

# Preparing MBIE's Service Centres for the Future



**PROPOSAL FOR CHANGE**

---

**August 2023**

# Building the Service Centre of the Future

## Introduction from Suzanne Boslem

Kia ora koutou

This change proposal focuses on bringing our two Service Centres together to create a new national MBIE Customer Service team. This would be designed to be a centre of expertise.

The COVID-19 pandemic changed how we supported our people, our business partners and stakeholders, and our customers. We had to deliver many of our services differently and, as a result, we became more integrated.

The Immigration Service Centre and Service Delivery Service Centre teams worked more closely – not only with each other, but across the Engagement & Experience branch, and with our business partners – to allow us to be more responsive in rapidly changing environments.

We saw that working together created better outcomes, and the positive feedback (internal and external) we received provided strong encouragement for us to explore how we could embed the changes, to keep on improving, and meet the higher expectations customers, stakeholders and our internal business partners have of us. And indeed, to meet our own increased expectations of ourselves.

We can be proud of our efforts. People told us that we were more connected, that it was easier to interact with us, that we found ways to make things work, and that we talked with one voice while delivering an excellent service. Bringing our two teams and services closer together made a difference and lifted expectations (internal and external) of how we should structure our team and deliver our customer services.

Many of you have told me you can see better ways of working and a need to be more consistent in how we provide our services. Your feedback and ideas were a strong call to action for me. We are a service provider to our MBIE colleagues and our external business partners. We need to work with them by using our data and insights, and our expertise, to drive better compliance, interaction, and engagement.

I asked our MBIE colleagues how they think we can work with them better. They told us that Engagement & Experience is uniquely placed to give them customer insights, and that insights and suggestions from our Service Centres have helped them to improve their customers' experiences.

They were clear that they expect us to continue working in ways which best meet their needs, while also celebrating the things we're really good at – putting people at the heart of everything we do.

Our internal business partners are looking to us to support them in new ways, beyond answering calls and emails. For example: we recently worked with the Tenancy Services team to ensure people got their bonds back. Being one customer Service Centre would allow us to better consider new services which will give our people new and more varied experiences and open new career opportunities for them.

Our customers want to be able to make one call and have all of their queries answered easily and seamlessly. This offers up new opportunities for our people to work in a more integrated way to support Aotearoa, New Zealand.

Our service has changed – and will continue to change. As new technology makes it easier for customers to interact with MBIE online, call volumes will continue to go down. However, people's lives are more complex, and they need more support, so our customer service needs to continue to evolve.

The proposed changes will allow our people in the Service Centres to be better supported by enabling more flexibility in how we operate, more opportunities to work across MBIE.

Ngā mihi

**Suzanne Boslem**

General Manager, Engagement & Experience

# Contents

<i>Building the Service Centre of the Future</i> .....	2
<i>Contents</i> .....	3
<i>How to read this document</i> .....	4
<i>How to read proposed organisational charts</i> .....	5
<i>Providing feedback and indicative timeframes</i> .....	6
<i>Objectives of this Proposal</i> .....	7
<i>Proposal 1: One MBIE Customer Service Centre</i> .....	10
<i>Proposal 2: Service Support</i> .....	15
<i>Proposal 3: Customer Experience – Relationship Managers</i> .....	17
<i>Summary of Proposed Changes</i> .....	19
<i>Embedding the Change (Implementation Plan)</i> .....	21
<i>Proposed New Roles</i> .....	22
<i>Summary of proposed changes by role</i> .....	24
<i>Key points about the proposed change</i> .....	26
<i>Support through Change</i> .....	27
<i>Proposed change process</i> .....	28

## How to read this document

This document contains a number of proposed changes across the Engagement and Experience branch's organisational structure for your consideration and feedback.

The document also provides you with information on the process for providing feedback on the proposed changes and the proposed high-level plan to implement any changes confirmed at the end of this process.

Proposed future organisational structure charts are provided throughout the document to provide clarity about how the changes may impact you.

### Understanding proposed change to your position

You can review proposed changes to your position by reading through the proposal and reviewing both current and proposed organisational charts. Towards the end of the document there is more detail about proposed changes to individual positions and proposed new positions.

In addition, all people who may be affected by the proposed change will receive communication, either a letter or email, that outlines specific detail pertaining to their position and proposed change process.

## Proposed change process

Find out more about MBIE's proposed change process on page 28. This determines how we classify the impact to our people, based on the proposed impacts to their position.

This change process includes the proposed expression of interest (EOI) and selection process for people who would be affected if any changes are confirmed as result of this consultation process.

