

From: [Joanne Harrison](#)
To: [Gareth Chaplin](#)
Subject: Confidential - Draft consultation material
Date: Thursday, 17 September 2015 4:37:22 p.m.
Attachments: [Finance consultation document Sept 2015.docx](#)
[Finance proposal communications.docx](#)
[PD Adviser Accounts and Financial Systems.docx](#)

Here is the revised draft consultation document, the proposed communications timeline and a draft position description for the proposed new role (possibly grad) there is still a bit of work to do.

We will need you back for **3 November** to assist with final decisions; otherwise we will be leaving it very late and a little close to Christmas.

It is important that Fiona gives the team a signal this is coming rather than being blindsided on the day with a consultation document. At her team meeting she can signal that MLT has decided it is now time to consider adopting AIP in light of the Collaboration and Capability programme, and that the implications of this are currently being worked through. She could say that the team will be consulted once the implications have been worked through in more detail, and that consultation is likely to take place in October.

Regards

Jo

Jo Harrison
General Manager
Organisational Development & Shared Services
Ministry of Transport – Te Manatū Waka

 www.transport.govt.nz

Ensuring our transport system helps New Zealand thrive

PROPOSAL FOR CONSULTATION

Finance Team: Proposed Changes

1. INTRODUCTION

1.1 Background and context

The Ministry of Transport, as part of the Collaboration and Capability programme, has been looking at opportunities to work collaboratively, seek efficiencies and build capability across the transport sector.

The programme's strategy, signed off last year, identified four key priorities to deliver on which are:

- accommodation
- procurement
- finance
- HR/payroll

Under the programme, transport sector agencies have been looking at possible finance system efficiencies, including opportunities to reduce manual processing by considering some automated processes.

One option for the Ministry is to introduce an automatic invoicing process (AIP). The NZ Transport Agency and Maritime New Zealand have already successfully implemented AIP as part of the Collaboration and Capability programme. The Ministry has previously considered AIP and discounted it as it was not a cost effective system for a government department to introduce on its own. However, adopting AIP now offers the Ministry much greater value for money as part of the sector-wide collaborative initiative.

The Ministry Leadership Team recognises that it is now time for the Ministry to consider adopting AIP as part of the Collaboration and Capability programme.

In addition, the Ministry is reviewing its business practices as part of its performance improvement goal to deliver higher quality policy advice for the year ahead. Part of this review includes looking at how the Ministry allocates its financial resources, and the governance and management of projects to deliver work in a timely and cost effective fashion. Adopting AIP could potentially help the Ministry to deliver on this goal through the efficiencies created and reduction in invoicing paperwork.

This document outlines the proposal for adopting AIP at the Ministry, and how this might impact on the existing Finance Team.

1.2 Key principles behind the proposed changes

The Ministry, through its recently established Collaboration and Capability Programme Management Office, is responsible for driving progress against the programme's key priority areas. It is important the Ministry demonstrates its participation and leadership in collaboration initiatives where possible, and is seen as supporting the adoption of system-wide approaches alongside other agencies.

AIP has already been adopted by two transport sector agencies, and as a sector-wide initiative it is considered to be a cost effective and efficient system for processing invoices.

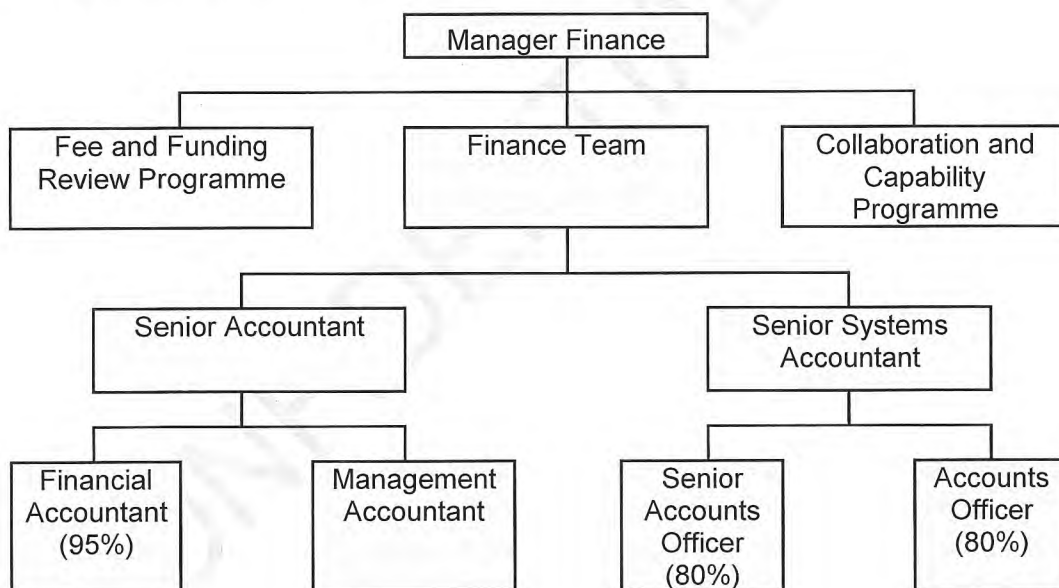
The key principles for adopting AIP are to create a Finance Team that:

- is consistent with sector collaboration initiatives
- is cost effective
- is fit for purpose and can deliver the Ministry's current and future needs
- has the right capabilities and the appropriate structure to deliver financial services in a professional and customer-driven manner.

In addition, it is important to consider the ongoing fiscal environment that central government continues to operate in. The Ministry's Finance Team has rated as high cost in recent BASS (Better Administrative and Support Services) surveys, and it has been under pressure for some time to improve the efficiency of transactional finance activity in order to give more time for strategic, value-add analysis and support for policy projects.

2. OVERVIEW OF PROPOSAL

2.1 Current Finance Team configuration



Taking into account the factors outlined above, it is MLT's view that:

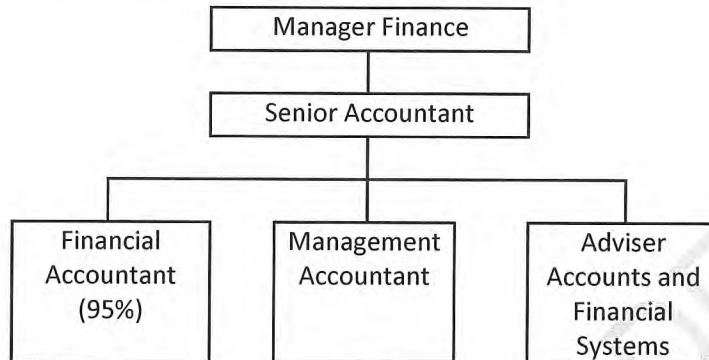
- the Ministry is not following best practice by holding two positions to carry out a function which is now largely automated across the sector
- consideration needs to be given to the impact of adopting AIP on all positions in the Finance Team to ensure value for money for the responsibilities carried out.

This proposal recommends adopting AIP to ensure the Ministry's daily financial management processes function efficiently and effectively. In addition, the proposal recommends re-

allocating responsibilities to ensure the Finance Team offers value for money and all positions are fully utilised.

2.2 Proposed structure of the Finance Team

This proposal sets out how the Finance Team would be set up if AIP is adopted. The chart below shows the proposed structure for the Team:



Under this proposal, the Manager Finance would be supported by a Senior Accountant. The Senior Accountant would provide line management for the Financial Accountant, Management Accountant and Adviser Accounts and Financial Systems.

It is proposed that the Finance Team be set up in a way that:

- creates a more streamlined service function by adopting AIP
- offers more value for money
- establishes clear accountabilities and fully utilises all resources
- builds and promotes resilience to ensure core finance processes can be delivered consistently.

2.3 Description of and rationale for proposed changes

Adopting AIP would create cost efficiencies for the Finance Team, as well as reducing financial paperwork. AIP would also make it easier for staff to manage their invoice processing by approving invoices online and on time through the use of email alerts.

The proposed changes take into account the functions currently carried out by the Senior Systems Accountant, the Senior Accounts Officer and the Accounts Officer. Many of these functions would be replaced by the adoption of AIP. Any remaining functions would be re-allocated to the newly created position of Adviser Accounts and Financial Systems, or other members of the Finance Team where appropriate. Some of the tasks currently carried out by the Senior System Accountant will be returned to the Governance team when all vacancies have been filled and the team is back to 100 percent capacity.

BASS reporting will no longer continue as it has been decided the Ministry has gained maximum value from this to date, and other members of the Finance Team will be required to assist with financial OIAs as and when required.

2.4 Proposed Finance Team roles

The following roles are proposed for the team:

Position title	Key responsibilities	No. of roles
Manager Finance No material change to position	Government financial processes Vote Transport matters Ministry cash management advice Risk identification and management	1
Senior Accountant No material change to position	General financial advice – internal and to external parties as required Ministry budgeting Financial delegations Contingent liabilities Tax queries Line management of Financial and Management Accountants, and Adviser Accounts and Financial Systems	1
Financial Accountant No material change to position	Management of non-departmental appropriations Balance sheet reconciliations Fixed asset register Annual report	1
Management Accountant No material change to position	Financial reports/ information Cost centre budgets and variance reporting Meetings with budget holders to obtain information and answer questions Monthly accruals	1
Adviser Accounts and Financial Systems New position	Oversight of AIP Mastercard and other manual payments Crown payments Bank reconciliation Revenue invoicing A/P queries Select committee question coordination (finance)	1

Tasks such as occasional FMIS updates, will be outsourced as and when required.

2.5 Summary of impacts on positions

The following existing positions are considered ‘**affected**’ as a result of this proposal:

- Senior Systems Accountant – this role is disestablished.
- Senior Accounts Officer – this role is disestablished.
- Accounts Officer - this role is disestablished.

The following existing positions are considered 'like-for-like' as a result of this proposal as it may involve a reporting line, position title or other minor change only:

- Manager Finance
- Senior Accountant
- Management Accountant
- Financial Accountant

The Ministry's guidelines *Ministry Reorganisation: Managing Changes to Roles and Structure* (attached) are applicable and would be worked through with the incumbents.

2.5 Hours of work

It is proposed that all permanent roles in the proposed structure are full time and are required to work normal core hours. Any flexible working arrangements outside of core hours will need to be approved at the General Manager's discretion.

