

# Final Decision

Clean Car Discount

Tracy Moore – Head of Customer Operations

5 March 2024

# Karakia

Tūtawa mai i runga  
Tūtawa mai i raro  
Tūtawa mai i roto  
Tūtawa mai i waho  
Kia tau ai  
Te mauri tū, te mauri ora  
Ki te katoa  
Haumi e, hui e, tāiki e

Come forth from above,  
below, within,  
And from the environment  
Vitality and wellbeing for all  
Strengthened in unity.

Tēnā koutou katoa,

Thank you for the valuable feedback you've shared regarding the proposed structural changes. Your active involvement throughout this consultation process has truly impressed me, and it's reassuring to know that you're equally committed to ensuring the right outcome for our people.

As a Public Service Agency, we have an obligation to follow the direction of the government of the day. The proposed structure aimed to fulfil government directives by realising the closure of the Clean Car Discount (CCD) scheme and all associated activities. It also aimed to ensure the right resource and capabilities to deliver the emissions reduction work programme moving forward. The review that was undertaken of all CCD activities across the Agency also considered the timelines mandated by the government, and therefore its scope was limited to refining the Low Emission Vehicle (LEV) operating model.

The feedback provided by you all was extensive and there were clear, constructive points raised about how we could amend the proposed structure to ensure the right resource and capability. Overall, the support for the proposed structure was varied and your feedback identified some key themes for me to consider. The purpose of this document is to communicate the decisions made following careful consideration of the feedback provided.

I appreciate that change can be unsettling so please let your People Leader, Lauren Turfrey, Elijah Williams-Stewart or I know if there is any support you may need as we work towards implementing our new organisational structure and ways of working. If you are a union member, your union will also be able to provide you with support. Lastly, there is also confidential personal or career counselling available to you through EAP Services should you wish to make use of this service.

Thank you again for your patience, efforts, and unwavering professionalism throughout consultation.

Ngā mihi nui,

Tracy Moore

Head of Customer Operations

# Consultation Overview



## Consultation events:

- One live call.
- One group Teams session.
- Bi-weekly individual and group drop-in sessions.
- Individual questions asked were responded to directly and then included in the FAQs.



## Feedback overview:

19 individual feedback submissions received during consultation. Themes included:

- Understanding that we must follow the directions of the government of the day.
- Resourcing levels for LEV.
- Selection criteria and process.
- Engagement timeframes for the change.
- Wider LEV effectiveness and efficiency feedback.



The summary table of feedback and detailed responses are included in the Decision Document.

## FEEDBACK RECEIVED

## RESPONSE

### Proposed changes to organisational structure

Account Managers have greater capacity in terms of workload and the number of these positions should be reduced.

The scope of this review was informed by government directive to realise the closure of the CCD Scheme. Account Manager workflows remain aligned with the Clean Car Standard (CCS) and is not impacted by the CCD closure. The number of these positions will not be reduced as part of this review; however, feedback on these roles will be considered separately.

Account managers currently provide backup coverage for LEV Officers in instances of elevated customer volume demand, contact pattern fluctuations and shrinkage requirements.

Workforce Planning Modelling has been adjusted to factor in the contingency coverage provided by Account Managers. The Account Manager position description in the new structure has been updated to reflect the accountabilities performed. The following bullet point has been added to the position description 'Provide backup coverage for LEV Officers during periods of high-volume customer demand, contact patterns, or staff shrinkage.' Shrinkage uplift includes meetings, all non-customer facing work/ time away from calls for meetings, training etc. and leave provisions.

There is an insufficient workload to justify the current number of LEV Officers, the number of positions should be reduced.

The proposal to decrease the Officers to 6 FTE was informed by the Workforce Planning modelling. Your feedback has indicated that maintaining 6 LEV Officers is excessive and because Account Managers currently perform overflow activities, the workforce planning modelling has been adjusted. We have decided to reduce the number of Officers from 6 FTE to 4 FTE. Account Managers will be able to provide coverage for LEV Officers in instances of elevated customer volume demand, contact pattern fluctuations and shrinkage requirements (meetings, all non-customer facing work/ time away from calls for meetings, training etc. and leave provisions).

