

Te Mahau, Customer Support Model

Customer and Services

Decision

June 2024



Tēnā koutou kātoa

I want to thank you for the feedback you have shared about the proposed changes. I have appreciated your active involvement in this process, and it's reassuring to know that you're equally committed to ensuring the right outcome for our people and our customers.

I have now had an opportunity to carefully consider the feedback received. Overall, the support for the proposed structure was positive and some staff raised questions and concerns. The purpose of this document is to respond to the feedback and to communicate the decision.

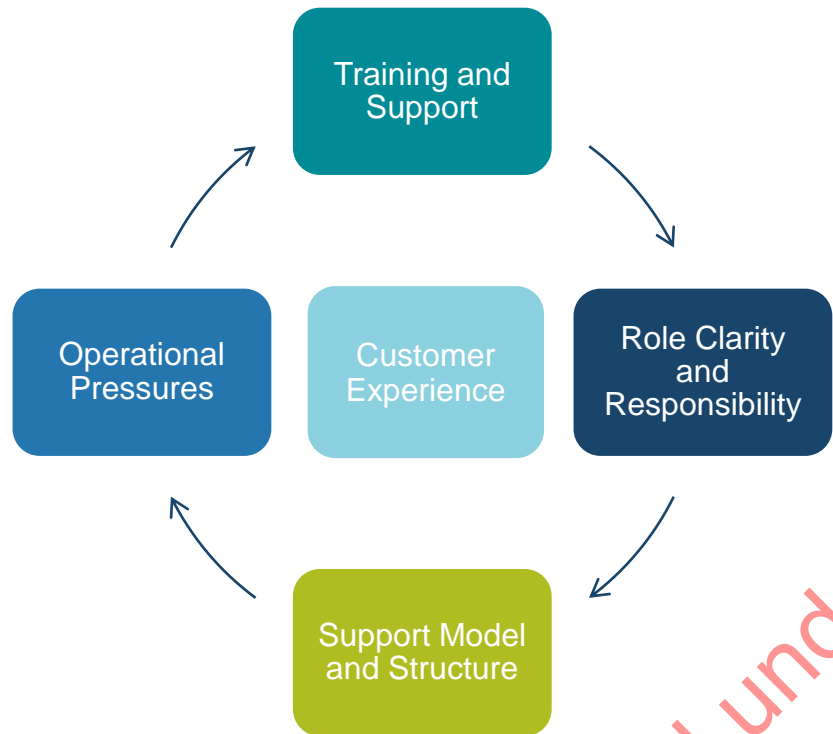
I appreciate that change can be unsettling. I want to remind you that support is available. I have set this out on the “Getting Advice and Support” page. Please let your People Leader, Lauren Turfrey, Elijah Williams-Stewart or any one of us know if there is any additional support you may need as we 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.

Thank you again for your patience, efforts, and unwavering professionalism throughout consultation. I look forward to working with you to implement these changes.

Sarina Pratley

Chief Customer & Services Officer

A Recap of our Challenges



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.

Consultation Overview



Consultation Events

- Two live calls.
- Individual questions asked were responded to directly.
- The feedback period was extended twice as requested.
- Sessions with Sarina, Tracy, or Tara were organised as requested.



Feedback Overview

- We consulted with 27 employees and received:
 - 15 pieces of feedback (6 by form and 9 by email).
 - 11 pieces of supportive feedback (40%), 0 pieces of indifferent feedback, and 4 pieces of unsupportive feedback (15%).
- The feedback we received has been summarised into key themes as well as some feedback to specific comments and questions.

Change Overview

Summary of the proposed and confirmed 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 positions 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.

Feedback Theme – Technical Coach Position Title

Feedback

Apprehension was expressed about the title of "Technical Coach" due to how it could be perceived by customers as it may not articulate the specialised nature of the position. It was also raised that there may be some confusion around the expected accountabilities associated with the term 'coach' and how that compares to the relationship an employee has with their Team Leader.

Response

We carefully selected the title "Technical Coach" to accurately convey the essence of the role's responsibilities. A coach serves as a catalyst for growth, dedicating themselves to uplifting the capabilities of our kaimahi. Their expertise extends beyond instruction; they are providers of specialised skills, offering a wealth of knowledge and wisdom to share and impart upon others. With a blend of mentorship, encouragement, and tailored guidance, they illuminate paths to success by fostering a culture of continuous learning and development.

