our organisation, and isn't tied to any specific positions.

This pack details our proposal to change our current support model and the subsequent impacts on positions within the Contact Centre and Customer Operations functions.

## Abbreviations used in this pack:

MV – Motor Vehicles

DL – Driver Licensing

MVR – Motor Vehicle Register

DLR – Driver Licensing Register

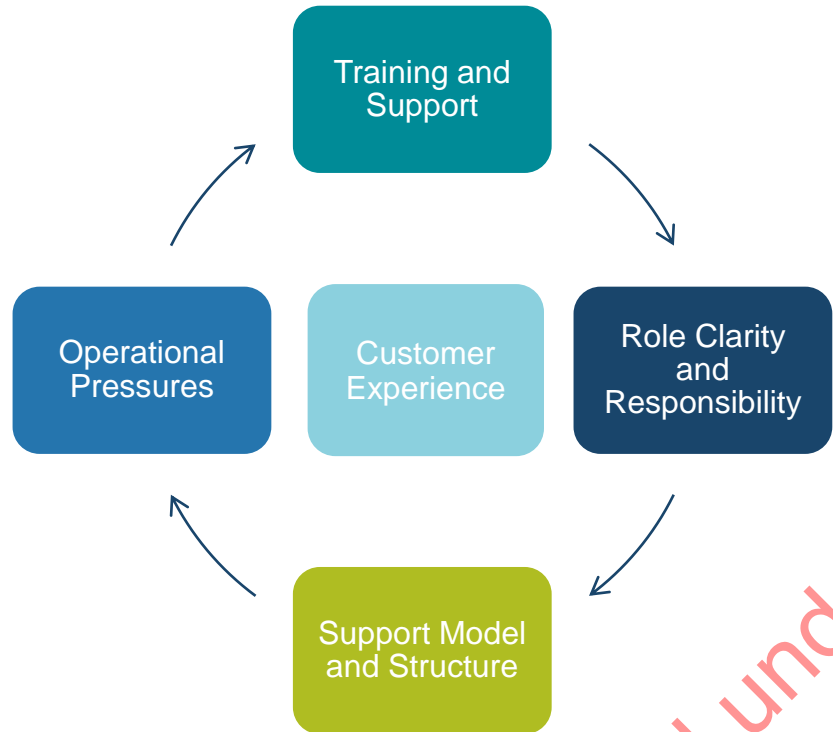
CSR – Customer Service Representatives

SCSR – Senior Customer Service Representatives



# Challenges with our Customer Support Model

Your feedback highlighted the following areas for improvement



**01** The transition process from training to team integration requires a review to enhance support and alleviate pressure on the assistance line.

**02** There is a lack of role clarity and responsibility causing confusion in tasks, responsibilities, and distinctions between roles.

**03** Our support model lacks ownership, structure and appropriate coverage with inefficient systems and processes. This impacts our team and customer experience, impeding our ability to meet our goals.

**04** The current support framework imposes operational pressure, diverting focus from development and identification of continuous improvement initiatives.

**05** Our inefficient support model results in longer call times and service delays for the customer, the way in which we do things does not place the customer at the heart of what we do.



# Resolving the Challenges

Having listened to your feedback, this proposal aims to:

## Training and Support

Establish ownership and oversight of technical training to drive continuous improvement and elevate knowledge transfer, training, and support.

Define clear accountabilities across roles, teams, and functions to ensure role clarity and cohesive understanding of interdependencies.

## Role Clarity and Support

## Support Model and Structure

Optimise our support model with real-time, single-point escalation pathways for each product, supported by a structure tailored to our needs.

The final puzzle piece is the result of all the pieces coming together, reducing operational pressures and enhancing focus on development and continuous improvement.

## Operational Pressures

**All of this together will improve employee and customer experience, call quality and reduce wait times and service delays.**



# Design Principles

We will be guided by our values and informed by a set of design principles to shape our approach



Place the customer's needs and experience at the heart of our design and decision-making.



Empower people through targeted training and support.



Design support models and structures with clear accountability to reduce duplication and confusion.



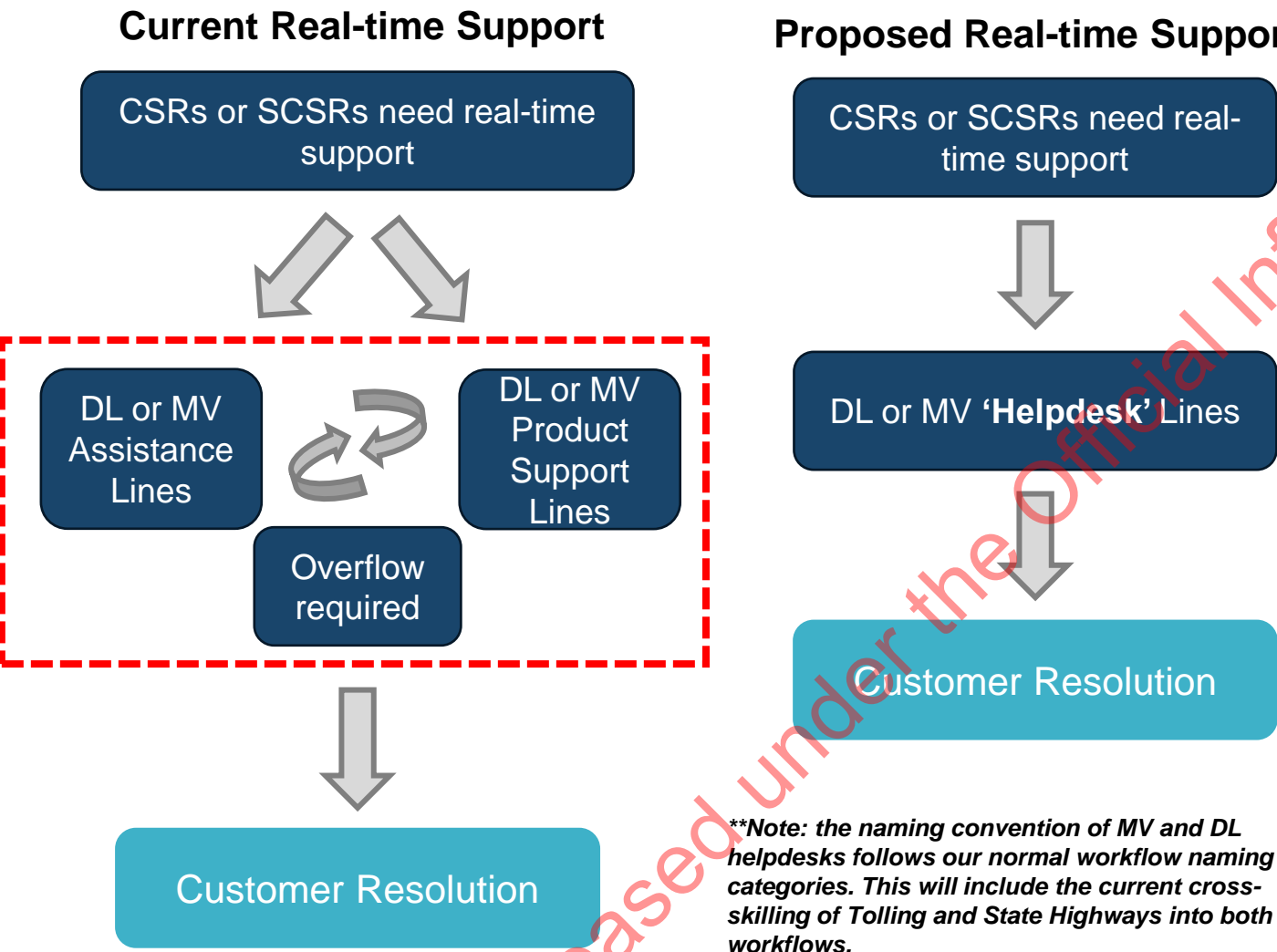
Optimise workflows and interactions for efficient customer support and resolutions.