FEEDBACK RECEIVED	RESPONSE
Proposed changes to organisational structure	
<p>If the intention is for LEV Officers and Account Managers to support across Customer Operations this needs to be articulated in the Positions Description.</p>	<p>It was not the intention of the review to consider greater flexibility of roles across Customer Operations. Our focus was on fulfilling the government directive by realising the closure of the Clean Car Discount (CCD) scheme and ensuring the right resource and capabilities are available to deliver the emissions reduction work programme moving forward.</p> <p>Further opportunities for effectiveness and efficiency across Customer Operations were not within scope of this review and will be considered separately.</p>
<p>If the number of LEV Officers and Account Managers decrease so too should the Team Managers.</p>	<p>The Team Managers have decreased from 3 to 2 to reflect the reduction in LEV Officers. There will not be a further reduction in the number of Account Manager positions as these are fully aligned to the CCS work programme. The number of Team Manager roles was determined on the tasks they are accountable for, as well as the leadership accountabilities that this role must carry out.</p>
<p>The structure seems top heavy with an LEV Manager and two Team Managers.</p>	<p>The structure has been designed to have roles with fewer direct reports to ensure the LEV Manager's workload and leadership accountabilities is manageable. Whilst the number of direct reports has reduced from 3 to 2, the LEV Manager's individual workload has not significantly changed.</p>

FEEDBACK RECEIVED	RESPONSE
<b>SELECTION PROCESS/CRITERIA</b>	
<p>Having to go through potentially multiple interview processes is stressful.</p>	<p>In every selection process, it is imperative to follow a fair and rigorous process to ensure that selections are merit-based. The purpose of these interviews is not to unsettle candidates but to ensure we have all relevant information about their past experiences and qualifications, enabling us to undertake an informed evaluation against the selection criteria. However, we have taken your feedback on board, and we will endeavour to have employees only complete one interview for the selection process and suitable redeployment options within Customer Operations. More information on this process can be found in the Selection and Redeployment Process section.</p> <p>We are understanding that the interview process can be daunting and have dedicated a section in this document to setting out the supports and resources available. There will be a webinar accessible to all employees, offering guidance on job applications, interview preparation, optimising your LinkedIn profile, and other beneficial tips to assist you in this process.</p>
<p>Two submissions on the selection criteria for the LEV Officer position. One submission was supportive of the proposed criteria, the other disagreed with including experience in regulatory roles/NZTA on the basis that CCS is still relatively new to NZTA.</p>	<p>We accept that CCS is a relatively new function within Customer and Services; however, the positions contribute to the wider Regulatory system within NZTA. We consider expertise gained from past Regulatory roles is transferable to the LEV Officer positions. The selection criteria for the LEV Officer Positions will remain as was proposed and is set out in <a href="#">Appendix 2</a>.</p>
<p>You should have been looking for other roles for as many of us to be placed into as possible.</p>	<p>We are actively exploring wider vacancies and redeployment opportunities for affected employees within the Agency. We cannot 'reserve' positions for affected employees without adhering to a fair and transparent selection process and only after we have reached a final decision. This document details the process for affected employees and outlines the support available to them.</p>

FEEDBACK RECEIVED	RESPONSE
<b>SELECTION PROCESS/CRITERIA</b>	
We need clarity on the reconfirmation and redeployment process.	This document contains additional information on the reconfirmation and redeployment process. If you have further questions, we strongly encourage you raise them with your people leader, Tracy, or our HR partners.
<b>ENGAGEMENT</b>	
The change process feels prolonged and could have been more effectively planned with comprehensive information from the outset.	The government's announcement came in mid-December, just as we were entering the holiday season. Our intention was to ensure our people could take planned leave and enjoy quality time with their families over the Christmas and New Year period without the pressure of a live change proposal. We appreciate this may feel as though the process has been extended. Our goal, as a good employer, has been to ensure transparency and provide comprehensive information at every stage. Maintaining this open communication remains a priority, and we encourage you to continue engaging with us regarding any questions or concerns.