3. TIMELINE AND PROCESS

The timeframe for the consultation, decision-making and implementation process will be as follows:

OPTION ONE (status quo, consultation period 3 weeks plus allows for extended feedback from [REDACTED], doesn't account for Gareth's absence):

Wednesday 23 September	Manager Finance and GM Sector Performance meet with Finance Team to advise consultation is coming
Tuesday 29 September	Manager Finance and GM Sector Performance meet with Finance Team, formal consultation process begins
Wednesday 30 September	Proposal communicated to wider Ministry staff
Tuesday 20 October	Deadline for feedback and close of formal consultation process
Thursday 22 October	Summary of feedback to Manager Finance and GM Sector Performance
Friday 23 October	Extended deadline for feedback for member of staff on leave closed
Wednesday 28 October	Manager Finance and GM Sector Performance meet with Finance Team to advise them of final decisions
Thursday 29 October	Final decisions communicated to wider Ministry staff
Friday 6 November	Deadline for affected staff to apply for new position
Monday 9 November	Selection process for new positions begins

Wednesday 18 November	Affected staff informed of decisions and provided with further detail of next steps
Monday 23 November	Any remaining new positions advertised

OPTION TWO (pushes out start of formal consultation, consultation period approx 2.5 weeks, no need for extended consultation period for [REDACTED], assumes Gareth is back on 3 November):

Wednesday 23 September	Manager Finance and GM Sector Performance meet with Finance Team to advise consultation is coming
Monday 12 October	Manager Finance and GM Sector Performance meet with Finance Team, formal consultation process begins
Tuesday 13 October	Proposal communicated to wider Ministry staff
Thursday 29 October	Deadline for feedback and close of formal consultation process
Tuesday 3 November	Summary of feedback to Manager Finance and GM Sector Performance
Thursday 5 November	Manager Finance and GM Sector Performance meet with Finance Team to advise them of final decisions
Friday 6 November	Final decisions communicated to wider Ministry staff
Friday 13 November	Deadline for affected staff to apply for new position
Monday 16 November	Selection process for new positions begins
Wednesday 25 November	Affected staff informed of decisions and provided with further detail of next steps
Monday 30 November	Any remaining new positions advertised

OPTION THREE – assumes Gareth is back on Friday 13 November and pushes out dates by almost 2 weeks – probably not feasible. Will likely need another GM to assist Fiona with delivering final decisions.

The Ministry invites the Finance team to respond to the proposal contained in this document.

Feedback should be submitted in writing. Submissions should be sent in confidence to [REDACTED]
[REDACTED]

The closing date for submissions is **5pm DATE TBC 2015**.

I acknowledge these processes can be difficult for affected staff, and support is available (see attached policy). I look forward to your feedback regarding the proposed changes during the consultation process over the coming weeks.

Martin Matthews
Chief Executive, Ministry of Transport

CONFIDENTIAL DRAFT

Guideline: Ministry Reorganisation: Managing Changes to Roles and Structure

1. PROVIDING STAFF WITH SUPPORT DURING CHANGE

The Ministry of Transport understands that change creates uncertainties. Support, professional assistance and advice is available before, during and after change to help staff prepare for, engage in and implement planned changes.

Support can assist individuals cope with change in a variety of ways, including:

- Finding ways to objectively assess situations
- Having someone objective to listen to concerns
- Exploring alternative ways of dealing with situations
- Looking for ways to maintain motivation
- Discussing how to deal with stress and loss of energy
- Developing resilience, with better use of time and energy
- Helping to see new opportunities
- Exploring potential new careers prospects, and putting in place a plan to seek growth opportunities or new employment options, either within the ministry or elsewhere in the Public Sector
- Looking for ways of taking control of the process for themselves.

The People and Development (P&D) Team, and a selection of specialist and independent service providers, provides advice and services relating to the health and wellbeing of employees. The Employee Assistance Program (EAP) in place at the Ministry is also supported by additional external support resources put in place specifically to support staff who struggle to cope with change, or are negatively affected by it.

Should you experience any stresses or emotions that are hard to deal with during the time ahead, we offer you the opportunity to talk things over with an objective and outside party.

Please see the attachment below for information on external EAP assistance provided by the Ministry to staff during the change process.

2. IMPLEMENTING CHANGE – TEAM AND ROLE CHANGE CATEGORIES

In terms of the proposal decided upon by the Chief Executive, roles performed by each member of staff under any new Ministry proposed structure will fall into one of four categories:

A: “Unaffected” position i.e. the role remains unchanged by the implementation of the Ministry’s proposal, the number of similar roles has not been reduced (or increased) and the incumbent’s own reporting relationship is not affected by any of the changes.

B: “Like-for-like” position i.e. the role and job description remains unchanged but the incumbent is to be deployed into a different team or Group, or will report to a different manager, or the role title has been changed.

C: “Impacted” position i.e. the role is significantly changed but the extent of change (duties, deliverables and competencies) is considered to be less than 30%.

D: “Affected” position i.e. the role is substantially changed (more than 30% in terms of duties, deliverables and/or competencies), or is a new role, or may be considered to be disestablished in terms of the proposed structure or indirectly by changes to the structure.

When the extent of the change to a position is not clear or is unknown, the position will generally be put into the next category, with affected position status being the category of last resort for roles that will be materially affected by the proposed structural changes.

3. IMPLEMENTING CHANGE - TEAM AND ROLE CHANGE PROCESSES

(per category)

The process to be followed to implement proposed changes, and more particularly placement of staff into roles in the new Ministry structure, will be pre-determined by the anticipated nature and extent of the change envisaged i.e. by the category the role falls into.

Each category therefore has its own implementation process, as set out below.

A. Unaffected (no change) position process

Staff in unaffected positions will:

- Be formally advised of their unaffected status.
- Remain in their existing roles and will not be required to take any steps to continue their employment at the Ministry.
- Not be eligible for consideration for redundancy or for severance payments.
- Still be entitled to apply for an alternative position i.e. submit an Expression of Interest (EOI) should they wish to be considered for deployment to a different role in the Ministry structure (on the understanding that any affected or impacted Ministry employee will have first preference for that role).

When determining suitability for any alternative role being applied for, the Ministry will take into account:

- a. *the applicant’s capability for the role, based on demonstrated competence*
- b. *the applicant’s potential for and willingness to train to achieve competency*
- c. *the needs of the Ministry and the role’s work team.*

B. Like-for-like position process

The process for implementation of any new structure for staff in a like-for-like position is:

- Where a role has fundamentally not changed, but the reporting relationship or the job title may change, staff deployed in that position will be transferred directly into the new role.

- Staff in like-for-like roles will be formally advised on their status, and also notified (as soon as possible) of the role to which they will automatically be redeployed, as well as the effective date of their transfer.
- Interviews will not be required for the transfer of staff into new or similar like-for-like roles.
- Staff in like-for-like roles will not be eligible for consideration for redundancy or for severance payments.
- Staff in like-for-like roles will still be entitled to apply for an alternative and different position by submitting an EOI for any alternative position. This consideration for possible deployment into a different (not like-for-like) position in the Ministry structure will be on the understanding that any affected or impacted Ministry employee will have first preference for new roles.
- Should an employee in a like-for-like role apply for a new and different position, and be unsuccessful in their application, they will still be transferred into the 'default' position identified in the new structure.

When determining suitability for any alternative role being applied for, the Ministry will take into account:

- a. *the applicant's capability for the role, based on demonstrated competence*
- b. *the applicant's potential for and willingness to train to achieve competency*
- c. *the needs of the Ministry and the role's work team.*

C. Impacted position process

The process to be followed for the redeployment and placement of staff that are notified that they are in impacted roles (i.e. less than 30% change) is:

- Where a role has significantly changed, but the extent of the change is considered to be less than 30% and the number of similar roles has not been reduced, then a transparent and fair preferential process of placement will take place to best match staff to alternative roles.
- Staff in impacted roles will, after a process of consultation, be placed in positions in the Ministry structure that they have the skills, attributes and experience to undertake, and where they will add most value. As all staff in impacted roles will be considered for placement into alternative roles in the new Ministry structure, they will not ordinarily be eligible for consideration for redundancy or for severance payments.
- Staff in impacted roles will be requested to indicate what alternative positions they have a preference for, and submit an EOI for the top two positions they wish to be considered for. These staff will be required to attend an interview for the position(s) they indicate a preference for.
- Interviews conducted for staff in impacted roles will be transparent and fair, and managed in a coordinated way to ensure that all applicants are treated consistently and placed in the most suitable alternative position. Resumes / CVs will be required for consideration for alternative role placement.
- Staff who do not wish to participate in the impacted roles deployment process, and who refuse to express a preference or submit an EOI in respect of an alternative role will be considered to have resigned from employment at the Ministry.
- New roles will wherever feasible be made available for affected staff first, and then to impacted permanent staff.

When determining suitability for any alternative role being applied for, the Ministry will take into account:

- a. *the applicant's capability for the role, based on demonstrated competence*
- b. *the applicant's potential for and willingness to train to achieve competency*
- c. *the needs of the Ministry and the role's work team.*

D. Affected roles process

The process to be followed for the placement of staff that are notified that they are in affected roles i.e. more than a 30% change to their existing roles, will be as follows:

- Where a role has materially changed, or the number of roles has been reduced in the proposed new Ministry structure, then a transparent and fair preferential process of placement will take place to best match staff to new or alternative roles.
- The Ministry will seek to place staff in affected roles in positions in the Ministry structure that they have the skills, attributes and experience to undertake.
- Should the best efforts of the Ministry fail to place staff in affected roles in new or alternative positions in the new structure, only then will such staff be eligible for consideration for redundancy or for severance payments i.e. as an action of last resort.
- Staff in affected roles will be requested to indicate what alternative or new positions they have a preference for, and submit an EOI for the top two positions they wish to be considered for. These staff will be required to attend an interview for the position(s) they indicate a preference for.
- Interviews conducted for staff in affected roles will be transparent and fair, and managed in a coordinated way to ensure that all applicants are treated consistently and placed in the most suitable alternative position available. Resumes / CVs will be required for consideration for alternative role placement.
- Affected staff who do not wish to participate in the impacted roles deployment process, and who refuse to express a preference or submit an EOI in respect of an alternative role will be considered for placement into an alternative role considered appropriate by the Ministry. Should an employee in an affected role unreasonably refuse to consider a reasonable alternative role in the new Ministry structure, that employee will not be entitled to severance payments should they be made redundant after a further consultation process.
- Staff in affected roles who apply for alternative or new positions, but who are not successful in being placed to those positions, will be considered for any other reasonable roles in the new Ministry structure.
- If no reasonable alternative role can be found or be offered to the affected employee, the affected employee will be consulted with and be eligible for consideration for redundancy and for severance payments as an action of last resort (Ministry policy and procedures will apply to any such redundancy).
- New roles will wherever feasible be made available for applications by affected staff first.