Improve employee experience by removing barriers through continuous improvement.

# Proposed Change to Customer Support Workflow

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This proposal seeks to:

- differentiate back-office functions from front-line real-time support needs.
- streamline a new real-time support function.

Feedback received was clear; the current model is confusing and ineffective. Employees often need to call several lines to resolve one customer interaction and there has been availability challenges due to small team sizes. We must plan overflow from outside core delivery teams to keep minimum service levels (i.e. Team Leaders answering support calls).

We routinely experience temporary closures of product support lines due to low staffing, including a consistent inability to match contact centre opening hours.

We propose making the following changes to the customer support model to improve efficiency, and customer and employee experience by:

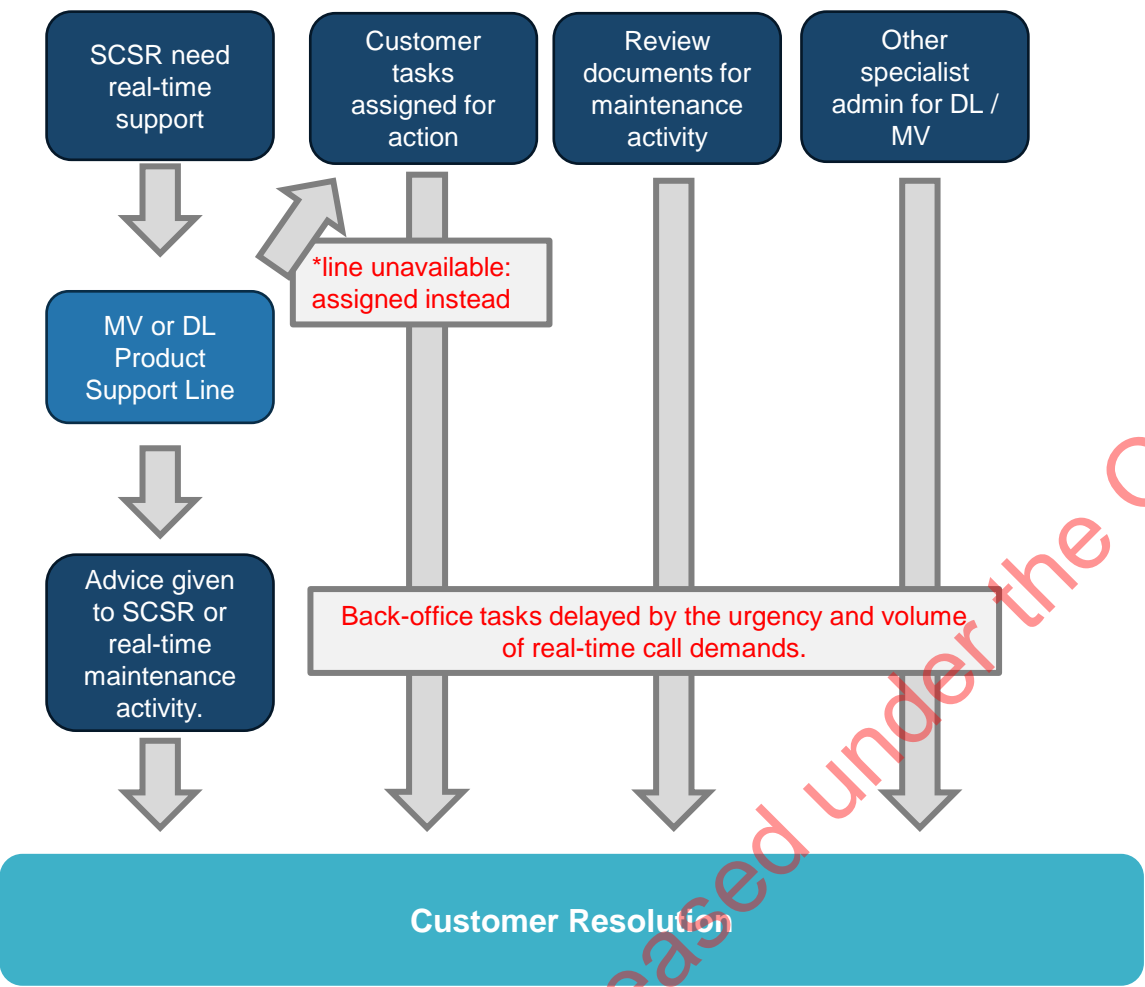
- consolidating the 4 current phone lines into 2 dedicated 'helpdesk' lines.
- separating back-office functions which do not require active support via a phone line.

These proposed workflow changes would have an impact to the positions responsible for these tasks, as outlined in the following slides.