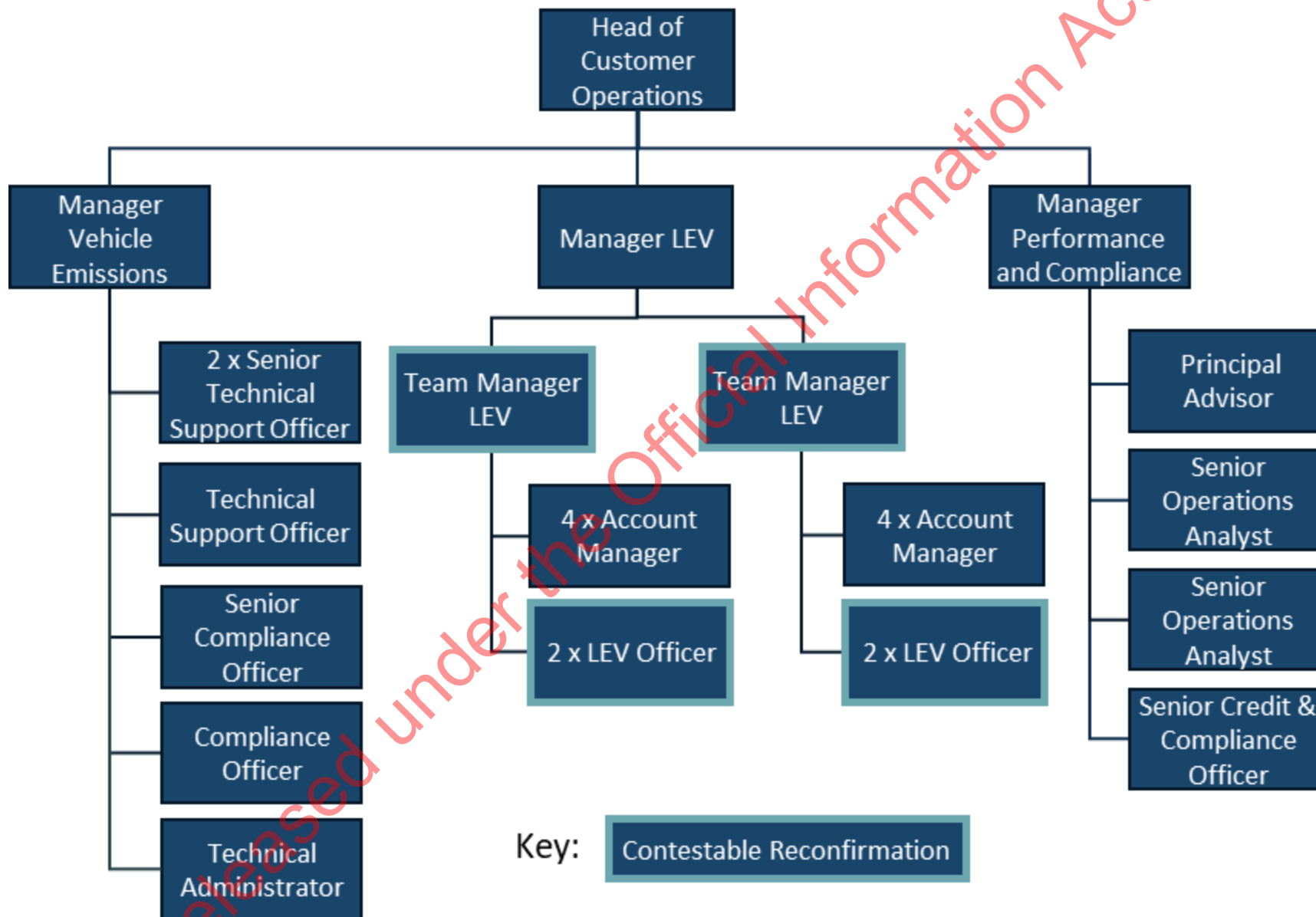


## Final Decision – summary

- The number of LEV Officer positions will decrease from 22 to 4.
- The number of Account Manager positions will remain the same, with minor changes to the position description to reflect the absorption of overflow activities.
- The number of Team Manager positions will decrease from 3 to 2.
- The LEV Manager position will remain the same with minor changes to the number of direct and indirect reports.
- The number of Principal Advisor positions will decrease from 2 to 1.
- The draft position descriptions which were consulted on will be confirmed with only minor changes to the Account Manager position description in response to feedback.
- The proposed selection criteria are confirmed with no changes.