We are confident that the title "Technical Coach" accurately reflects the primary responsibilities and expectations of the role. While a Team Leader is responsible for coaching and mentoring on overall performance, a Technical Coach contributes by offering specialised expertise through knowledge sharing.

We also acknowledge that the Technical Coaches will have calls transferred to them and will engage with customers directly; we will work with our SCSRs/CSRs on the wording they can use to ensure there is no confusion that this is a specialist team.

The role title "Technical Coach" is confirmed and remains unchanged.

Feedback Theme – The Real-Time to Back-Office Support Channels

Feedback

There was some confusion regarding what the relationship between the real-time support functions (Technical Coaches, SCSRs, and CSRs) and the back-office function (Operations Support Specialists) would look like. It was raised that there are currently circumstances that require those in real-time support to reach out to the back-office function and clarity is required on how this will work and what channels will be available within the new customer support model.

Response

Real-time support: Ability to provide resolution of customer or agent enquiry at the point of first contact.

Back-office support: Requires further or deeper investigation of work to enable resolution for customers and administration task which do not need to be completed in real time.

During implementation, we'll ensure Technical Coaches have the necessary access and visibility for efficient first-time call resolution. Technical Coaches will undergo the necessary training to interpret information and respond to customer queries in real-time. We will work through all the scenarios where real-time support hand over to back-office support and determine what the process will look like. This will be completed and documented by implementation.

To optimise the customer experience, SCSRs/CSRs will no longer make calls to the Operations Support Specialists as Technical Coaches will be their primary point of contact.

Feedback Theme – Flexibility Options

Feedback

There were concerns raised about the potential disparity in flexible working options between employees' current positions and positions in the new structure.

Response

Flexibility in our working arrangements must always align with the core purpose of our roles, ensuring our ability to effectively serve our customers. While we value individual needs, we also prioritise the collective needs of our team and customers.

Technical Coaches: As our Contact Centre operating hours are 8am to 5.30pm, Monday to Friday (with agents able to contact us up until 6pm). The Technical Coach position will require employees to work a base expectation of three days in the office and two days working from home. This will support initiatives like integration pod and coaching.

Operations Support Specialists: The Operations Support Specialists has a base expectation of Monday to Friday two days in the office and three days working from home.

We strive to accommodate individual working preferences while maintaining a balance among employees and enabling flexibility. This balance not only fosters collaboration and creativity but also upholds our dedication to fulfilling our roles effectively.

All requests for flexible working will be carefully reviewed on a case-by-case basis, and further information on this can be found on our [flexible working](#) page on OnRamp.

Feedback Theme – Workforce Contingency Plans

Feedback

Concerns were raised on the contingency plans for when the Operations Support Specialists and Technical Coaches have planned or unplanned leave.

Response

Workforce contingency planning is already a key responsibility for all our leadership roles. We recognise that this is still ongoing and continues to remain a top priority. Work has already begun in the Customer Operation teams to ensure there are contingency plans in place. We believe that this change will serve to support this ongoing work by creating a centralised team with additional resource skilled to service our customers in real-time.

As we do today, we will continue to invest in the development of employees across Customer and Services which will further support our contingency capability, including cross-skilling and growth into new areas.

Feedback Theme – Working with the SCSRs and CSRs

Feedback

There were two main concerns raised about working with our SCSRs and CSRs in the new operating model:

- The centralised model might change the Technical Leads ability to directly impact a SCSRs/CSRs learning journey and the opportunity for face-to-face interactions.
- A proactive and robust learning approach for our Contact Centre staff may be more effective at addressing our challenges with our current support model.

Response

When we reviewed our current decentralised structure there were some clear inconsistencies on how the Technical Leads were operating across the Contact Centre. A centralised model will ensure the Technical Coaches apply a consistent approach to the capability uplift for our employees. We recognise that the face-to-face interactions between our employees are invaluable. This model will increase the opportunities for Technical Coaches to demonstrate their skills in coaching and relationship-building by adding resource to the support line and expanding their remit across the Contact Centre.

We agree that a proactive and robust learning approach is critical. There is currently an end-to-end review of the training programme for SCSRs/CSRs underway and the Technical Coaching Team will be critical to its success. This, coupled with the new support model, will ensure we are addressing the challenges we are currently facing.