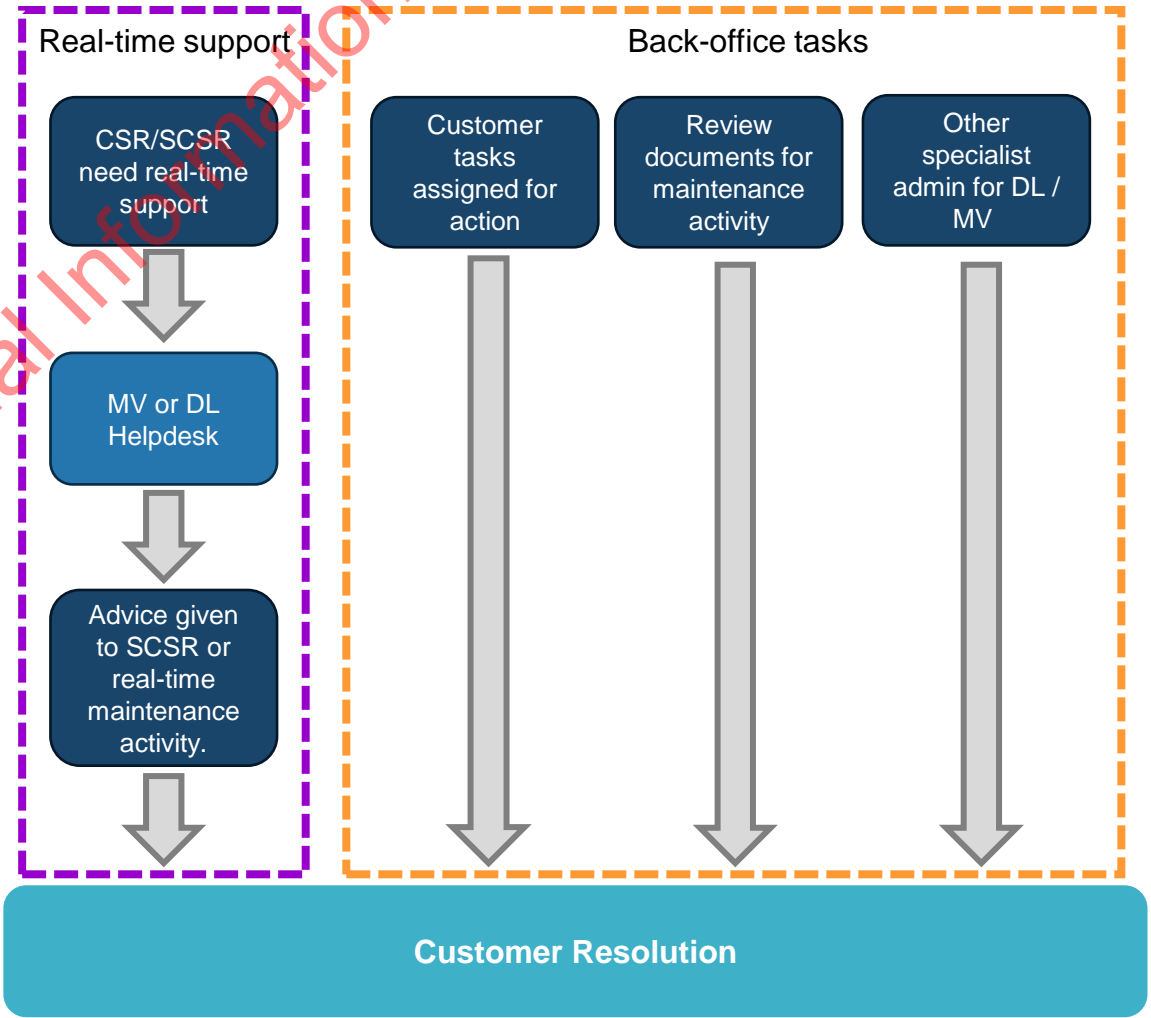
# Proposed Change to Customer Support Workflow

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Current challenges with the Product Specialist workflow



Proposed change to workflow





# Benefits

The primary benefits of the proposed change include



All of this together will improve customer experience, call quality and reduce timeframes and service delays.



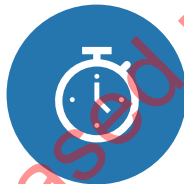
Elevate the quality of support which will alleviate pressure on the assistance lines and lead to more efficient and effective employee and customer experience.



Have defined roles and responsibilities which will reduce confusion and increase task efficiency leading to smoother operations and improved performance.



Improved support model offering consistent assistance, enhanced ownership of onboarding and technical training with a stronger focus on growing the capability of our people.



Enhancement of the workflow for assistance lines will reduce call transfers and repeat calls. Ownership within one team will make it easier to identify training gaps and continuous improvement initiatives.

# Overview of Proposed Changes

- **Introduce a dedicated Technical Coaching Team**

- This team provides first-call resolution for the MV and DL helpdesks and oversees technical upskilling, drives continuous improvement, and enhances overall capability of our frontline contact centre employees.
- Establish a new Team Manager, Technical Coaching position. This position would create ownership and oversight of the comprehensive technical support requirements of the contact centre, to drive high quality standards. This position would temporarily report into the Head of Customer Contact Centre to enable oversight and support during the creation of this team.
- All current Technical Leads would be reconfirmed into Technical Coach positions. These positions would absorb all real-time phone support currently performed by the Product Specialist team.
- Technical Coaches would report into the Team Manager, Technical Coaching position.
- Establish an additional three permanent Technical Coach positions. There will be no further extension to the current fixed-term position.

- **Establish two Operations Support Specialist positions**

- These positions would manage the back-office functions currently performed by the Product Specialist team.

- **Disestablish the Product Specialist positions**

- The work currently performed by these positions would be redistributed across the new additional Technical Coaching positions and the new Operation Support Specialist positions.

# Proposed Changes – Team Leader, Customer Services

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Currently the role of Team Leader, Customer Services in the Contact Centre is to manage teams consisting of Senior CSRs, CSRs, and Technical Leads.

Additionally, issues with the customer support model has required Team Leaders to serve as overflow support on the assistance lines. As a result, this has contributed to role confusion and diverted the Team Leaders' focus from effectively supporting their teams.

There is currently a total of 13.5 FTE allocated to Team Leader, Customer Services positions actively in place. However, we are operating with 11.5 FTE because there are 2 unfilled positions (one position is vacant and the other due to a Team Leader being on secondment outside of Customer and Services).