As part of this consultation process, you are invited to provide feedback on both the branch proposals and the proposed change process.

### Let us know

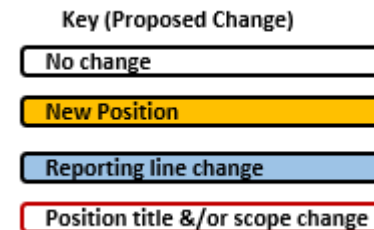
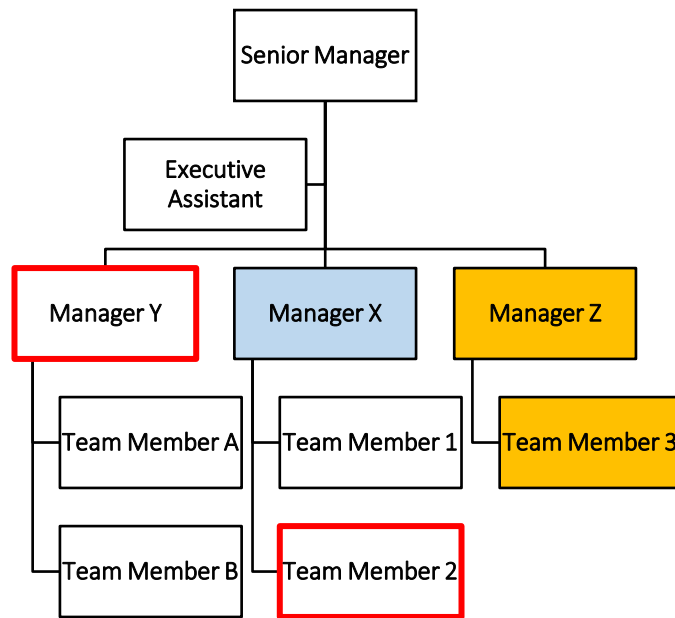
The information included in this document reflects the organisational structure as recorded in MBIE systems in August 2023.

If you notice any inconsistencies in the organisational structure represented, please advise your people leader or email [engagementandexperiencefeedback@mbie.govt.nz](mailto:engagementandexperiencefeedback@mbie.govt.nz).

## How to read proposed organisational charts

Proposed organisational charts are included in this document to support you to understand how proposed changes could look in a future structure. Refer to the colour-coded key to review changes that are proposed. This example chart shows that:

- There has been no change to the Senior Manager and Executive Assistant positions.
- The Manager Y position has had a title change.
- There has been no change to the team that reports to the Manager Y position.
- The Manager X position has a new reporting line.
- Team Member 1 and Team Member 2 positions report to the same manager, Manager X.
- Team Member 2 has had a change to the title and scope of their role.
- Two new positions have been established: Manager Z and Team Member 3.



## Providing feedback and indicative timeframes

Your feedback is important to the success of any changes we make and will be carefully considered. You have a unique perspective about how we work and what opportunities exist to improve customer experiences and excel at our mahi.

I welcome your feedback on the proposed structure and any other aspect of this proposal for change. Your feedback will help to ensure our new Service Centre structure will work now and into the future.

You can tell me what you think will work in the proposed structure or what might be problematic and needs to change (and let me know any other possible solutions).

There are several ways for you to provide your feedback including:

- OfficeVibe for anonymous or named feedback– open for duration of consultation.
- Email feedback from individuals or groups – open for duration of consultation. **engagementandexperiencefeedback@mbie.govt.nz**

Your feedback can be at any level, from the high-level design to the impact on specific positions or the proposed implementation approach. Your feedback is important and will be carefully considered.

You can provide feedback individually or as a group. If you wish to email, please send your feedback to: **engagementandexperiencefeedback@mbie.govt.nz**

We will review feedback as it comes in and questions or key themes will be answered and posted on a new Teams site.

This proposal has been shared with the Public Service Association (PSA). You can contact the PSA during the consultation period for support and to discuss feedback. In the first instance please contact National Delegate Amanda Vaotuu (Amanda.Vaotuu@mbie.govt.nz).

### Indicative Timeline

Activity	Indicative Timeframes
Consultation opens	31 August 2023
Consultation closes	20 September 2023
Feedback reviewed and considered	By 10 October 2023
Final decision	11 October 2023
Expressions of interest (EOI) and selection process starts	12 October 2023
Proposed 'go-live' of new structure	9 November 2023

## Objectives of this Proposal

Earlier this year, MBIE made changes designed to prepare the organisation for the future. Within Engagement & Experience this included creating a centre of expertise for Information & Education, including our Digital Customer channels. This proposal has the same change objectives as the recent MBIE change:

- Bringing related functions together.
- Using our skills, experience, and capabilities better – identify best practice.
- Enabling better use of data and insights through technology
- Simplifying our processes and avoid duplication and unnecessary cost.
- Providing opportunities to help people grow and develop career pathways.