When determining suitability for any alternative role being applied for, the Ministry will take into account:

- a. *the applicant's capability for the role, based on demonstrated competence*

- b. *the applicant's potential for and willingness to train to achieve competency*
- c. *the needs of the Ministry and the role's work team.*

E. Unfilled new roles

After all possible placements have been made with this group of staff, then remaining jobs will be made available to a wider group of staff using the following process:

- Where a new role is available and no employee in an affected or impacted role has indicated a preference for it, or they have been unsuccessful in their application for placement to a new role, and there is a staff member in a like-for-like or unaffected position (or a fixed term or contract position), then that staff member will have the opportunity to express an interest in the new role still not suitably filled.
- Should a new role remain unfilled after the above placement process has been exhausted, the role will be advertised and the placement process opened up to applicants from other Ministries (via the State Services Commission process) or to staff from Crown Entities.
- Where a new role is still available and no Transport Ministry or other Ministry employee has been appointed, then the job will be advertised externally i.e. outside of the State Services Commission.

4. IMPLEMENTATION – GENERAL INFORMATION AND PROPOSED TIMEFRAMES FOR REDEPLOYMENT AND PLACEMENT INTO ROLES

Information on new or changed roles

Generic position descriptions will be provided for new or changed roles for information and consideration purposes for all potential applicants. Generic position descriptions will reflect anticipated duties, deliverables and competencies for these roles, and will also be used to assess and determine the extent of changes, and size of the new or changed role.

Interviewing and appointment to new or changed roles

The responsible Manager, in consultation with and /or assisted by the appropriate team manager, will conduct interviews for redeployment or appointment of candidates to changed or new roles. The responsible Manager will therefore generally act as the 'recruitment manager' for any roles within their areas of responsibility or Group.

EAP Services available to all Ministry of Transport employees

The Ministry's Employee Assistance Programme (EAP) provides staff with the opportunity to seek free and confidential face-to-face counselling for personal or work-related problems that are impacting on their work. EAP counselling provides for three one-hour counselling sessions funded by your employer. Additional work-funded sessions may be possible under some circumstances on a case-by-case basis.

The kinds of issues that people use EAP counselling to assist with vary, but commonly include issues such as:

- Workplace conflict
- Decision-making difficulties
- Confidence problems
- Difficulties adjusting to change
- Work stress
- Family / personal stress
- Anxiety
- Depression
- Relationship difficulties

With important safety exceptions, all counselling discussions are confidential. There is no communication between the psychologist and your workplace regarding your personal issues, and no requirement for any reports to be made to your workplace. The workplace is invoiced against a number so your name does not appear on invoices.

All counselling occurs off-site at the offices of the psychologist. Appointments are arranged directly with you to ensure mutually convenient times.

It is important that you contact the psychologist if you are unable to attend an arranged appointment as unattended appointments or appointments cancelled with less than 24 hours notice are invoiced to the workplace and come off your counselling entitlement.

So – if you need someone to talk to – contact any one of the following qualified and competent counsellors :

[REDACTED]

Withheld under section 9(2)(a)

[REDACTED]

[REDACTED]

Finance Team Proposal – communications timeline

Date	Action
Weds 23 September	<i>Finance Team meeting</i> Fiona, with support from Gareth, explain that MLT has decided that now is the time to consider adopting AIP (as part of Collaboration and Capability programme). The implications for adopting AIP are currently being worked through, and it's likely that we'll be looking to begin consulting with you in the second week of October.
TBC	Memo and consultation document to Martin and MLT
TBC	Copy of consultation document emailed to PSA
TBC	Email to Finance Team preparing them ahead of formal consultation process
TBC	<i>Finance Team Meeting</i> Consultation document issued to the Finance team. Script and back pocket Q&As prepared for Fiona/Gareth.
TBC	Wider Ministry communication – intranet announcement linking to copy of consultation document
TBC	Memo and copy of final decision document to Martin and MLT
	Copy of final decision document emailed to PSA
TBC	<i>Finance Team meeting</i> Final decision document issued to Finance team. Script and back pocket Q&As prepared for Fiona/Gareth.
TBC	Wider Ministry communication – intranet announcement linking to copy of final decision document

Dates to be determined based on preferred timeline.

DRAFT EMAIL TO PSA DELEGATES

Dear PSA delegates

Please find attached for your information the *Proposal for Consultation: Finance Team Proposed Changes*.

The proposal recommends the Ministry adopts the transport sector collaboration and capability initiative of automating our invoice process (AIP). The adoption of AIP will impact on some positions within the Ministry's existing Finance Team, as set out in the proposal.

Staff will be informed of the proposal on TBC date October, and are invited to submit feedback by TBC date October.

Regards,
Gareth Chaplin

DRAFT GM SP COMMS TO FINANCE TEAM

Hi everyone

By now you will have received an invitation to attend a team meeting on xxxxx where Fiona and I will be presenting you with a consultation document outlining proposed changes to the Finance Team.

The proposal recommends adopting AIP (automatic invoice processing) which will impact on our existing team staffing. It is important the Ministry demonstrates its participation and leadership in collaboration and capability initiatives such as AIP, which has already been adopted by two transport sector agencies. As a sector-wide initiative AIP is considered to be

The formal consultation period will run from Date TBC October to Date TBC October, and I encourage you all to consider the proposals and provide written feedback, as it will be critical to shaping the final decisions.

I will explain the proposal in more detail with you at our meeting on xxxxx.

Regards
Gareth

Wednesday 9 October – Communications to wider Ministry (via intranet)

The Ministry has commenced consultation regarding proposed changes to the Finance Team.

The proposal recommends the Ministry adopt AIP (automatic invoice processing) as part of transport sector collaboration and capability initiatives. AIP has already been adopted by two transport sector agencies, and as a sector-wide initiative it is considered to be a cost effective and efficient system for processing invoices.

The Ministry, through its recently established Collaboration and Capability Programme Management Office, is responsible for driving progress against the programme's key priority areas. It is important the Ministry demonstrates its participation and leadership in collaboration initiatives where possible, and is seen as supporting the adoption of system-wide approaches alongside other agencies.

We are currently seeking feedback on the proposal from the Finance Team, however staff across the Ministry are welcome to provide feedback. The consultation period closes on Date TBC October and an update on this consultation process will be provided once final decisions have been made.

The formal consultation document is available for your information.

Gareth

EXAMPLE Q&As

1. *How did you arrive at this proposal?*
2. *Is this proposal about cost saving?*
3. *Won't you be losing institutional and expert knowledge by disestablishing some of the proposed positions?*
4. *Who will pick up the work currently done by the existing accounts officers?*
5. *Who will pick up the work currently done by the existing Senior Systems Accountant?*
6. *I am affected by this proposal. Does that mean I could choose to apply for the proposed new position?*

Yes, you are entitled to apply for the new position. A transparent and fair preferential process of placement will take place to best match staff to new or alternative roles. Please refer to the Ministry's *Guidelines: Ministry Reorganisation: Managing Changes to Roles and Structure* for more information.

7. *How long do you envisage this proposed structure to be sustainable for?*
8. *If I am unsuccessful for one of the new roles or another suitable role is not found for me, when could I expect to be made redundant?*

Decisions on the proposal will be made by xxxxxx. Staff will then be expected to apply for the new position by xxxxx, and appointments will be made by xxxxx. Please refer to the consultation document for detailed dates and information on the process for affected staff.

9. *I am not affected nor impacted by this proposal. Am I able to apply for one of the new positions when competitive selection takes place?*

No – not until affected staff have been through the competitive selection process for the available positions.

31. *Is there a template I need to use to for my written submission?*

There is no template so please provide your written feedback as you wish, and email it to xxxxxxxx by 5pm on xxxxxxxx October.



Ministry of Transport

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POSITION DESCRIPTION

POSITION:	Adviser Accounts and Financial Systems
GROUP:	Finance Team, Wellington
RESPONSIBLE TO:	Senior Accountant
EFFECTIVE:	November 2015

Context of the Position

The appointee is expected to have superior knowledge of the entire payments and receipting processes, and will be responsible for overseeing the day to day running of automatic invoicing process (AIP), and other financial system management and maintenance as required. The Adviser Accounts and Financial Systems will be expected to build good relationships with both internal and external customers.

Specific areas of responsibility are the management of the Ministry's AIP, Crown payments and revenue invoicing, management of the Ministry's credit cards and other manual payments, and preparation of the Ministry bank reconciliation.

The Adviser Accounts and Financial Systems is responsible for training staff on the Ministry's AIP and explaining relevant Ministry policy to new staff.

The duties and responsibilities contained in this document are not exhaustive. The incumbent will be required to perform other work consistent with the nature of the position.

About the Ministry

The Ministry is the government's principal policy adviser across the transport sector (including road, rail, aviation, maritime, passenger transport and freight). Our role is as a trusted, impartial and expert adviser: shaping transport for NZ; and we fulfil that by being an effective professional services ministry.

As a professional services ministry we:

- Are focused on delivering on the government's priority transport initiatives
- Operate as a single, flexible organisation that can adapt quickly to meet the demands of the day
- Recognise that sector knowledge and policy expertise are critical to our success
- Manage our available capacity (people and time) effectively, especially through sound project management
- Are committed to building a strong reputation for the quality of all our work
- Value the contribution of all our staff and are committed to their professional development – to support their growth and contribution to the ministry and the broader

public sector, and by providing opportunities for staff to challenge and extend themselves by working in new areas across the Ministry

- Expect all staff to act in the best interests of the ministry as a whole and work cooperatively to deliver the programme of work agreed with the Minister.

Specific objective output and competencies are to be demonstrated at the level consistent with the position as agreed with the Manager and recorded in the performance management system.

Key Working Relationships

Establish and maintain positive and constructive relationships with:

Internal

- Executive assistants and other support staff
- Managers and others who have authority to approve payments
- Finance Team

External

- Accounts staff working for debtors and creditors
- Westpac MasterCard staff

Direct contribution to the role of the Ministry

The Ministry's Finance team has a critical role in ensuring the daily financial management processes of the Ministry function efficiently and effectively, that financial information is provided to a high quality in a timely fashion, and that it offers value for money as a service provider.

The Adviser Accounts and Financial Systems' direct contribution to the Ministry achieving its role is by performing accounting processes and providing oversight and management of the Ministry's financial systems in an accurate and timely manner.