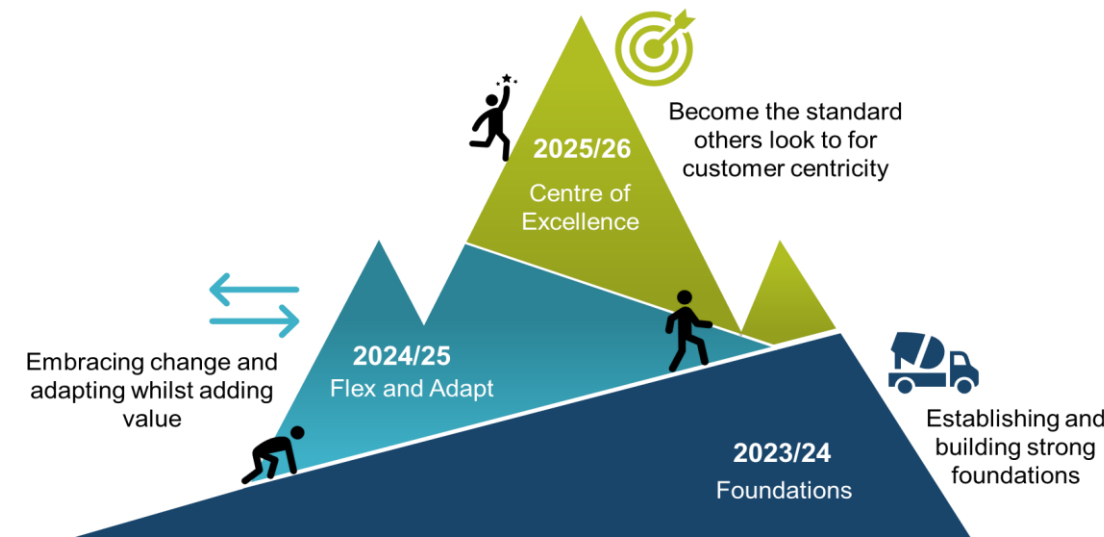
The proposed change to improve our customer support model is to ensure ownership and consistency of technical support within the Contact Centre. To achieve the outcomes desired, we are proposing to make the following changes:

- Change the Team Leader, Customer Services position description to reflect a minor change in accountabilities (i.e., the removal of operational oversight and leadership of Technical Leads). Team Leaders will continue to provide operational oversight and leadership to CSRs and SCRs and will no longer support overflow on the assistance line.
- Change the position title to Team Leader, Contact Centre to align with the naming of the new business unit in Te Mahau – Customer Contact Centre.

# Proposed Changes – Team Leader, Customer Services

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- We propose to create one full-time Team Manager, Technical Coaching position to oversee the Technical Coaching Team. Responsibilities will include the support of induction onboarding, technical up-skilling and support, maintaining high levels of technical/ analytical expertise to identify opportunities for continuous improvement against key performance goals.
- It is proposed that this new role would be filled by redeploying 1 FTE from the 'Team Leader, Customer Services' position following an expression of interest process (EOI). Further information on the process can be [found here](#).
- This position would temporarily report to the Head of Customer Contact Centre to enable oversight and support during the creation of this team.
- The new Team Manager, Technical Coaching position is proposed as an indicative Band 16, reflecting an increased level of expertise, accountability, and problem-solving required to lead the technical up-skilling agenda.
- The number of Team Leader, Customer Service positions would reduce by 2 FTE (utilising 1 FTE for a Technical Coach position and 1 FTE for the Team Manager, Technical Coaching position).
- View the workforce review supporting the Team Leader position reduction [here](#).
- The current and proposed position descriptions are [accessible here](#).



# Proposed Changes – Technical Lead

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The role of the Technical Lead is to provide support through the assistance lines and enhance technical skills for our CSRs and Senior CSRs.

Currently these positions report to various Team Leaders across the Contact Centre, lacking centralised oversight for technical training, knowledge transfer, and support. This decentralised approach leads to inconsistencies, operational pressures, and hinders our focus on development and continuous improvement. This ultimately affects our customer experience and our ability to provide consistent up-skilling and support to frontline employees.

The proposed change to improve our customer support model is to ensure ownership and consistency of technical support within the Contact Centre. To achieve the outcomes desired, we are proposing to make the following changes:

- Create a consolidated Technical Coaching Team for consistent support in the Contact Centre, easing operational pressures and allowing more focus on growing technical expertise within our frontline employees.
- Re-confirm all Technical Leads into Technical Coach positions. Some training would be required to upskill on real-time maintenance tasks.
- Change of reporting line to the new Team Manager, Technical Coaching position.
- Establish 3 additional permanent Technical Coach positions. There will be no further extension to the current fixed-term position.
- The new Technical Coach position has been evaluated as an indicative Band 14.
- The current and proposed position descriptions are [accessible here](#).



# Proposed Changes – Product Specialist

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The Product Specialist position currently encompasses two primary components: real-time support on the Product Support phone queues and back-office functions for the MV and DL products. They report to the Manager of Customer Support in Customer Operations and are separate from the Contact Centre. This structure has meant ambiguity in roles and responsibilities within the customer support model, creating inconsistent query escalation, multiple line transfers, frustration for employees and service delays for our customers.

We propose to divide the two workflows (real-time and back-office) of the current Product Specialist positions to optimise effectiveness and efficiency. Our workforce analysis indicates a need for 2 FTE for each workflow ([detailed in the appendix](#)). In both instances cross-skilling within teams is required to provide the operational flexibility and maintain service levels.

The proposed change to improve our customer support model is to ensure ownership and consistency of technical support within the Contact Centre. To achieve the outcomes desired, we are proposing to make the following changes:

- Disestablish the 4 Product Specialist positions. We consider the proposed changes to these positions to be significant due to the removal of real-time support and therefore a meaningful shift in daily activities and responsibilities.
- Establish 2 Operations Support Specialist positions dedicated to managing the back-office workflow for both products. These positions will report to the Manager of Customer Support.
- The new Operations Support Specialist position is proposed as an indicative Band 13.

# Details of Proposal – Product Specialist

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- Establish 2 new Technical Coach positions within the Technical Coaching Team to provide real-time support. These positions are included in the 3 additional Technical Coach positions.
- Real-time functions from the Product Specialist workflow will be skilled across the Technical Coaching Team, aligned to the current split of DL and MV.
- If the proposed changes are adopted an appointment process will follow for affected employees. The newly created Operations Support Specialist (2.0 FTE) positions and the Technical Coach (2.0 FTE) positions, with appropriate training, are considered suitable alternatives. Any additional Technical Coach positions without permanent incumbents will also be available. Further information on the process can be [found here](#).
- The current and proposed position descriptions are [accessible here](#).

# Summary Overview of Proposed Positions

A high-level overview of the proposed changes to the Customer Support Model by position

## Operations Support Specialist

### The position does:

- The back-office workflow that relates to the MV and DL products.
- Self-manage workload within agreed service levels.