# Final Decision – Organisational Design chart



# Individual Impacts of the Proposed Change (as at 5 March 2024):

Position in scope	FTE	Proposed change	Affect on position	Impact of proposed change
LEV Officer	17	Reduce FTE from 17 to 4	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
Emissions Coordinator	1	Minor change to PD	Non-contestable reconfirmation	Minor

## Vacant Positions:

Position in scope	FTE	Proposed Change
LEV Officer	5	Disestablished
Principal Advisor	1	Disestablished

# Next Steps



**All staff will receive a letter confirming the final decision and the impact on their position.**



**Non-affected staff will continue in their role and the confirmation will happen automatically with effect on 1 April 2024.**

- There will be minor changes to your Position Descriptions.
- New team structures will be implemented.



**Affected staff will enter the selection process for reconfirmation and/or the redeployment process.**

# Reconfirmation – Selection Process



A selection process is required to determine who will go into the available positions.



We will ensure a fair and transparent process will be followed.



All affected staff will go through the selection process which includes:

- A self-assessment form (Microsoft form).
- A formal interview (by Teams).

This process will form a selection criteria final score for each candidate and the reconfirmations will be made directly from these scores.

# Reconfirmation – Self-assessment



## **Self-assessment:**

The self-assessment form will ask you some basic competency-based questions that relate to the selection criteria.

The answers will be used by the selection panel who will also conduct the interview.

The selection panel may ask clarification questions about your self-assessment at the beginning of your interview.

The form will be a Microsoft Form and a link will be sent by email. You will need to complete this by 5pm Friday 8 March 2024.

# Reconfirmation – Interview



## Selection Panel:

A final score based on the selection criteria will be decided by an independent interview panel consisting of one representative from Customer Operations, one representative from Talent Acquisition, and one LEV subject matter expert. The panel includes:



- **Rachel Mackey** (Customer Operations panel member).
- **Janie Scott** (Talent Acquisition panel member).
- **Stacey Ayre** (Lead Advisor - LEV SME – non-scoring).

## Interview:

The interview will be a formal competency based interview format and take 40-50 mins.

# Redeployment – Team Manager

- We have not currently identified suitable alternative opportunities within Customer Operations.
- Team Manager interviews will be prioritised and we aim to provide outcomes for reconfirmation by 15 March 2024.
- Talent acquisition will work with you directly to identify suitable alternative redeployment opportunities.



# Reconfirmation and redeployment – LEV Officer



In response to your feedback we are now running the reconfirmation and redeployment process for LEV officers at the same time. This means:

- **Selection criteria:** The same selection criteria/interview questions used for the LEV officer positions will also be used for redeployment positions within Customer Operations as outlined in this pack. Dependant on the position you are preferencing for you may be asked additional questions above the standard questions.
- **Expression of Interest:** An expression of interest form will be used to allow you to provide preferences across the available positions in one single selection process. The form will be a Microsoft form and sent by link. You will need to complete this by 5pm Friday 8 March 2024.
- **Interviews:** Where possible, affected employees will have one interview for the suitable positions within Customer Operations. In the event that the panel are unable to appoint based on the initial interview (e.g. scoring is too close), applicants may be informed of a subsequent process.
- **'Other' potential redeployment opportunities:** We will continue to work with you to seek alternative positions across the agency, all non-Customer Operations positions will follow its own recruitment pathway.

# Reconfirmation and redeployment - Positions



**Reconfirmation position: closed pool for affected employees in LEV.**

- 2 x LEV Team Manager.
- 4 x LEV Officer.



**Redeployment positions: closed pool for ANY affected employees in NZTA.**

- 10 x Safety Camera Enforcement Officers (subject to confirmation of the GPS).
- 1 x Senior Safety Camera Enforcement Officers (subject to confirmation of the GPS).
- 2 x Collections Officer.
- 1 x Case Officer (ERI).

# Redundancy

NZTA's priority is to retain our people - their skills, experience and capabilities - within the organisation.