Feedback Theme – Documented Processes and Resources

Feedback

We received concerns around the lack of processes and information readily available to support the transition of work to new positions.

Response

We acknowledge and recognise the concerns around undocumented processes. This is front of mind as we transition and stand up the new support model. We are investing in a full review of our processes and systems which will allow us determine whether any improvements are required prior to documentation.

By creating a team who will own the identification of process improvement opportunities and enhancements, we aim to increase the integrity of process management and documentation moving forward.

In the meantime, to support the transition to new positions, we will ensure that any high-volume processes are documented prior to implementation.

Feedback Theme – Training and Cross-skilling

Feedback

We received some questions about what the training program for the new positions will look like practically as we move into our implementation phase.

Response

We recognise that training will be required for employees that move into the newly created positions. We will ensure appropriate training and documentation is provided.

We will create a working group to begin designing the training approach. Then we will hold workshops to identify skill gaps, the delineation of roles and responsibilities, and training requirements. This will help to shape how we deliver the training, ensuring that it is fit for purpose and tailored to your needs.

With any transition of work or knowledge, the best approach is always to work collaboratively with one another. We envision that there will be an element of 'side-by-side' learning to ensure a smooth transfer of knowledge and continuity of service for our customers. This type of learning allows for the exchange of insights, best practices, and helps to capture knowledge that might not be able to be documented.

It is important that we are appropriately prepared for the implementation of the new support model and that all required training has taken place. If we do not believe that this has occurred by our implementation date, we are committed to extending our timeline until we are ready.

OTHER COMMENTS	RESPONSE
<p>There was a suggestion that there should be a Team Leader and more Technical Coaches based in Hamilton.</p>	<p>We do envision an expansion of customer support roles in our Hamilton office in the future. This is already under consideration, and we will continue to review this as an option moving forward.</p> <p>We have added Hamilton to the Team Leader, Contact Centre position description to support this.</p>
<p>There was a suggestion that the Team Manager, Technical Coaching position should be available to more than just the Team Leaders as an opportunity.</p>	<p>We looked at the best possible way to fulfil our resourcing needs without unnecessarily impacting our people with change. This role is a suitable alternative for our Team Leaders, and we will be using the headcount of the successful applicant for this position, hence why this is a closed pool process.</p>
<p>A concern was raised about what the impact will be on the End of Year performance and remuneration processes for those that may move into new positions through this change process.</p>	<p>Any movement into a new position will not have an impact on either of these processes and employees will still receive a performance rating and any applicable remuneration increase based on the last 12 months.</p>
<p>A concern was raised that employees who move into a new position of a higher band will only receive an increase up to 90% PIR of the new role which may not be reflective of their skills and knowledge.</p>	<p>Remuneration is assessed on an individual basis and will be looked at case by case for any employees who move into a new position that is a higher band than their current role. We will take the knowledge and skills of the employee into account, as well as equity across the wider team, when considering any potential remuneration increases.</p>

OTHER COMMENTS	RESPONSE
<p>It was raised that it would be beneficial if the teams (outside of C&S) that support the Contact Centre worked the same hours as our front-line staff to ensure that we can provide the best service for our customers. Currently, some of these teams finish earlier than our Contact Centre employees which mean requests sometimes must wait until the following day.</p>	<p>This is a great insight, and we really want to encourage this sort of continuous improvement mindset. While we don't currently have an answer for this suggestion, we believe that having a centralised Technical Coaching team will help us to identify more insights like this and start working on solutions.</p>
<p>There was a suggestion that the Technical Coach position description and resourcing levels may need to be reviewed in the future as new programmes and products are implemented such as NTS and Safety Cameras.</p>	<p>When any new programme or product is implemented, we assess what the potential impacts may be to our existing positions and resourcing levels. We will continue to do this in the future and will follow organisational processes to implement any changes that may be required.</p>
<p>It was raised that the Technical Leads currently complete a survey for their ACW but that reporting only occurs if it's requested. It was suggested that moving forward it would be beneficial for the Technical Coaches to access these surveys to identify trends to further support our kaimahi to reduce call volumes.</p>	<p>This is another great insight and example of the continuous improvement mindset we're striving for. We will work with you to identify what access you require for reporting and any other information that is going to help you be successful in your roles.</p>