### The position does not:

- Perform real time telephony help desk support.

## Technical Coach

### The position does:

- Real-time support and maintenance via helpdesk, including technical escalations.
- Technical onboarding and up-skilling for the Contact Centre to lift expertise of frontline employees.
- Identify continuous improvement opportunities.

### The position does not:

- Complete any back-office product work.
- Coach or mentor on overall performance.

## Team Leader, Contact Centre

### The position does:

- Day to day operational oversight and leadership for CSRs and SCSRs.
- Coaching teams to deliver on performance goals.
- Escalation point for serious Customer complaints.
- Identify and recommend improvements to improve customer experience.

### The position does not:

- Complete helpdesk support.

## Team Manager, Technical Coaching

### The position does:

- Day to day operational oversight and leadership for Technical Coaches.
- Provide oversight technical on-boarding and up-skilling to lift expertise of frontline employees.
- Identify, recommend and implement improvements to deliver on performance goals.

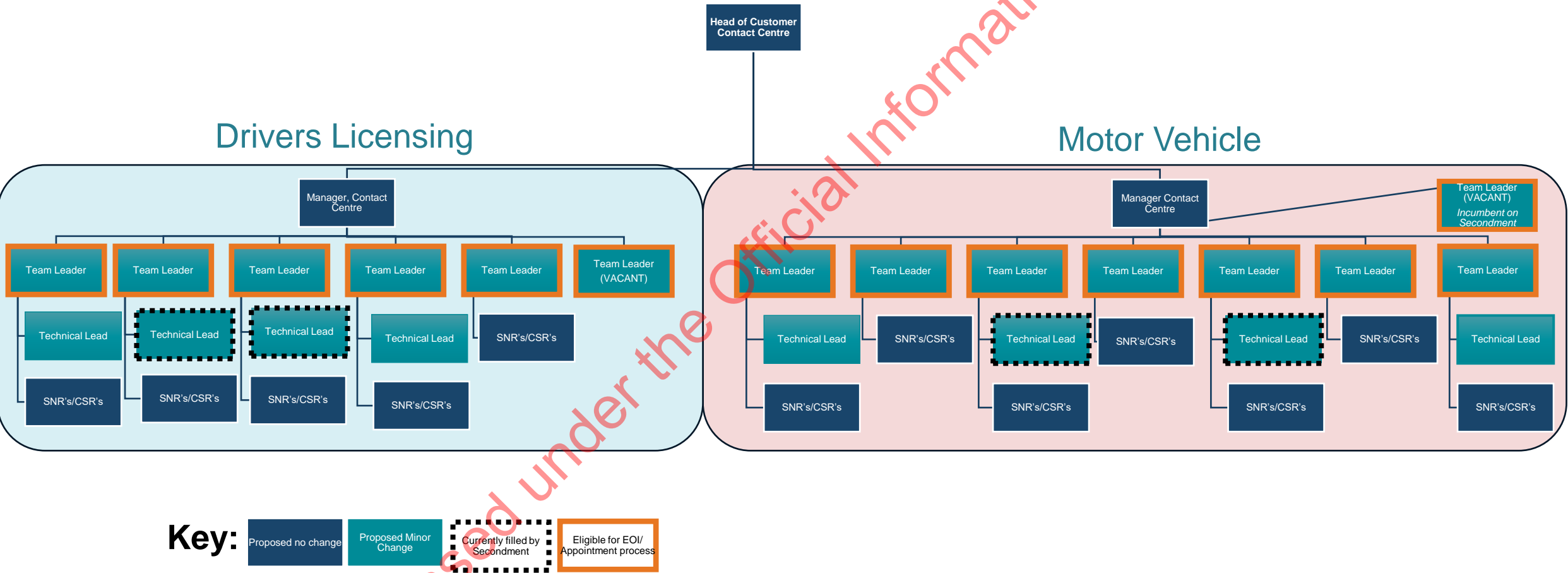
### The position does not:

- Complete helpdesk support.

A detailed overview for each proposed position can be found in the Appendix, or by [clicking here](#).

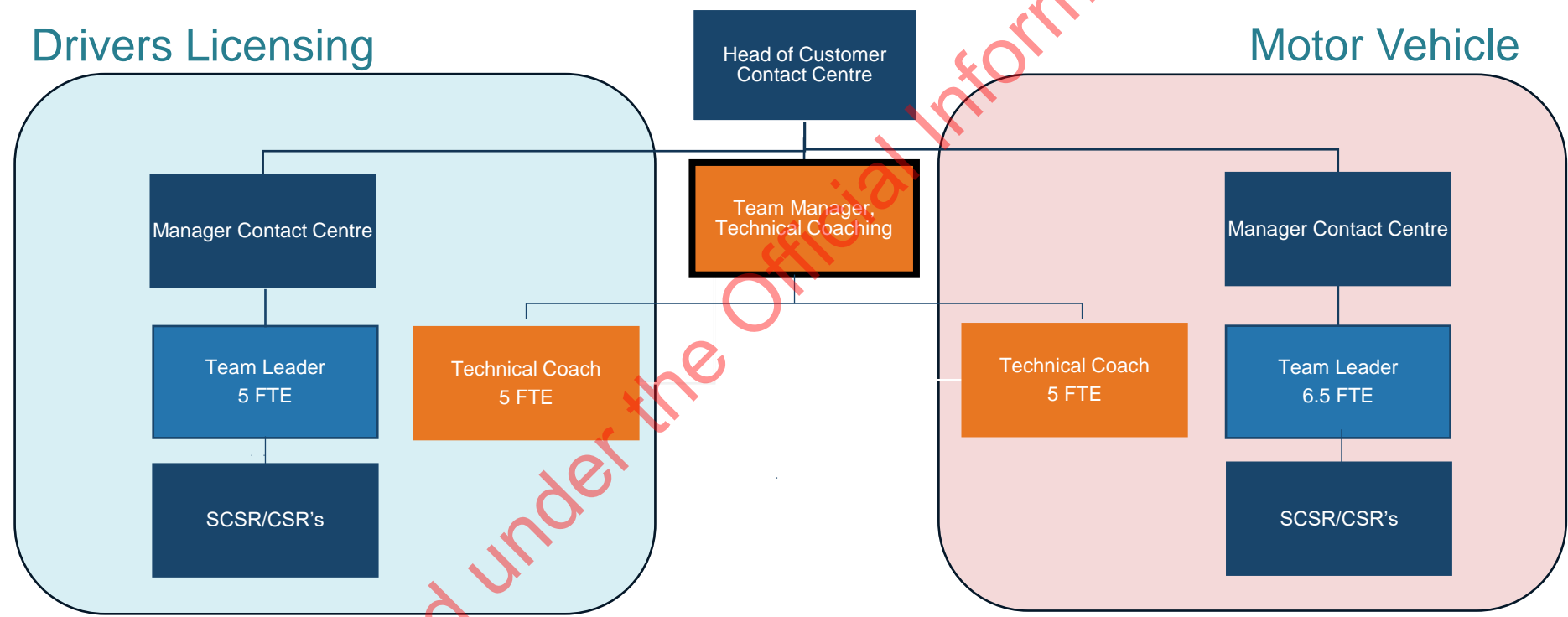
# Current Structure – Contact Centre

Proposed Changes to the current structure for the Contact Centre



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Proposed Changes to the current structure for the Contact Centre