Purpose and Key Accountabilities

Purpose of the Role	Key Accountabilities and Deliverables
Manage AIP	• Insert key accountabilities
Manage MasterCards	• Process new MasterCard applications, ensuring appropriate authorisations and indemnities are signed • Train new cardholders on the Smartdata system and ensure they are familiar with the Ministry credit card policy • Ensure cardholders process transactions in Smartdata and obtain manager signoff • Transfer approved transactions into SUN system • Reconcile the credit card suspense account, investigate and correct outstanding items • Collect credit cards from resigning staff • Maintain a register of issued credit cards • Respond to, and resolve, any enquiries, acting as the

	main Westpac contact • Maintain knowledge of the Smartdata system and credit card process
Bank reconciliation	• Reconcile the main bank account using Professional Advantage Bank • Check bank statements and process transactions that require journal entries to SUN • Investigate and correct outstanding items
Crown payments	• Insert key accountabilities
Revenue invoicing	• Insert key accountabilities
FMIS management	• Work with external providers to ensure FMIS security is up to date and make system updates when required
General functions	• Maintain financial delegations register • Manage non-routine payment and receivable queries, i.e. OIA requests, PQs, Select Committee questions and auditor enquiries • Reconcile sundry debtors account • Administer and reconcile Petty Cash • Process international payments • Ensure records are created and maintained in accordance with the Public Records Act 2005 (specific recordkeeping responsibilities are located in the Ministry's Information Management Policy under "Information ownership, roles and responsibilities") • Undertake any other tasks, as requested

Person Specification

Qualifications

- A minimum qualification is education to the standard that satisfies the academic requirement for University Entrance or equivalent, and/or suitable work experience.

Technical Knowledge

- At least 3 years experience in an Accounts Payable position.
- A working knowledge of Microsoft Excel and Word packages.
- A working knowledge of accounts payable, accounts receivable and computer packages is desirable.

DRAFT

From: [Joanne Harrison](#)
To: [Andrew Jackson](#); [Gareth Chaplin](#); [Martin Matthews](#); [Mike James](#); [Nick Brown](#)
Subject: Confidential - Finance consultation today
Date: Tuesday, 6 October 2015 12:52:56 p.m.
Attachments: [Finance consultation document FINAL Sept 2015.docx](#)

Just to let you know this afternoon Gareth is meeting with the Finance team to begin formal consultation on proposed changes.

The proposal recommends the Ministry adopts AIP (automatic invoice processing), which is a transport sector collaboration and capability initiative. It is important the Ministry demonstrates its participation and leadership in these initiatives, which has already been adopted by two transport sector agencies and is now considered to be a cost effective option for the Ministry.

The adoption of AIP will potentially impact on three positions within the Finance Team. A copy of the consultation document is attached for your information. The consultation period will run from today until Friday 23 October, with final decisions expected by early November.

Jo

Jo Harrison
General Manager
Organisational Development & Shared Services
Ministry of Transport – Te Manatū Waka

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PROPOSAL FOR CONSULTATION

Finance Team: Proposed Changes

1. INTRODUCTION

1.1 Background and context

The Ministry of Transport, as part of the Collaboration and Capability programme, has been looking at opportunities to work collaboratively, seek efficiencies and build capability across the transport sector.

The programme's strategy, signed off last year, identified four key priorities to deliver on which are:

- accommodation
- procurement
- finance
- HR/payroll

Under the programme, transport sector agencies have been looking at possible finance system efficiencies, including opportunities to reduce manual processing by considering some automated processes.

One option for the Ministry is to introduce an automatic invoicing process (AIP). The NZ Transport Agency and Maritime New Zealand have already successfully implemented AIP as part of the Collaboration and Capability programme. The Ministry has previously considered AIP and discounted it, as it was not a cost effective system for a small organisation to introduce on its own. However, adopting AIP now offers the Ministry much greater value for money as part of the sector-wide collaborative initiative.

The Ministry Leadership Team recognises that it is now time for the Ministry to consider adopting AIP as part of the Collaboration and Capability programme.

In addition, the Ministry is reviewing its business practices as part of its performance improvement goal to deliver higher quality policy advice for the year ahead in a timely and cost effective fashion. Adopting AIP could contribute to the Ministry delivering on this goal through the efficiencies created in reducing invoicing paperwork.

This document outlines the proposal for adopting AIP at the Ministry.

1.2 Key principles behind the proposed changes

The Ministry, through its recently established Collaboration and Capability Programme Management Office, is responsible for driving progress against the programme's key priority areas. It is important the Ministry demonstrates its participation and leadership in collaboration initiatives where possible, and is seen as supporting the adoption of system-wide approaches alongside other agencies.

AIP has already been adopted by two transport sector agencies, and as a sector-wide initiative, it is considered to be a cost effective and efficient system for processing invoices.

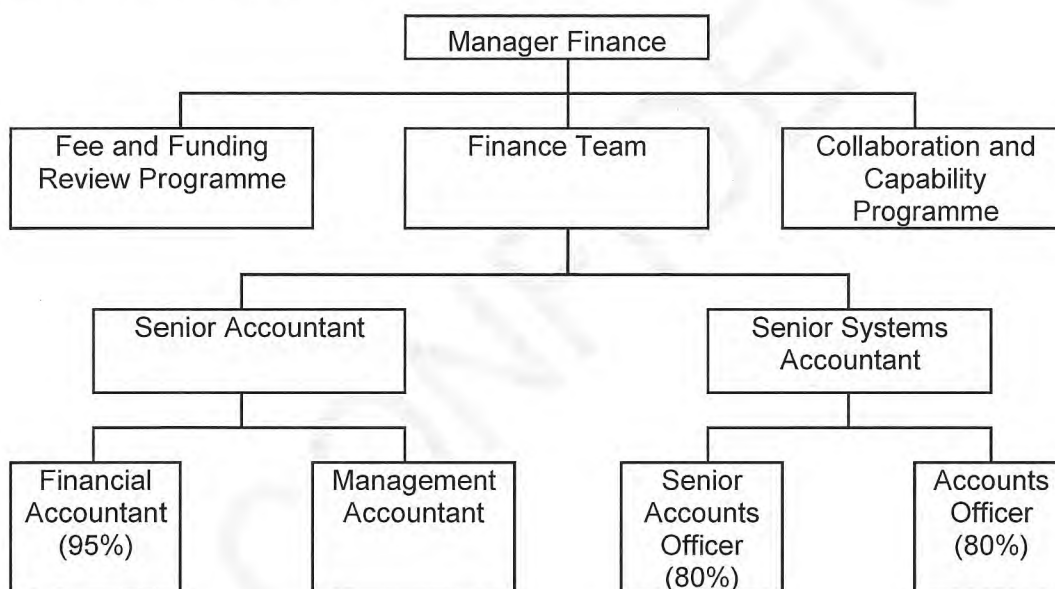
The key principles for adopting AIP are to create a Finance Team that:

- is consistent with sector collaboration initiatives
- is cost effective
- is fit for purpose and can deliver the Ministry's current and future needs
- has the right capabilities and the appropriate structure to deliver financial services in a professional and customer-driven manner.

In addition, it is important to consider the ongoing fiscal environment that central government continues to operate in. The Ministry's Finance Team has rated as high cost in recent BASS (Better Administrative and Support Services) surveys, and it has been under pressure for some time to improve the efficiency of transactional finance activity in order to give more time for strategic, value-add analysis and cost effective service offering.

2. OVERVIEW OF PROPOSAL

2.1 Current Finance Team configuration



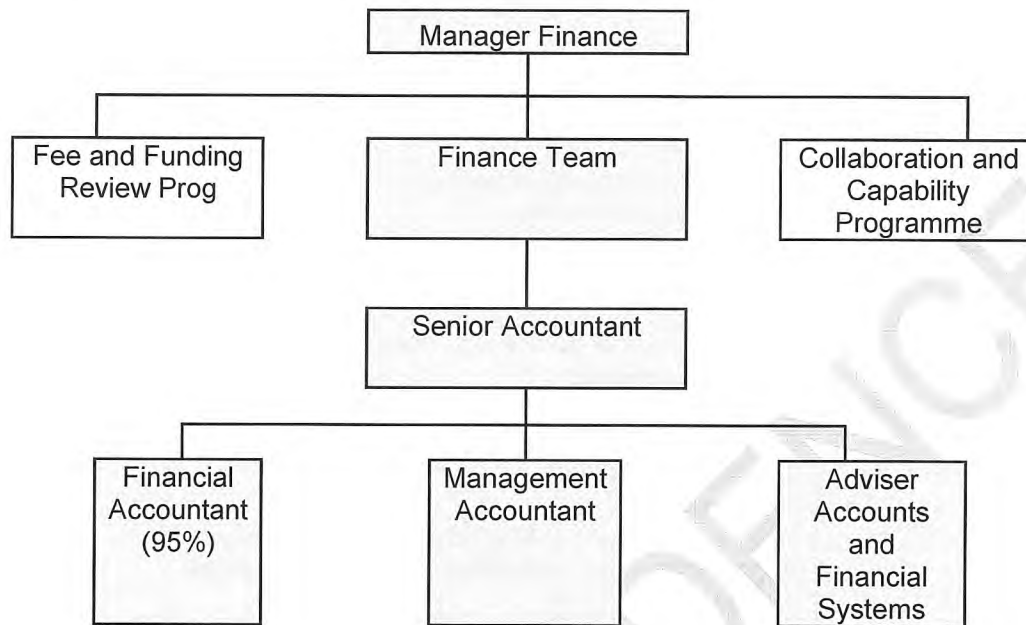
Taking into account the factors outlined above:

- the Ministry is not following best practice by holding positions that carry out a function which is now largely automated across the sector
- consideration needs to be given to the impact of adopting AIP on all positions in the Finance Team to ensure value for money for the responsibilities carried out.

This proposal recommends adopting AIP to ensure the Ministry's daily financial management processes function efficiently and effectively. In addition, the proposal recommends re-allocating responsibilities to ensure the Finance Team offers value for money and all positions are fully utilised.

2.2 Proposed structure of the Finance Team

This proposal sets out how the Finance Team could be set up if AIP is adopted and is shown below.



Under this proposal, the Manager Finance would be supported by a Senior Accountant. The Senior Accountant would provide line management for the Financial Accountant, Management Accountant and the new position of Adviser Accounts and Financial Systems.