OTHER COMMENTS	RESPONSE
<p>It was raised that the Technical Leads are currently made up of both permanent and seconded positions and there is concern that this may result in a lack of support in this space during the transition of this change.</p>	<p>Ensuring that there is appropriate support during this transition period is front of mind for us. We do not envision any less support during this period, and we will work with individuals on what this transition period means for them and their roles.</p>
<p>It was raised that recently Technical Leads were required to go on the phone lines due to high sick leave within the Contact Centre and that Team Leaders picked up the assistance lines which is not what was documented in our proposal.</p>	<p>There may be times during an emergency or unforeseen circumstances (such as high numbers of staff being away from work) that mean that we need to stand up a business continuity plan (BCP) to ensure that we can continue to provide support to our customers. When situations like this occur, we evaluate what the best approach is at the time, but we will work with you on what BCPs may look like in the future.</p>
<p>There was a suggestion to hold regular annual or bi-annual half day workshops to strengthen the learning and development of the Technical Coaches.</p>	<p>We think this is a great idea. We're committed to having a centralised model for the Technical Coaches and would love to get them all together for team-building and development. Let's work together on how we might plan and organise this in the future.</p>

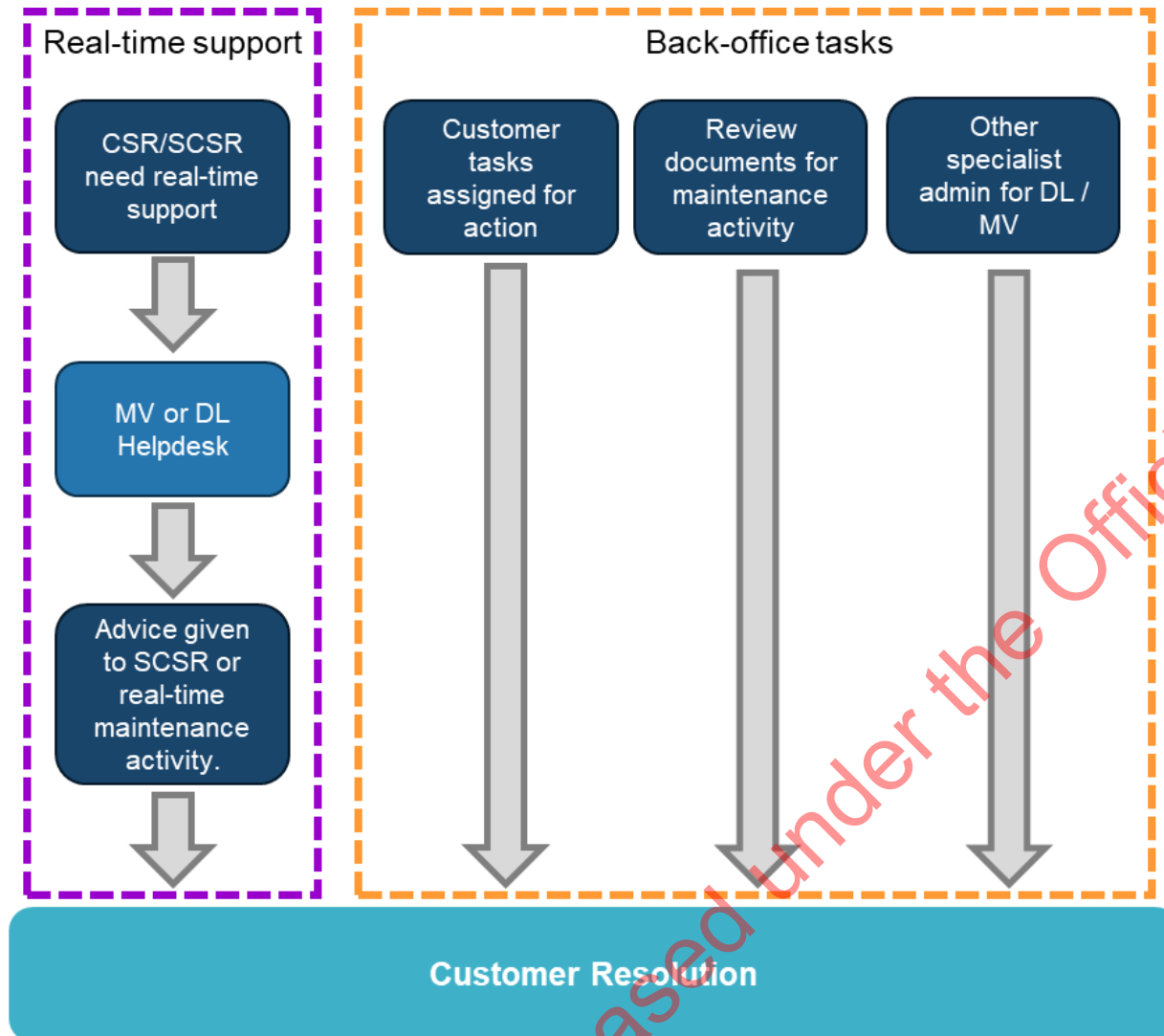
Summary of the Changes

We can now confirm that we will be proceeding with the below changes:

- **Reconfirmation of the Team Leaders.**
 - We will commence an EOI process to redeploy one Team Leader to the newly established Team Manager, Contact Centre Capability position.
 - Following this process, the Team Leaders will be reconfirmed into the Team Lead, Contact Centre position with an updated title and minor changes to the position description.
- **Reconfirmation of the Technical Leads.**
 - The Technical Leads will be reconfirmed into the Technical Coach position with an updated title, updated reporting line, and minor changes to the position description.
- **Disestablishment of the Product Specialist positions.**
 - The Product Specialists positions will be disestablished.
 - We will commence an EOI process to redeploy impacted individuals to the suitable alternative positions that have been identified (Operations Support Specialist or Technical Coach).
- **Establishment of the Team Manager, Technical Coaching position.**
- **Establishment of the Technical Coach positions.**
- **Establishment of the Operations Support Specialist positions.**

All final position description can be found [here](#).

Confirmed Change to Customer Support Workflow



We can confirm that the changes to the Customer Support Workflow will include:

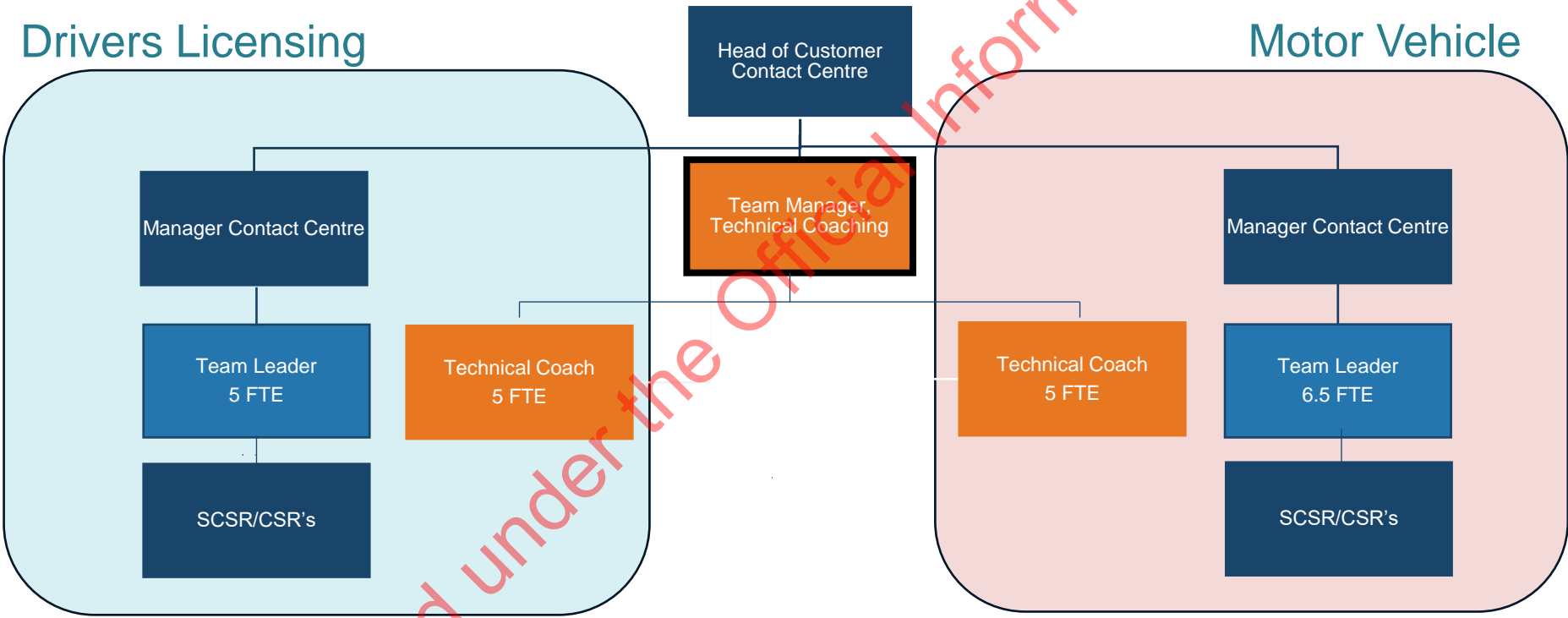
- consolidating the 4 current phone lines into 2 dedicated 'helpdesk' lines.
- separating back-office functions which do not require real-time support via a phone line.