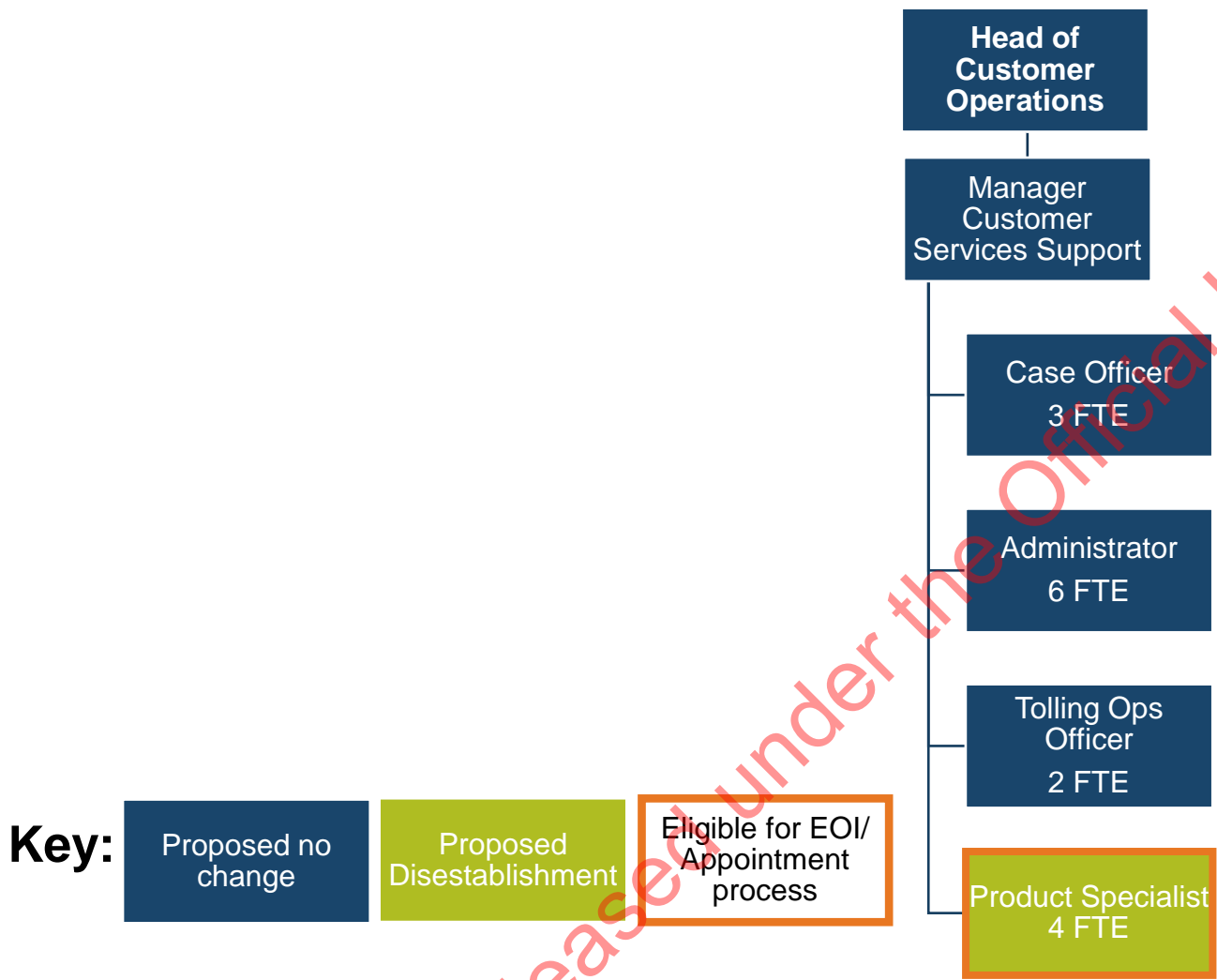
Key:

- New Position
- Proposed no change
- Minor Change
- Temporary Report Line



# Current Structure – Customer Operations

Proposed changes to the current structure



# Proposed Structure – Customer Operations

Proposed changes to the current structure

Key:



# Summary of Proposed Impacts on Existing Positions

Current Position	Current Function	Band	FTE	Potential Impact of Proposed Changes
Product Specialist	Customer Operations	13	4	Disestablish all positions. Affected employees eligible for redeployment to suitable alternative positions following EOI process (being Operations Support Specialist and/or Technical Coach positions).
Technical Lead	Contact Centre	14	8	Non-contestable reconfirmation - Change in position title to "Technical Coach", change in reporting line to Team Manager, Contact Centre Capability, and minor change to position description.
Team Leader, Customer Services	Contact Centre	15	13.5	Disestablish 2 positions (1 currently vacant) Redeployment opportunity for 1 FTE following EOI process to the new 'Team Manager, Technical Coaching' position. Reconfirmation (potentially contestable) - Change in position title to 'Team Leader, Contact Centre', and minor change to position description.

## Proposed New Positions

New Position	Proposed Function	Indicative Band	Indicative FTE
Operations Support Specialist	Customer Operations	13	2
Technical Coach	Contact Centre	14	3
Team Manager, Technical Coaching	Contact Centre	16	1

# Expression of Interest and Appointment Process

- Our primary goal is to retain our employees and their valuable skills and experience.
- If the proposed change goes ahead, it will include the disestablishment of six positions. However, it will also introduce six new positions. These new positions have been identified as suitable alternatives with training for those potentially affected.
- We've designed transparent and objective processes to appoint people into newly created positions whilst minimising the potential impact on our people. These processes are specific to each position and can be found on the following pages.
- We're proposing to use merit-based interviews with competency-based questions. These questions help us to determine which employees are best suited to the position based on their abilities, knowledge, and experience.
- Your insights on these proposed processes is highly valued. Please take the time to read through each process and provide your feedback.
- Subject to internal approvals any remaining permanent, vacant positions will be subject to internal recruitment processes.