## Case for Change

Over the last two years we have worked differently in our Service Centres. Some examples include:

- The ways the Service Centres worked together to better support each other during, and after, the COVID-19 lockdown periods.
- Service Centre leaders working with Information & Education team members to better plan announcements.
- Service Centre leaders working together to ensure we could recruit the right number of people in each site.
- Increased MBIE investment in digital channels and tools has reduced the volume of calls.
- Working with business partners to improve customers' experience and making it easy to do the right thing.

We've also instigated improvements to ensure MBIE's Service Centres are set up for the future. These include:

- Centralising our workforce, systems, and relationship management functions.
- Undertaking a review of our key performance indicators (KPIs).
- Undertaking an independent deep dive into our operations and what drives customer demand into the Service Centres.
- Developing a new way of charging for our services that is fairer and more transparent.
- Improving our workforce planning to make sure we have the right people in the right place at the right time to meet demand.
- Improving our reporting so we can show business partners how we are performing and allow our teams to make good decisions.
- Moving our technology to the cloud which will give us new ways of improving CSA experience and customer service.
- Focusing on wellbeing to ensure our people feel safe and well e.g. Stand Stretch Breath state.

Your feedback highlighted the positive differences for customers, our business partners, and our team, but also the opportunities to work better together. A summary of your feedback from OfficeVibe includes:

- *"MBIE has an incredible array of different branches and units. There is so much scope to grow and find areas that genuinely interest you."*
- *"There have been initiatives lately that are people centric, such as CAPP, KPI reviews, WFH, Flexible working conditions. There's a long way to go but it is in the right direction."*
- *"Not really sure what individual roles are doing... assuming everyone is busy with something but not sure if we are working well and organised as a single team."*

- *“Ensure all roles and duties are aligned to the purpose and people in the roles are fit for role. Review of the organization structure is desperately needed. Current structure is not working.”*
- *“Information and changes can evolve rapidly from our stakeholders. We need to be agile to listen, understand, and then respond quickly. A de-stress is knowing that we are a team in this together. “*
- *“I feel we performed our job better during lockdown when there was less pressure to hit KPIs and we could be more customer focused.”*
- *“We had to take on more of a counsellor role when handing calls during the pandemic.”*

When we have collapsed some of our siloes, we have been able to do things differently and faster, and better support our people. A good example is putting Immigration lines into Christchurch – this allowed us to recruit more people and deliver a better service to Immigration customers without adding management costs. It has also opened up new opportunities to work on different lines and discover new parts of MBIE for CSAs, Senior CSAs, and Team Leaders.

Having a Service Centre Manager working across both Service Centres in Porirua has provided the site with opportunities to come together for example, single site meetings, one engagement team, and we are starting to see the benefits of this approach and the development of a new team culture.

Team feedback has illustrated our people are keen to progress further changes they could see which would make a difference to their roles and decision-making processes. If we can simplify and streamline our activity and use technology to better support us, we can provide increased support for our people, make decisions faster, and operate at scale when we need to.

You have also told me that we need to ensure the operations part of the Service Centre has the right support in terms of our workforce planning, systems, quality, information management, recruitment, and learning and development.

Currently it is difficult to move work between the two Service Centres even if people have more capacity to take on extra work. If we need to provide a service beyond standard operating hours, we can only do that in the

Immigration Contact Centre (ICC) or we need to move work back and forth between both centres.

Career opportunities for our people are limited by which Service Centre they sit in e.g. people in the ICC have no sight of the opportunities available to them beyond Immigration NZ and similarly, the Service Delivery Service Centre have little opportunity to go into INZ.

## What do our internal business partners want?

We recently interviewed our internal business partners and asked them what they would like from the Service Centres. Their feedback reflects some of the points you have raised with me.

Here is what they said:

- They value the work that’s done within the Service Centres and acknowledge the critical nature of our work for their business.
- They want to change the role the Service Centres play within their business to ensure we are seen as playing a critical role within each regulatory system.
- They want us to work more as one with pooled resources, with technology and processes to enable this.
- They want to know if we’re delivering a value for money service that helps their customers.
- They want more insights into customers’ experiences of their service and where customers are having problems across the service.
- That want a more consistent and predictable service and better reporting.
- They want us to provide better insights about how customers are interacting across MBIE’s channels e.g., websites, Service Centre, tools, portals, etc.