It is proposed that the Finance Team be set up in a way that:

- creates a more streamlined service function by adopting AIP
- offers more value for money
- establishes clear accountabilities and fully utilises all resources
- builds and promotes resilience to ensure core finance processes can be delivered consistently.

2.3 Description of and rationale for proposed changes

Adopting AIP would create cost efficiencies for the Finance Team, as well as reducing financial paperwork. AIP would also make it easier for staff to manage their invoice processing by approving invoices online and on time through the use of email alerts.

The proposed changes take into account the functions currently carried out by the Senior Systems Accountant, the Senior Accounts Officer and the Accounts Officer. Any remaining duties that would not be covered by the introduction of AIP would be re-allocated to the newly created, full-time position of Adviser Accounts and Financial Systems, or other members of the Finance Team where appropriate. Some of the tasks that have temporarily been carried out by the Senior System Accountant will be returned to the Governance team when all vacancies have been filled and the team is at full capacity.

BASS reporting will no longer continue as it has been decided the Ministry has gained maximum value from this to date, and other members of the Finance Team will be required to assist with financial OIAs as and when required.

2.4 Proposed Finance Team roles

The following roles are proposed for the team:

Position title	Key responsibilities	No. of roles
Manager Finance No material change to position	Government financial processes Vote Transport matters Ministry cash management advice Risk identification and management	1
Senior Accountant No material change to position	General financial advice – to internal and external parties as required Ministry budgeting Financial delegations Contingent liabilities Tax queries Line management of Financial and Management Accountants, and Adviser Accounts and Financial Systems Management of general ledger rules	1
Financial Accountant No material change to position	Oversight of non-departmental appropriations and cash disbursements Balance sheet reconciliations Fixed asset register Annual report	1
Management Accountant No material change to position	Financial reports/ information Cost centre budgets and variance reporting Meetings with budget holders to obtain information and answer questions Monthly accruals Cost allocation	1
Adviser Accounts and Financial Systems New position	Oversight of AIP Mastercard and other manual payments – both departmental and Crown Crown payments Bank reconciliation Revenue invoicing A/P queries Input of general ledger changes Select committee question coordination (finance)	1

Tasks such as occasional FMIS updates will be outsourced as and when required.

2.5 Summary of impacts on positions

The following existing positions are considered '**affected**' as a result of this proposal:

- Senior Systems Accountant – this role is disestablished.
- Senior Accounts Officer – this role is disestablished.
- Accounts Officer - this role is disestablished.

The following existing positions are considered '**like-for-like**' as a result of this proposal as they may involve a reporting line, position title or other minor change only:

- Manager Finance
- Senior Accountant
- Management Accountant
- Financial Accountant

The Ministry's guidelines *Ministry Reorganisation: Managing Changes to Roles and Structure* (attached) are applicable and would be worked through with the incumbents.

2.6 Hours of work

It is proposed that all permanent roles in the proposed structure are required to work normal core hours from 8.30am to 5.00pm unless agreed otherwise.

3. TIMELINE AND PROCESS

The timeframe for the consultation, decision-making and implementation process will be as follows:

Thursday 24 September	Manager Finance and GM Sector Performance meet with Finance Team to signal consultation is coming.
Tuesday 6 October	Manager Finance and GM Sector Performance meet with Finance Team, formal consultation process begins
Thursday 8 October	Proposal communicated to wider Ministry staff
Friday 23 October	Deadline for feedback and close of formal consultation process
Thursday 29 October	Summary of feedback to Manager Finance and GM Sector Performance
Wednesday 4 November	Manager Finance and GM Sector Performance meet with Finance Team to advise them of final decisions
Monday 9 November	Final decisions communicated to wider Ministry staff
Thursday 12 November	Deadline for affected staff to apply for new position

Friday 13 November	Selection process for new position begins
Monday 23 November	Affected staff informed of decisions and provided with further detail of next steps
Tuesday 24 November	Any remaining new positions advertised

The Ministry invites the Finance team to respond to the proposal contained in this document.

Feedback should be submitted in writing. Submissions should be sent in confidence to Fiona Macmaster (f.macmaster@transport.govt.nz).

The closing date for submissions is **5pm Friday 23 October 2015**.

I acknowledge these processes can be difficult for affected staff, and support is available (see attached policy). I look forward to your feedback regarding the proposed changes during the consultation process over the coming weeks.

Gareth Chaplin
General Manager Sector Performance
Ministry of Transport

Attachment 1:

For Information of Staff

Guideline: Ministry Reorganisation: Managing Changes to Roles and Structure

1. PROVIDING STAFF WITH SUPPORT DURING CHANGE

The Ministry of Transport understands that change creates uncertainties. Support, professional assistance and advice is available before, during and after change to help staff prepare for, engage in and implement planned changes.

Support can assist individuals cope with change in a variety of ways, including:

- Finding ways to objectively assess situations
- Having someone objective to listen to concerns
- Exploring alternative ways of dealing with situations
- Looking for ways to maintain motivation
- Discussing how to deal with stress and loss of energy
- Developing resilience, with better use of time and energy
- Helping to see new opportunities
- Exploring potential new careers prospects, and putting in place a plan to seek growth opportunities or new employment options, either within the ministry or elsewhere in the Public Sector
- Looking for ways of taking control of the process for themselves.

The People and Business Support Team, and a selection of specialist and independent service providers, provides advice and services relating to the health and wellbeing of employees. The Employee Assistance Program (EAP) in place at the Ministry is also supported by additional external support resources put in place specifically to support staff who struggle to cope with change, or are negatively affected by it.

Should you experience any stresses or emotions that are hard to deal with during the time ahead, we offer you the opportunity to talk things over with an objective and outside party.

Please see the attachment below for information on external EAP assistance provided by the Ministry to staff during the change process.

2. IMPLEMENTING CHANGE – TEAM AND ROLE CHANGE CATEGORIES

In terms of the proposal decided upon by the Chief Executive, roles performed by each member of staff under any new Ministry proposed structure will fall into one of four categories:

A: “Unaffected” position i.e. the role remains unchanged by the implementation of the Ministry’s proposal, the number of similar roles has not been reduced (or increased) and the incumbent’s own reporting relationship is not affected by any of the changes.

B: “Like-for-like” position i.e. the role and job description remains unchanged but the incumbent is to be deployed into a different team or Group, or will report to a different manager, or the role title has been changed.

C: “Impacted” position i.e. the role is significantly changed but the extent of change (duties, deliverables and competencies) is considered to be less than 30%.

D: “Affected” position i.e. the role is substantially changed (more than 30% in terms of duties, deliverables and/or competencies), or is a new role, or may be considered to be disestablished in terms of the proposed structure or indirectly by changes to the structure.

When the extent of the change to a position is not clear or is unknown, the position will generally be put into the next category, with affected position status being the category of last resort for roles that will be materially affected by the proposed structural changes.

3. IMPLEMENTING CHANGE - TEAM AND ROLE CHANGE PROCESSES

(per category)

The process to be followed to implement proposed changes, and more particularly placement of staff into roles in the new Ministry structure, will be pre-determined by the anticipated nature and extent of the change envisaged i.e. by the category the role falls into.

Each category therefore has its own implementation process, as set out below.

A. Unaffected (no change) position process

Staff in unaffected positions will:

- Be formally advised of their unaffected status.
- Remain in their existing roles and will not be required to take any steps to continue their employment at the Ministry.
- Not be eligible for consideration for redundancy or for severance payments.
- Still be entitled to apply for an alternative position i.e. submit an Expression of Interest (EOI) should they wish to be considered for deployment to a different role in the Ministry structure (on the understanding that any affected or impacted Ministry employee will have first preference for that role).

When determining suitability for any alternative role being applied for, the Ministry will take into account:

- a. *the applicant's capability for the role, based on demonstrated competence*
- b. *the applicant's potential for and willingness to train to achieve competency*
- c. *the needs of the Ministry and the role's work team.*

B. Like-for-like position process

The process for implementation of any new structure for staff in a like-for-like position is:

- Where a role has fundamentally not changed, but the reporting relationship or the job title may change, staff deployed in that position will be transferred directly into the new role.
- Staff in like-for-like roles will be formally advised on their status, and also notified (as soon as possible) of the role to which they will automatically be redeployed, as well as the effective date of their transfer.
- Interviews will not be required for the transfer of staff into new or similar like-for-like roles.
- Staff in like-for-like roles will not be eligible for consideration for redundancy or for severance payments.
- Staff in like-for-like roles will still be entitled to apply for an alternative and different position by submitting an EOI for any alternative position. This consideration for possible deployment into a different (not like-for-like) position in the Ministry structure will be on the understanding that any affected or impacted Ministry employee will have first preference for new roles.
- Should an employee in a like-for-like role apply for a new and different position, and be unsuccessful in their application, they will still be transferred into the 'default' position identified in the new structure.

When determining suitability for any alternative role being applied for, the Ministry will take into account:

- a. *the applicant's capability for the role, based on demonstrated competence*
- b. *the applicant's potential for and willingness to train to achieve competency*
- c. *the needs of the Ministry and the role's work team.*

C. Impacted position process

The process to be followed for the redeployment and placement of staff that are notified that they are in impacted roles (i.e. less than 30% change) is:

- Where a role has significantly changed, but the extent of the change is considered to be less than 30% and the number of similar roles has not been reduced, then a transparent and fair preferential process of placement will take place to best match staff to alternative roles.
- Staff in impacted roles will, after a process of consultation, be placed in positions in the Ministry structure that they have the skills, attributes and experience to undertake, and where they will add most value. As all staff in impacted roles will be considered for placement into alternative roles in the new Ministry structure, they will not ordinarily be eligible for consideration for redundancy or for severance payments.
- Staff in impacted roles will be requested to indicate what alternative positions they have a preference for, and submit an EOI for the top two positions they wish to be considered for. These staff will be required to attend an interview for the position(s) they indicate a preference for.
- Interviews conducted for staff in impacted roles will be transparent and fair, and managed in a coordinated way to ensure that all applicants are treated

consistently and placed in the most suitable alternative position. Resumes / CVs will be required for consideration for alternative role placement.

- Staff who do not wish to participate in the impacted roles deployment process, and who refuse to express a preference or submit an EOI in respect of an alternative role will be considered to have resigned from employment at the Ministry.
- New roles will wherever feasible be made available for affected staff first, and then to impacted permanent staff.