# Appointment Process – Operations Support Specialist and Technical Coach

If the changes are adopted, the following appointment process is proposed to follow

## **Suitable Alternatives for Product Specialist:**

- The Operations Support Specialist position.
- The Technical Coach position (with training).

**Expression of Interest (EOI) Form:** An EOI form will be provided to affected employees to indicate their preferences in order of priority for the Operations Support Specialist and Technical Coach suitable alternative positions.

**Appointment Process:** A merit-based selection process will be followed, which will likely include a panel interview following the completion of the EOI form. Following the interview, individuals will be redeployed into the available positions based on the scores they receive and (where possible) their expressed preferences. Affected employees may not always receive their preferred choice.



# Expression of Interest (EOI) Process – Team Manager, Technical Coaching

If the changes are adopted, the following EOI process is proposed to follow

## Suitable Alternative for Team Leader:

- Team Manager, Technical Coaching position (with training).

**Expression of Interest (EOI):** An EOI form will be used for Team Leaders to signal interest in the Team Manager, Technical Coaching position. This is not compulsory and only those who are interested in the position are required to complete this form.

Those who signal their interest in the Team Manager, Technical Coaching position will participate in a merit-based panel interview using the selection criteria that can be found [here](#). Following the interview, the highest scoring individual will be offered the Team Manager, Technical Coaching position. All remaining Team Leaders would then be reconfirmed into their existing positions with minor changes as previously detailed.

*Note: In the event we do not receive one or more expressions of interest for the Team Manager, Technical Coaching position, we will consult further with Team Leaders. This consultation would establish a selection process to reconfirm individuals into the remaining Team Leader positions. Following reconfirmation, we would then work with the individual who had not secured a position to explore suitable alternative redeployment opportunities across the Agency.*

# Feedback and Questions:

Your input on this proposal is important, so please take the time to read through the information in this pack and provide your feedback. I will consider all feedback I receive and use it to make decisions on the best way to move forward. You can provide feedback up until 5:00pm Friday 17 May 2024. Should there be requests to extend the feedback period, we will try to accommodate where possible.

There are multiple ways you can provide feedback or ask questions:

- Via the feedback form, accessible [here](#).
- By submitting your feedback or questions to [supportmodelreview@nzta.govt.nz](mailto:supportmodelreview@nzta.govt.nz).
- In person by requesting a one-on-one session, with Sarina, Tara or Tracy.
- Attending the live call with Tracy and Sarina at 11.30am Monday 13 May 2024.
- 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 [supportmodelreview@nzta.govt.nz](mailto:supportmodelreview@nzta.govt.nz).

We recommend asking questions as early as possible, especially if the answers play a role in informing your feedback. We will endeavour to reply to questions within two business days.

# Getting Advice and 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 Tracy, Tara or Sarina, your People Leader, Lauren Turfrey, or Elijah Williams-Stewart. You can also seek advice and support from your union if you are a member.

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 or via their website - [www.eapservices.co.nz](http://www.eapservices.co.nz)

You are entitled to seek independent employment advice on this process and the proposed changes from your union, lawyer or advocate; 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. You are also welcome to involve a support person or representative at any time in the process.

# Timeline

STEP	INDICATIVE DATE
Change proposal released	7 May 2024
Consultation period starts – proposal open for discussion and feedback	7 May 2024
Live call with Q&A	13 May 2024
Feedback period ends	17 May 2024
Feedback collated and analysed	20 – 24 May 2024
Decision announced, all people advised on any individual impacts	28 May 2024

# Further Steps if Proposed Change Occurs

STEP	INDICATIVE DATE
Submissions for EOI and appointment/selection processes open	28 May 2024
Submissions for EOI and appointment/selection processes close	31 May 2024
Interviews for both processes to be completed	4 June – 7 June 2024
Decisions have been reached and individual appointments are communicated by	11 June 2024
The changes required to initiate a single line per product will need to be created. Training for new positions is anticipated to be completed during this period.	1 July – 26 July 2024
The new structure goes live	29 July 2024



# Appendix

Released under the Official Information Act 1982

# Positions Descriptions

Current and proposed position descriptions

POSITION(S)	CURRENT POSITION DESCRIPTION	PROPOSED POSITION DESCRIPTION
Product Specialist	<a href="#">Product Specialist</a>	<u>N/A</u>
Technical Lead	<a href="#">Technical Lead</a>	<a href="#">Technical Coach</a>
Team Leader, Customer Services	<a href="#">Team Leader, Customer Services</a>	<a href="#">Team Leader, Contact Centre</a>
Team Manager, Technical Coaching	N/A	<a href="#">Team Manager, Technical Coaching</a>
Operations Support Specialist	N/A	<a href="#">Operations Support Specialist</a>

# Change Management Protocol

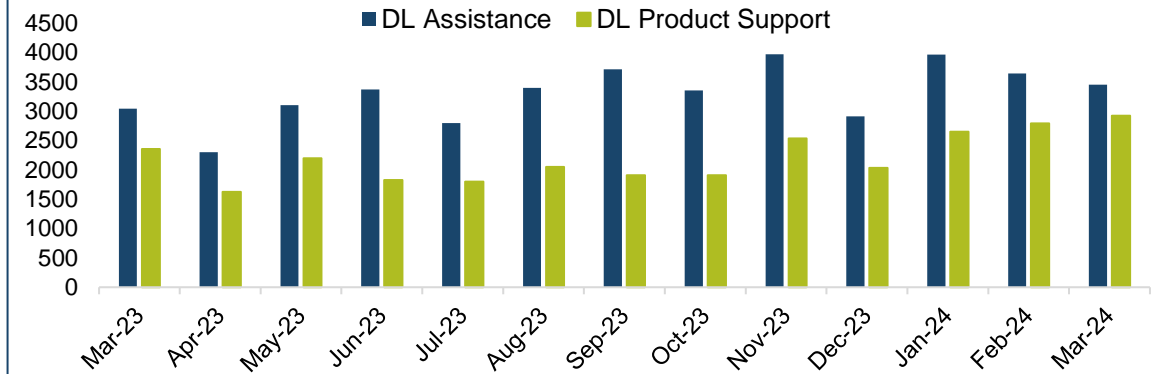
The Change Management Protocol sets out New Zealand Transport Agency – Waka Kotahi's (NZTA) approach to organisational change where it has the potential to impact on our people.