Technical Coaches will be responsible for the real-time support workflow and the Operations Support Specialists will be responsible for the back-office tasks.

We will work through all the scenarios where real-time support hand over to back-office support and determine what the process will look like. This will be completed and documented by implementation.

Final Structure – Contact Centre

Confirmed changes to the structure for the Contact Centre



Key:

- New Position
- No change
- Minor Change
- Temporary Reporting Line

Final Structure – Customer Operations

Confirmed changes to the structure for Customer Operations

Key:



Confirmed Summary of Impacts on Existing Positions

Current Position	Current Function	Band	FTE	Impact of 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, Technical Coaching', 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.

New Positions

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

Next Steps

STEP	DATE
Submissions for EOI and appointment/selection processes open for Product Specialists and Team Leaders	18 June 2024
Submissions for EOI and appointment/selection processes close for Product Specialists and Team Leaders	21 June 2024
Interviews for both processes to be completed	24 June – 5 July 2024
Decisions have been reached and individual appointments are communicated by	9 July 2024
The changes required to initiate a single line per product will need to be created. Training for new positions will be completed during this period.	10 July – 16 August 2024
The new structure goes live	19 August 2024

Appointment Process – Operations Support Specialist and Technical Coach

The following is the appointment process for the Product Specialists

Suitable Alternatives for Product Specialist:

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

Step 1: 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. This submission period will open on Tuesday 18 June 2024 and close on Friday 21 June 2024.

Step 2: The EOI submissions will then be reviewed. Depending on the preferences submitted by the affected employees, we may need to complete interviews. If this is the case, we will reach out to the employees and arrange a panel interview. If interviews are held, they will be scheduled between Monday 24 June 2024 and Friday 5 July 2024.

Step 3: Individuals will be redeployed into the available positions. If panel interviews were required, this will be based on the scores they receive and (where possible) their expressed preferences.

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

The following is the expression of interest process for the Team Manager, Technical Coaching

Suitable Alternative for Team Leader:

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

Step 1: An EOI form will be provided to 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. This submission period will open on Tuesday 18 June 2024 and close on Friday 21 June 2024.

Step 2: The EOI submissions will be reviewed, and interviews will be arranged for those who have expressed interest. These interviews will be based around the finalised selection criteria that can be found [here](#). The interviews will be scheduled between Monday 24 June 2024 and Friday 5 July 2024.

Step 3: Following the completion of all of the interviews, 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 unlikely event that we do not receive one or more expressions of interest for the Team Manager, Technical Coaching position, we may need to reconsult.

Getting Advice and Support:

I know that change can be unsettling. If you have any questions, please raise this with 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 service. EAP can be accessed by calling 0800 327 669 or via their website - www.eapservices.co.nz

You are entitled to seek independent employment advice from your union, lawyer or advocate.

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 regarding the next steps.

Appendix

Released under the Official Information Act 1982

Positions Descriptions

Final position descriptions

POSITION(S)	FINAL POSITION DESCRIPTION
Technical Coach	Technical Coach
Team Leader, Contact Centre	Team Leader, Contact Centre
Team Manager, Technical Coaching	Team Manager, Technical Coaching
Operations Support Specialist	Operations Support Specialist

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.

Summary Overview of Confirmed Positions

A high-level overview of the confirmed 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.

What's on the Horizon

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 aims improve employee and customer experience, call quality and reduce wait times and service delays.



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](#).

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