When determining suitability for any alternative role being applied for, the Ministry will take into account:

- the applicant's capability for the role, based on demonstrated competence*
- the applicant's potential for and willingness to train to achieve competency*
- the needs of the Ministry and the role's work team.*

D. Affected roles process

The process to be followed for the placement of staff that are notified that they are in affected roles i.e. more than a 30% change to their existing roles, will be as follows:

- Where a role has materially changed, or the number of roles has been reduced in the proposed new Ministry structure, then a transparent and fair preferential process of placement will take place to best match staff to new or alternative roles.
- The Ministry will seek to place staff in affected roles in positions in the Ministry structure that they have the skills, attributes and experience to undertake.
- Should the best efforts of the Ministry fail to place staff in affected roles in new or alternative positions in the new structure, only then will such staff be eligible for consideration for redundancy or for severance payments i.e. as an action of last resort.
- Staff in affected roles will be requested to indicate what alternative or new positions they have a preference for, and submit an EOI for the top two positions they wish to be considered for. These staff will be required to attend an interview for the position(s) they indicate a preference for.
- Interviews conducted for staff in affected roles will be transparent and fair, and managed in a coordinated way to ensure that all applicants are treated consistently and placed in the most suitable alternative position available. Resumes / CVs will be required for consideration for alternative role placement.
- Affected staff who do not wish to participate in the impacted roles deployment process, and who refuse to express a preference or submit an EOI in respect of an alternative role will be considered for placement into an alternative role considered appropriate by the Ministry. Should an employee in an affected role unreasonably refuse to consider a reasonable alternative role in the new Ministry structure, that employee will not be entitled to severance payments should they be made redundant after a further consultation process.
- Staff in affected roles who apply for alternative or new positions, but who are not successful in being placed to those positions, will be considered for any other reasonable roles in the new Ministry structure.
- If no reasonable alternative role can be found or be offered to the affected employee, the affected employee will be consulted with and be eligible for

consideration for redundancy and for severance payments as an action of last resort (Ministry policy and procedures will apply to any such redundancy).

- New roles will wherever feasible be made available for applications by affected staff first.

When determining suitability for any alternative role being applied for, the Ministry will take into account:

- a. the applicant's capability for the role, based on demonstrated competence*
- b. the applicant's potential for and willingness to train to achieve competency*
- c. the needs of the Ministry and the role's work team.*

E. Unfilled new roles

After all possible placements have been made with this group of staff, then remaining jobs will be made available to a wider group of staff using the following process:

- Where a new role is available and no employee in an affected or impacted role has indicated a preference for it, or they have been unsuccessful in their application for placement to a new role, and there is a staff member in a like-for-like or unaffected position (or a fixed term or contract position), then that staff member will have the opportunity to express an interest in the new role still not suitably filled.
- Should a new role remain unfilled after the above placement process has been exhausted, the role will be advertised and the placement process opened up to applicants from other Ministries (via the State Services Commission process) or to staff from Crown Entities.
- Where a new role is still available and no Transport Ministry or other Ministry employee has been appointed, then the job will be advertised externally i.e. outside of the State Services Commission.

4. IMPLEMENTATION – GENERAL INFORMATION AND PROPOSED TIMEFRAMES FOR REDEPLOYMENT AND PLACEMENT INTO ROLES

Information on new or changed roles

Generic position descriptions will be provided for new or changed roles for information and consideration purposes for all potential applicants. Generic position descriptions will reflect anticipated duties, deliverables and competencies for these roles, and will also be used to assess and determine the extent of changes, and size of the new or changed role.

Interviewing and appointment to new or changed roles

The responsible Manager, in consultation with and /or assisted by the appropriate team manager, will conduct interviews for redeployment or appointment of candidates to changed or new roles. The responsible Manager will therefore generally act as the 'recruitment manager' for any roles within their areas of responsibility or Group.

EAP Services available to all Ministry of Transport employees

The Ministry's Employee Assistance Programme (EAP) provides staff with the opportunity to seek free and confidential face-to-face counselling for personal or work-related problems that are impacting on their work. EAP counselling provides for three one-hour counselling sessions funded by your employer. Additional work-funded sessions may be possible under some circumstances on a case-by-case basis.

The kinds of issues that people use EAP counselling to assist with vary, but commonly include issues such as:

- Workplace conflict
- Decision-making difficulties
- Confidence problems
- Difficulties adjusting to change
- Work stress
- Family / personal stress
- Anxiety
- Depression
- Relationship difficulties

With important safety exceptions, all counselling discussions are confidential. There is no communication between the psychologist and your workplace regarding your personal issues, and no requirement for any reports to be made to your workplace. The workplace is invoiced against a number so your name does not appear on invoices.

All counselling occurs off-site at the offices of the psychologist. Appointments are arranged directly with you to ensure mutually convenient times.

It is important that you contact the psychologist if you are unable to attend an arranged appointment as unattended appointments or appointments cancelled with less than 24 hours notice are invoiced to the workplace and come off your counselling entitlement.

So – if you need someone to talk to – contact any one of the following qualified and competent counsellors :

[REDACTED]

[REDACTED]

[REDACTED]

Withheld under section 9(2)(a)



Finance Team meeting

6 October 2015

3.30pm, Te Waka Boardroom

Attendees: Gareth Chaplin, Fiona Macmaster, [REDACTED]

Redacted names are members of the Finance team, one PSA representative and one HR representative (not Jo Harrison)

Gareth opened the meeting, his key points were:

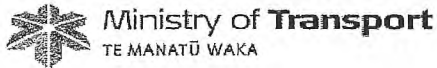
- We're here today to provide the formal consultation document on the proposal to adopt AIP at the Ministry. The Ministry has been looking at adopting AIP for some time, sadly this will affect some team members but that is the way it is.
- If the proposal goes ahead it will impact on our existing staffing.
- The consultation period runs from today until Friday 23 October, which allows for [REDACTED] to make a formal submission should [REDACTED] wish upon [REDACTED] return. We will ensure [REDACTED] has sufficient chance to consider the proposal carefully.
- Please read the document carefully. You are all encouraged to make submissions as there may be aspects of the proposal we have missed, and your feedback is critical to shaping final decisions.
- I will be away towards the end of the consultation period but will be back in time to consider the submissions and recommend any decisions to Martin who is ultimately responsible for making the final call.
- Please send your written feedback to Fiona, who will be coordinating the feedback on my behalf.
- We appreciate this will be a difficult and unsettling period over the coming weeks, and you are encouraged to seek support as appropriate, and EAP details are included in the back of the consultation document.
- We will be informing the wider Ministry tomorrow, this gives you a chance to absorb and understand the document before everyone else knows.

Attendees then had an opportunity to look over the consultation document. The following questions were asked:

[REDACTED]: Is the SUN financial system going altogether?

Fiona: No, that is an ongoing piece of work, and changes to SUN are not imminent. This proposal is only about adopting AIP.

[REDACTED]: So is there still going to be a Finance Team at the end of this process?



Gareth and Fiona: Yes there will still be a Finance team, this proposal affects part of the team.

█: So there will be three less positions?

Fiona: The proposal *affects* three positions, but proposes the team is smaller by 1.6 FTEs.

█ then asked for clarification that one new role would be created, which was confirmed by both Fiona and Gareth.

█: What about Crown payments? Will AIP do this?

Fiona: No, there are still some payments such as Crown and Mastercard that will have to be done manually.

█: When do you expect AIP to be up and running?

Fiona: We are not sure, that is still to be worked through, we expect at least 2-3 months but that is not fully known.

Gareth: It is not appropriate for us to design implementation lead time until we have completed the consultation process.

The attendees then began to leave the meeting, which concluded at approximately 3.50pm.

From: [Joanne Harrison](#)
To: [REDACTED]
Cc: [REDACTED]; [Gareth Chaplin](#)
Subject: Finance team consultation underway
Date: Wednesday, 7 October 2015 10:30:17 a.m.
Attachments: [Finance consultation document FINAL Sept 2015.pdf](#)

Just to let you know, on behalf of Gareth, that formal consultation on proposed changes to the Finance team is underway.

The proposal recommends the Ministry adopts AIP (automatic invoice processing) as part of the transport sector collaboration and capability programme. It is important the Ministry demonstrates its participation and leadership in initiatives such as AIP, which has already been adopted by two transport sector agencies and is considered to be a cost effective option for the Ministry.

The adoption of AIP will potentially impact on three positions within the Finance Team. Please find attached a copy of the consultation document for your information. The consultation period will run until Friday 23 October, with final decisions expected by early November.

A wider Ministry announcement on the consultation will be made on Discover later today.

Regards

Jo

Jo Harrison
General Manager
Organisational Development & Shared Services
Ministry of Transport – Te Manatū Waka

[REDACTED] www.transport.govt.nz

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From: [Fiona Macmaster](#)
To: [REDACTED]
Subject: FW: PSA submission on the proposed restructure of the Finance Team
Date: Tuesday, 27 October 2015 9:06:11 a.m.
Attachments: [PSA_submission.pdf](#)
Importance: High
Sensitivity: Confidential

Fiona Macmaster

Manager Finance, MoT
[REDACTED]

From: [REDACTED]
Sent: Friday, 23 October 2015 10:13 a.m.
To: Fiona Macmaster
Cc: PSA Delegates
Subject: PSA submission on the proposed restructure of the Finance Team
Importance: High
Sensitivity: Confidential

Dear Fiona

On behalf of PSA delegates and members of the Ministry, please find attached the PSA submission on the proposed restructure of the Finance Team.

We request the opportunity to engage further with the Ministry on the issues and concerns we raise in the submission.

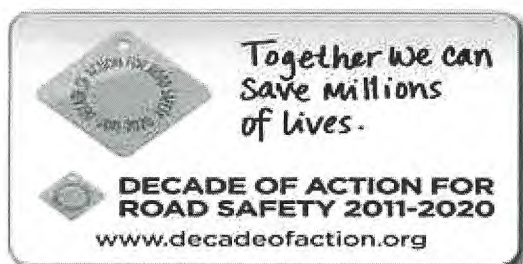
I look forward to hearing from you.

Regards

[REDACTED]

[REDACTED]
Ministry of Transport – Te Manatū Waka

[REDACTED] | www.transport.govt.nz





Public Service Association (PSA) response to the proposed restructure of the Finance Team

23 October 2015



Stand Together

Introduction

1. Thank you for the opportunity for the Public Service Association (PSA) to comment on the proposed restructure of the Finance Team (the Team).
2. The PSA is the union for Ministry of Transport (the Ministry) staff and currently represents 48 members within the Ministry. The Team affected by the proposal has six members, with three of those PSA members.
3. The submission covers two parts:
 - a) the process used for informing the Team about the proposed restructure
 - b) three key concerns in relation to the PSA members.