Any employee who has not received an offer of reconfirmation or an offer of redeployment by 12 April 2024 will be given notice of redundancy in accordance with their employment agreement.

- We will continue to seek redeployment opportunities for employees throughout the notice period.
- Details of redundancy entitlements will be provided with notice, and paid in accordance with affected employee's employment agreements and s 88 of the Public Service Act 2020.

If you do not have a redeployment role by 12 May 2024 then the redundancy will take effect from that date.

## **Please note:**

- It is important to engage fully in the reconfirmation and redeployment processes and consider your options carefully.
- If you are offered a suitable alternative role and you turn it down, you will no longer be entitled to redundancy, your employment will end by reason of resignation.

## **Voluntary redundancy**

If an employee is part of a contestable process, and that employee would prefer to take voluntary redundancy, consideration to such requests will be given on a case-by-case basis.

# Resources for our people



Further support is available to our employees, through the following resources (on OnRamp) [‘Working Through Change’](#), [‘Exploring Opportunities’](#), and [LinkedIn Learning](#) courses, and requesting a 1:1 coaching session to support with CV writing and interview preparation.

A webinar will be available to employees which covers information related to applying for jobs, interview preparation, how to set up a good LinkedIn profile, and other tips that you may find useful. This webinar will be at 1:30pm, on Friday 8 March, and a link will be provided separately.



Support is available through the Talent Acquisition Team, who will meet with you to discuss your interest in any current vacancies that you feel you might be suitable for and to get an understanding of your skills and experience and how they might relate to other roles. They will also explain how to apply for roles that you might be interested in moving forward.



## Support for our people:

Change can be unsettling, and this may impact on how you are feeling generally. If there is anything that is worrying you about this process, please raise this with me, or

- Your people Leader, or
- Lauren Turfrey – Senior HR Advisor, or
- Elijah Williams-Stewart – HR Advisor, or
- Janie Scott – Talent Partner.

You can seek advice and support from your union, if you are a member.

Ongoing support is also available through the Employee Assistance Programme by calling 0800 327 669.

We encourage you to talk to your whānau, and other support people, and to seek independent advice.



# Timeline

Activity	INDICATIVE DATE
Submissions for the selection process and suitable redeployment options open.	6 March 2024
Submissions for the selection process and suitable redeployment options close.	8 March 2024
Selection process and suitable redeployment options interviews.	11 – 22 March 2024
Decisions reached and individual outcomes of selection process and suitable redeployment communicated.	25 – 29 March 2024
New structure goes live, and wider redeployment opportunities continue to be explored for those unsuccessful in selection process.	1 - 12 April 2024
Notice of redundancy provided to those who have not received an offer of redeployment.	12 April 2024
Further offers of redeployment made and those unable to find a suitable alternative position reach the end of their notice period.	12 May 2024

# Close and Karakia

This information is being shared to all teams individually today, please respect each other's right to hear the information first hand. The final decision document, proposal presentation, and individual letters will be distributed at the end of the day. Position Descriptions, EOLs, and self-assessments will become available tomorrow.

Ka rongo tātou i te reka o te kōrero  
Ko ngā tikanga  
Ko ngā kawa  
Ko te whanaungatanga  
Ko te manaakitanga  
Ko te kotahitanga  
Hei kōrero mā te hinengaro, mā te wairua,  
mā te tinana, mā tātou, te whanau o te  
Waka Kotahi.  
Kaikarakia (leader): Tūturu whakamaua kia  
tina  
Katoa (all): Tina  
Kaikarakia: Haumi ē, hui ē,  
Katoa: Tāiki e

We sense, smell, taste and feel the  
sustenance  
before us  
Embracing Māori practices and protocols  
Building relationships to create a sense of  
belonging,  
Uplifting the mana of others  
Exercising unity, inclusivity and equality  
As food for thought, as a sense of well-  
being, as  
a spiritual and physical encounter with the  
Māori  
world within the whanau of Waka Kotahi.  
Forever challenging our potential!  
Our voices raise up in agreement!  
Joined and assembled  
Ready and empowered to take on the  
challenges  
that face us!