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

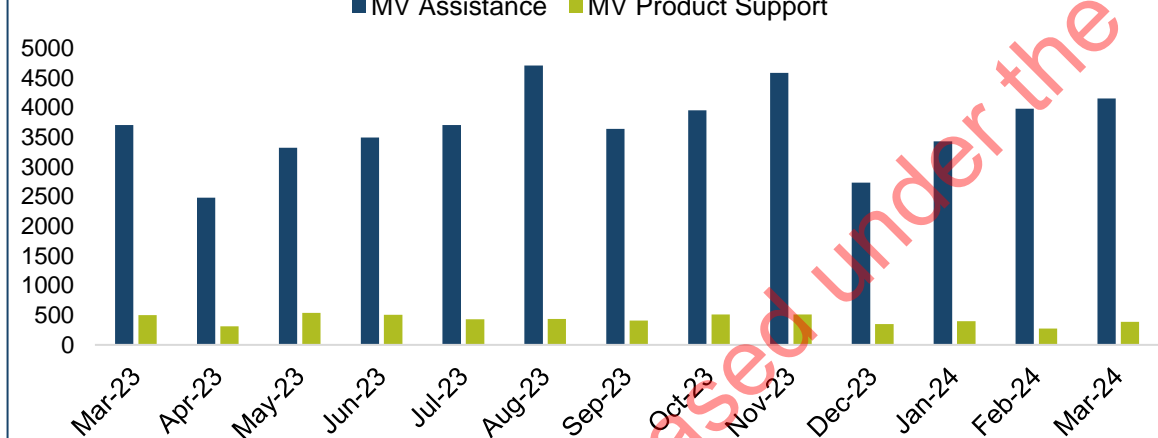
You can find a link to the Change Management Protocol [here](#).

# Real-time Phone Assistance - Call Distributions

Support calls for driver licensing



Support calls for motor vehicle



The monthly average of combining all support calls into helpdesk would be:

- DL – 5,509
- MV – 4,113

While unbalanced at present, we expect operational efficiencies to reduce demand in the driver licensing queues. One example is at least 11% of DL PS calls also call the DL assistance line (250 calls/month)

	Calls answered		Calls answered	
	DL Assistance	DL Product Support	MV Assistance	MV Product Support
Mar-23	3041	2353	3704	501
Apr-23	2301	1624	2482	315
May-23	3104	2196	3324	539
Jun-23	3369	1828	3497	506
Jul-23	2798	1801	3703	434
Aug-23	3399	2047	4707	436
Sep-23	3713	1909	3639	410
Oct-23	3355	1908	3956	510
Nov-23	3969	2536	4582	512
Dec-23	2912	2035	2733	352
Jan-24	3965	2647	3431	402
Feb-24	3643	2789	3980	277
Mar-24	3454	2925	4154	386
Total	43647	29196	48864	5695

# Product Specialist – Workload Overview

Both DL and MV Product Specialists have 'real-time' and 'back-office' workflows.

- **Real-time** is considered to be phone assistance, including maintenance of registers or releasing applications that may be able to occur at the time of the call.
- **Back-office** is considered to be all other processing tasks, including maintenance or releasing applications which require evidence.

## Real-time:

There is limited real-time phone assistance required from MV product support, Contact Centre support is provided almost entirely by MV Technical Leads. This is demonstrated through low call volume, and supported by the minimal impact to current workflow during routine outages where the MV Product Support phone line is unavailable.

DL Product Specialists experience high demand for real-time phone assistance; increasing during onboarding of new employees into the Contact Centre which reflects the confusion in the existing support model.

## Back-office:

Both MV and DL Product Specialists have combination of administrative, processing and maintenance tasks. There are functions which require specialist understanding, such as how maintenance can impact the integrity of our records in the DL and MV registers. While there is some repetitive or administrative workflows, there are also tasks where specialist understanding, and decision making is required.

## Resourcing workflows:

Initial analysis indicates that 2 FTE would be required for back-office workflow and 2 FTE for real-time workflow. In both instances cross-skilling within teams is required to provide the operational flexibility to maintain service levels.

# Product Specialist – Workload Overview

The below demonstrates FTE estimations for real-time and back-office functions.

## Driver Licensing Product Specialists

### Real-time (1.8 FTE):

Answer an average of 110 calls per day to support Contact Centre frontline (2199 per month)

95% of calls are tagged as real-time action or support required.

### Back-office (1.2 FTE):

Process an average of 1000 assignments per month:

- 488 DL PS
- 514 DL EOI

Core assignment activities include corrections to our registers such as:

- fix incorrect date of birth, place of birth, or image issues
- releasing applications held due to errors
- evidence of Identity reviews.

## Motor Vehicle Product Specialist:

### Real-time (0.2 FTE)

Answer an average of 22 calls per day to support Contact Centre frontline (420 per month)

No wrap codes available.

### Back-office (0.8 FTE):

Process an average of 492 inspections emails per month.

Process an average of 29 assignments per month.

Core assignment activities include resolving incorrect inspection information in the MVR.

# Workforce review – Team Leader

Job sizing for the Team Leader, Contact Centre positions allow for a total of 15 direct reports (headcount). The removal of 8 Technical Leads from the reporting line allows us to increase the number of CSRs and SCSR in those reporting lines.

11.5 Team Leaders allows for a headcount capacity of 172 employees. Our current headcount is 164.

We are currently operating with 11.5 Team Leaders due to 2 unfilled vacancies. The current median headcount is 14.5 CSRs/SCSRs, and three leaders are exceeding 16 direct reports, while others have occupancy of 10-14.

We recognise there is an imbalance in team size across the contact centre, which will be resolved with:

- Future planning to maintain Hamilton team sizes.
- Consideration of team movements to ensure fair and even distribution of sizes during future inductions or employee exits.
- Improved planning for team placement of part time team members.



# Workforce review – Technical Coach by Service

We are proposing an even distribution of Technical Coach positions for each service type.

Motor Vehicle teams have higher headcount (92) versus Driver Licensing (77), creating higher demands for training support and technical upskilling.

However, Driver Licensing has forecasted higher call demand (that is an additional 1,396 more calls per month on average) due to more real-time maintenance requirements, business delegations or processes that require technical oversight.

Tolling and State Highways is a cross-skilled service, which gives our Technical Coaching team flexibility to manage those support needs across the full cohort.