Process

4. We believe the Ministry's approach to informing the Team about the proposal could have been conducted in a more coherent and professional manner. We are of the understanding that one Team member received prior notice about the proposal, which created unnecessary stress and confusion to the rest of the Team as they became aware of the proposal prior to being officially informed.

Key concerns

5. The key concerns of the PSA members relate to:
 - the rationale for the proposal
 - the lack of information provided about the new automatic invoicing process
 - implications of the proposal on the Team and wider Ministry staff.
6. We have proposed an option to mitigate the impacts of the proposed restructure on PSA members.
7. We request that the Ministry engage with us on our submission.

Rationale for the proposal

8. The proposal makes a number of claims about the key principles and rationale for adopting the proposed restructure, but does not provide any evidence to support these claims. There is reference to the NZ Transport Agency (NZTA) and Maritime New Zealand (MNZ) using the automatic invoicing process (AIP) but no information is provided about how it is "cost effective" and how this will be applied in the Ministry.
9. We are interested to know how the adoption of AIP will achieve the following statement on page 1 of the proposal – "as part of its performance improvement goal to deliver higher quality *policy advice* for the year ahead in a timely and cost effective fashion" (emphasis added).
10. The proposed restructure has the potential to minimise the scope of strategic advice provided by the Team. We acknowledge that the introduction of the AIP may achieve efficiency in terms of transactional finance activity. We are less confident, however,

with the Ministry's claims that this will allow more time for strategic, value-add analysis and cost effective service offering. We are interested to know how this will be achieved when staff with knowledge and experience to provide the added value service are affected by the proposed restructure.

11. We have concerns about the other consequences of this proposed restructure such as an increase in the number of contractors to do the work undertaken by current PSA members.

Lack of information about AIP

12. We consider the Ministry has provided insufficient information about AIP and how the new system will work. The proposal fails to consider how the transitional period from the old to new system will be managed, nor how the Ministry will mitigate the impact of it on the Team and operations of the wider Ministry.
13. We believe that the lack of this information provided to PSA members makes it very difficult to engage effectively on the proposal, and does not make it clear if the proposal has been thoroughly thought through and more importantly whether it is supported by sound evidence.
14. The proposal refers to the NZTA and MNZ "already successfully implementing AIP" and that "adopting AIP now offers the Ministry much greater value for money". PSA members wish to see the evidence supporting these statements and question how AIP has been tailored to make the Ministry change its position and support its uptake.
15. We acknowledge the introduction of AIP as being the preferred option, but are interested to know if any other options were considered by the Ministry. As there are no further options referred to in the proposal, PSA members do not feel confident about this consultation process.

Implications of the proposal on the Team and the wider Ministry

16. The proposal states that any remaining duties that would not be covered by the introduction of AIP would be re-allocated to the newly created position or other Team members where appropriate. We are concerned that the proposed changes do not take into account all of the functions carried out by the Senior Systems Accountant, the Senior Accounts Officer and the Accounts Officer. Some of these functions fall into stakeholder management and providing strategic advice.

Strategic advice

- training of new Ministry staff on financial processes
- responding to select committee questions, financial reviews, parliamentary questions and Official Information Act 1982 requests
- policy benchmarking.

Service to stakeholders

- With the establishment of one adviser position to replace three roles, we wonder what plans are in place to cover for those times when this staff member is absent – for example, sick leave and/or annual leave.

- How does the Ministry propose to manage the Team's workload during the busy period between June-September, given the reduction in numbers and downsizing of the expertise?
 - Timesheet approval reminders and managers' timely reporting – these services have provided a level of added value to the organisation which cannot be measured through an efficiency lens.
17. We acknowledge that some of this work is shared across the Team, however, the reduction in staff will impact on the workload of the remaining Team. This is acknowledged by the proposal, "Any remaining duties that would not be covered by the introduction of AIP would be re-allocated to the newly created, full-time position of Adviser Accounts and Financial Systems, or other members of the Finance Team where appropriate" (emphasis added). We therefore question whether it is correct to identify the roles of Senior Accountant, Management Accountant and Financial Accountant as being "like for like" or whether some or all of these roles would be "impacted".
18. We are concerned that collectively these issues would have an impact on the Ministry as a whole.

Proposed option to mitigate the impacts of the proposed restructure

19. We believe that the proposal will have the largest impact on the Team and the wider Ministry during the transitional period of moving from the old to the new system. To mitigate this affect, we suggest the Ministry consider the retention of one staff member to support the introduction of the AIP for a period of up to 6 months and to assist with the handover process.
20. Thank you again for the opportunity to make a submission and we look forward to further engagement from the Ministry.

Withheld under section 9(2)(a)

The PSA delegate team:



Date: 23 October 2015

From: [Joanne Harrison](#)
To: [Gareth Chaplin](#)
Subject: Finance team decision documentation
Date: Thursday, 29 October 2015 5:15:36 p.m.
Attachments: [Finance Team decision document.docx](#)
[PSA response.docx](#)
[FW PSA submission on the proposed restructure of the Finance Team.msg](#)

Hey Canadian buddy

Do you have time to look at the attached draft Finance Team decision document and response to the PSA submission?

The team meeting has been scheduled for 4pm on Wednesday 4 November. Once the decision document has been delivered, naturally those affected will want to know what this means for them exiting, and the team will want to know the plan for implementing AIP.

There are some decisions you will need to be clear on before you meet with the team, Fiona is struggling to decide:

1. The PSA has proposed retaining one staff member for the duration of transitioning to the AIP system. [REDACTED]

[REDACTED] The alternative is to use a contractor to oversee implementation, but Fiona believes there are more risks around you using [REDACTED] in terms of getting up to speed and understanding the Ministry's key requirements. I am not so sure on that.

2. [REDACTED]
[REDACTED] The closer we get to Christmas the more liability we carry in terms of straying into holiday pay etc.

3. The third option is to exit the three affected staff all together as soon as possible and look to bring in two contractors – one to oversee AIP implementation, and one to temporarily hold the new position of Adviser Accounts and Financial Systems (which you'll probably need to do anyway) in order to keep the payments running smoothly until AIP is up and running.

Following the team meeting Fiona will need to be prepared to meeting with [REDACTED]
[REDACTED]

Please let me know by Tuesday at the latest so we can prepare final documentation ahead of your return to the office on Wednesday.

Make my present BIG!

Take care.

Jo



4 November 2015

Dear PSA delegates

Thank you for your submission dated 23 October 2015 in response to the Finance Team proposal for consultation. Please find my response below.

Process - informing the team

We informed a member of the Finance Team ahead of the consultation and in advance of informing the wider team. This conversation was carried out in good faith and in confidence as this member of the team was scheduled to be on leave for five weeks, which overlapped with the planned consultation period. The consultation timeframe was shifted and this person contacted another member of team believing they had already been informed about consultation. As soon as the situation was realised, the Manager Finance immediately called a meeting to inform the team of the upcoming consultation to avoid speculation and provide clarity on what staff could expect.

It was not the intention to cause stress or confusion for the team; rather it was to avoid causing surprise or stress to the particular team member receiving the consultation news whilst on leave.

Rationale for the proposal

I am satisfied that the AIP system is a cost effective way to automate the Ministry's invoice process. The NZ Transport Agency and Maritime NZ have already implemented the system, which means the Ministry is able to 'piggyback' off the system design and set up costs, as opposed to having to carry all associated costs in isolation. The Ministry is able to access better pricing from the supplier as part of the 'transport sector' AIP system.

One of the Ministry's performance improvement goals for the 2015/16 year is to deliver higher quality policy. One of the priority actions under this goal is to review our business practices to support the delivery of our work, including better allocation of financial resources and management of projects. Introducing AIP means the Ministry is following best practice for invoice processing and transactional finance activity will become more efficient through reduced paperwork and automatic chasing up of outstanding invoices. In addition, managers will be able to approve their invoices online via email at a time that suits them, quickly and efficiently.

Automating the invoice process means the team would only require one position to carry out the transactional finance activity, as opposed to the 1.6 FTEs currently carrying out the accounts duties, plus a line manager overseeing this function. Implementing AIP means the majority of the team (Manager Finance, Senior Accountant, Financial

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Accountant, and Management Accountant) will be focused on providing strategic, value-add analysis, and the overall Finance Team headcount will be a more cost-effective service offering.

Lack of information about AIP

The proposal is not a pre-determined outcome, so it would not have been appropriate to provide a transition plan from the old to new system without working through the proposal and consultation process first. Now that the Ministry has made the decision to implement AIP following the consultation period, the Ministry can enter into discussions and confirm plans for implementing the system. There are a number of options and approaches for doing so, but we cannot agree this process until conversations have been held with individual staff members affected by the decision.

With regards to considering other options, the Ministry has looked at adopting AIP for some time, but is now able to benefit from access to volume discounts from the transport sector AIP system. In addition, with the Collaboration and Capability programme now well into its second phase, and AIP one of the identified initiatives, the Ministry has been under renewed pressure from the Transport Sector Leadership Group to progress implementing the system. In the spirit of collaboration, the Ministry has not considered any other automated invoice processing systems.

Implications of the proposal on the Team and wider Ministry

Implementing AIP will mean a reduction in headcount of 1.6 FTEs from the Finance Team. Any tasks currently carried out by the incumbent Accounts Officer and Senior Accounts Officer that will not be covered by the AIP system will be reallocated to the new position of Adviser Accounts and Financial Systems.

The incumbent Senior Systems Accountant currently undertakes a large number of tasks that sit outside of the Finance Team's responsibilities, for example assisting with funding reviews, and this work will no longer be undertaken. Some specialised tasks such as system upgrades and patches will be outsourced to suppliers. Any remaining duties will need to be redistributed across the Finance Team.

I acknowledge there are times throughout the year where the team faces increased work loads, however this is no different to the pressures faced by all teams in the Ministry. All members of the Finance Team will be required to take on additional tasks and adapt to a more efficient way of working, as have other teams been asked to do in the past. However, the additional duties will not impact any of the roles by more than 30 percent to make them 'affected' by the decision to implement AIP.

Regardless of who is carrying out the tasks, I am confident the Finance Team will continue to provide the same level of service to the wider Ministry.

Proposed option to mitigate the impacts of implementing AIP

I am open to the PSA's suggestion to consider the retention of one staff member to support the introduction of AIP for a period of up to 6 months and to assist with the handover process. I have an open mind to considering delayed redundancy if it is in the Ministry's best interests, however this will be dependent on the goodwill of the affected staff member to agree to do so, and assuming the staff member has the appropriate skills to oversee the implementation process. I will enter into these discussions as we work through the remainder of this process.

I acknowledge the decision to implement AIP and subsequent changes may create uncertainty for staff in the short term, particularly for those affected. However, implementing AIP will demonstrate the Ministry's participation and leadership in the Collaboration and Capability programme.

Gareth Chaplin
General Manager Sector Performance

From: Joanne Harrison
To: Gareth Chaplin
Subject: RE: Finance team decision documentation
Date: Thursday, 29 October 2015 5:36:17 p.m.

[REDACTED]

[REDACTED]

Anyway get your beauty sleep!

From: Gareth Chaplin
Sent: Thursday, 29 October 2015 5:32 p.m.
To: Joanne Harrison
Subject: RE: Finance team decision documentation

[REDACTED] We are going to have to support [REDACTED] to develop a plan for the next six months.

G

-----Original Message-----

From: Joanne Harrison
Sent: Thursday, October 29, 2015 05:28 PM New Zealand Standard Time
To: Gareth Chaplin
Subject: RE: Finance team decision documentation

I agree, but Fiona does not seem keen.

[REDACTED]

Anyway, just wanted you to be prepared well in advance, sorry to disturb you, get some rest, and have a great time away!

From: Gareth Chaplin
Sent: Thursday, 29 October 2015 5:24 p.m.
To: Joanne Harrison
Subject: RE: Finance team decision documentation

Hi antipodean colleague. Its after midnight now. Will read it tomorrow and get back. First impression is that option 3 makes most sense.

G

-----Original Message-----

From: Joanne Harrison
Sent: Thursday, October 29, 2015 05:15 PM New Zealand Standard Time
To: Gareth Chaplin
Subject: Finance team decision documentation

Hey Canadian buddy

Do you have time to look at the attached draft Finance Team decision document and response to the PSA submission?

The team meeting has been scheduled for 4pm on Wednesday 4 November. Once the decision document has been delivered, naturally those affected will want to know what this means for them exiting, and the team will want to know the plan for implementing AIP.

There are some decisions you will need to be clear on before you meet with the team, Fiona is struggling to decide:

1. The PSA has proposed retaining one staff member for the duration of transitioning to the AIP system. [REDACTED]
[REDACTED]
[REDACTED] The alternative is to use a contractor to oversee implementation, but Fiona believes there are more risks around you using [REDACTED] in terms of getting up to speed and understanding the Ministry's key requirements. I am not so sure on that.
2. [REDACTED]
[REDACTED] The closer we get to Christmas the more liability we carry in terms of straying into holiday pay etc.
3. The third option is to exit the three affected staff all together as soon as possible and look to bring in two contractors – one to oversee AIP implementation, and one to temporarily hold the new position of Adviser Accounts and Financial Systems (which you'll probably need to do anyway) in order to keep the payments running smoothly until AIP is up and running.

Following the team meeting Fiona will need to be prepared to meeting with [REDACTED]
[REDACTED]

Please let me know by Tuesday at the latest so we can prepare final documentation ahead of your return to the office on Wednesday.

Make my present BIG!

Take care.

Jo

From: [Joanne Harrison](#)
To: [Fiona Macmaster](#)
Cc: [Gareth Chaplin](#)
Subject: Finance team decision documentation
Date: Tuesday, 3 November 2015 10:23:15 a.m.
Attachments: [Finance Team decision document.docx](#)
[PSA response.docx](#)
[FW PSA submission on the proposed restructure of the Finance Team.msg](#)

Hi Fiona

Gareth has had these documents to read in Canada, when he is back and you decide the option you prefer then please amend and print the documents for your meeting.

Once the decision document has been delivered, naturally those affected will want to know what this means for them exiting, and the team will want to know the plan for implementing AIP.

There are some decisions you will need to be clear on before you meet with the team:

1. The PSA has proposed retaining one staff member for the duration of transitioning to the AIP system. [REDACTED]
[REDACTED]
[REDACTED] The alternative is to use a contractor to oversee implementation, if you believe there are more risks around using [REDACTED] in terms of getting up to speed and understanding the Ministry's key requirements, you need to discuss that with Gareth.
2. [REDACTED]
[REDACTED] The closer we get to Christmas the more liability we carry in terms of straying into holiday pay etc.
3. The third option is to exit the three affected staff all together as soon as possible and look to bring in two contractors – one to oversee AIP implementation, and one to temporarily hold the new position of Adviser Accounts and Financial Systems (which you'll probably need to do anyway) in order to keep the payments running smoothly until AIP is up and running.

Following the team meeting you will need to be prepared to meeting with [REDACTED]
[REDACTED] the following day to discuss exit options [REDACTED]
[REDACTED]

Regards

Jo

From: [REDACTED]
To: [Gareth Chaplin; Fiona Macmaster](#)
Subject: Re: Finance Team restructure
Date: Thursday, 5 November 2015 3:53:01 p.m.

Hi Gareth and Fiona

Under the new structure of the Finance Team it appears that the only role suitable to my skills is a full time position, which is a significant change in my conditions of work. In view of this I do not see a position available for me under the new structure. Could you please confirm that this is the view of the Ministry.

I look forward to your reply.

Thanks

[REDACTED]
[REDACTED]
Ministry of Transport
wellington

Ph: [REDACTED]

From: [REDACTED]
To: [Fiona Macmaster](#)
Subject: Next steps document and managing changes to roles
Date: Tuesday, 10 November 2015 10:26:08 a.m.
Attachments: [Next steps for affected staff - expression of interest.docx](#)
[Managing Changes to Roles and Structure.pdf](#)

Hi Fiona

Here is the next steps document. It's pretty formal and is usually done for completeness of process, particularly when there are several alternative roles. You'll see there is a line in there which states an affected staff member can discuss voluntary redundancy rather than go through the EOI process. I'd like to have a quick conversation with Jo following MLT as to whether this is required at all given the circumstances.

Thanks

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[REDACTED]
Ministry of Transport – Te Manatū Waka

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NEXT STEPS FOR AFFECTED STAFF

You are now asked to express your interest in being considered for the new position of Adviser Accounts and Financial Systems.

As outlined in the decision document, this position is full time and required to work core hours of 8.30am to 5.00pm.

Please fill out the Expression of Interest and Preferences Form and return to [REDACTED] by **5pm on Thursday 12 November**.

Note: If you choose not to submit an expression of interest you may waive your right to redundancy. While all affected staff are expected to submit an expression of interest if the role is suitable, individuals may also submit a request for voluntary redundancy. Any such requests will be considered at the Ministry's discretion.

Should you choose not to accept an offer after submitting your interest in an alternative position, in principle you waive your right to redundancy.

EXPRESSION OF INTEREST

Kindly return the completed Expression of Interest and an up-to-date CV by hand to [REDACTED], or by e-mail to [REDACTED] by 5pm on Thursday 12 November 2015.

Your name: _____

Current position: _____

I, ... wish to express my interest for the position of Adviser Accounts and Financial Systems.

Signed: _____ Date _____

ADDITIONAL INFORMATION ON THE SELECTION PROCESS

1. Once the Expressions of Interest and CVs for the affected staff have been received by [REDACTED], interviews will be scheduled for affected staff requesting consideration for employment in an alternative role.
2. The interview may include a short presentation by the candidate and questioning that will assist the panel in assessing the extent to which the candidate's competencies and experience will match the requirements of the alternative role.
3. In addition, this selection process may include online skills assessments.
4. Affected staff will generally be expected to undertake one interview only. However, further interviews may be required to adequately assess capability.
5. If you are unsuccessful in being appointed, and no reasonable alternative role can be found or be offered to the affected employee, the affected employee will be consulted with and be eligible for consideration for a redundancy payment (Ministry policy and procedures will apply to any such redundancy).

Nothing in this EOI will affect or prejudice the rights of any affected staff member or candidate as set out in Ministry policy or the applicable individual employment agreement or Collective Agreement.

End of EOI and Preference Sheet

From: [Joanne Harrison](#)
To: [Fiona Macmaster](#); [REDACTED]
Cc: [Gareth Chaplin](#)
Subject: RE: Finance Team
Date: Tuesday, 17 November 2015 5:29:49 p.m.

We can label it as outplacement in a way, don't worry about that Fiona, and best of luck with the temp!

From: Fiona Macmaster
Sent: Tuesday, 17 November 2015 5:25 p.m.
To: Joanne Harrison; [REDACTED]
Cc: Gareth Chaplin
Subject: RE: Finance Team

Thanks

Re next steps I am looking to interview temps this week and make a decision.

Re outplacement I had the impression that this was possible and so may have been too open about that.

Regards

Fiona Macmaster

Manager Finance, MoT
[REDACTED]

From: Joanne Harrison
Sent: Tuesday, 17 November 2015 5:18 p.m.
To: Fiona Macmaster; [REDACTED]
Cc: Gareth Chaplin
Subject: RE: Finance Team

Hi there

[REDACTED] can prepare the final letters with [REDACTED] now and organise the wider comms for arrivals/departures/moves etc later this week.

We need the story for the 'so *what next*' for the Ministry, especially given the team are leaving before the December payment run etc. This needs to be clear and concise

We do not usually offer outplacement services, they average around \$8-10k, we could look at a practical session with both parties to assist with CV writing, interview techniques etc if that suits? I will get [REDACTED] onto this next week.

[REDACTED] can advise [REDACTED] with regards to [REDACTED] super etc, if you could direct [REDACTED] [REDACTED] way it would be useful.

Regards

Jo

From: Fiona Macmaster
Sent: Tuesday, 17 November 2015 3:26 p.m.
To: [REDACTED]
Cc: Gareth Chaplin; Joanne Harrison
Subject: Finance Team

I have just spoken to [REDACTED] and advised [REDACTED] that we have decided not to retain [REDACTED] to assist with AIP as the project will not be full time which creates issues. [REDACTED] last day will be Friday 11th.

I have already spoken to [REDACTED] and [REDACTED] about finishing on 10th – [REDACTED]
[REDACTED]

[REDACTED]

[REDACTED] also asked about super schemes and how this is managed – who tells the scheme that [REDACTED] has left employment.

I said we'd get back to them on these matters.

Regards

Fiona Macmaster
Manager Finance
Ministry of Transport – Te Manatū Waka

[REDACTED]
www.transport.govt.nz