- They want our people to have better career pathways to build MBIE’s pool of talent.

## What do our Customers want?

We also did some research following the pandemic and asked MBIE’s customers what they wanted:

- MBIE’s services need to be more accessible for vulnerable customers - there is a digital divide which hasn’t been properly accounted for.
- Connection, consistency, and communication across government services. See me as one person!
- Invest in technology to make processes easier.
- Accurate and immediate/up-to-date information, definitive next steps, and reassurance.
- Use our resources, data, and information better.
- Be future focused.

## MBIE’s Customer Promise

MBIE recently launched its Customer Promise - Te Kī Taurangi. This reminds us of all the things we should be thinking of to ensure we are Kiritaki centric while telling our kiritaki what they can expect from us. By creating one Customer Service Centre, we can bring this promise to life more consistently.

### Simple (Māmā), Safe (Haumarū), Certain (Mārama)

- It's being simple – we listen to our customers, value their time, we keep processes simple and easy to follow, we strive to improve, and we use plain language.
- It's keeping our customers safe - making sure people know their rights and responsibilities, respecting people for who they are, interpreting and applying the law in good faith and respecting peoples' privacy.

- And it's about being certain: helping our customers know what they need to do, how and why, explaining where they are in the process, and providing accurate, relevant, and clear information.

## Working across Engagement & Experience

It’s clear that our people, our business partners and our customers have similar views on what they want from MBIE’s Service Centres.

We recently created an MBIE Centre of Expertise focussing on Information & Education services. A key role for this team would be to work closely with the proposed new national MBIE Customer Service Centre.

We want to ensure that we understand our customers and stakeholders and that we can deliver information and education to them in an integrated way across our customer communication channels.

If we understand how people interact with MBIE across channels and across regulatory systems, we can make every contact count. By working together across all areas of the Engagement & Experience branch we can support out business partners, ensure a good customer experience and make it easy for people to do the right thing.

# Proposal 1: One MBIE Customer Service Centre

## Summary of proposed changes

Ref.	Proposed change
1A	Establish Head of Customer Service
1B	Establish 3 x Regional Managers
1C	Establish Service Support Manager
1D	Establish Principal Advisor
1E	Disestablish National Manager, Service Centre
1F	Disestablish National Manager, Service Delivery Service Centre
1G	Disestablish Service Centre Managers (Auckland, Porirua & Christchurch)
1H	Change of reporting line for PA/Team Administrators x 2
1I	Establish 3 x Operations Leads
1J	Change of position title and reporting line for the Service Centre Manager located in Palmerston North to Operations Manager

Our Engagement & Experience branch culture should always reflect a desire to do things better – in terms of continuing to ensure MBIE takes an integrated, customer-centric approach to everything we do, and always looking for ways to support our people to do their jobs and serve our customers better.

I am therefore proposing that the current Operations Support team, Service Delivery Service Centre and Immigration Service Centre combine to become the new MBIE Customer Service Centre.

This proposed change would blend the work both Service Centres do currently across all sites and ensure we are consistently delivering to best practice across all sites and lines.

Changing the name to MBIE Customer Service Centre allows us the potential to grow the services we provide in the future beyond answering emails and calls, for example processing work, outbound calling campaigns, etc. This will offer new career development and opportunities for our people. We also need to think about how we meet future customer demand for a digital experience across the Engagement & Experience branch and to make sure we're inclusive including co-designing information and education with our communities, in particular Māori.

The new MBIE Customer Service Centre would operate 24/7 by combining the operating hours of both centres. As part of this proposal we do not plan to change anyone's shifts or hours at this stage.

As a result, it is proposed that the two National Manager roles would be disestablished, and the MBIE Customer Service Centre would be managed by a new Head of Customer Service. This is consistent with the recently created Head of Information & Education role in Engagement & Experience and these two senior leaders would take an integrated approach to how we support customers both within and across channels and regulatory systems.

### Regional Teams

Currently our Service Centre teams are uneven. For example, in Porirua we have thirteen (13) teams; while in Auckland we have six (6). Our team leaders manage teams ranging from ten (10) to twenty (20). The optimum in a Service Centre is twelve to fifteen (12-15) people per team leader to make sure CSAs have the time they need with their people leader.

I am therefore proposing to create regions which would be looked after by the three newly established Regional Managers: North (Auckland), Central (Porirua and Palmerston North), South (Christchurch). Each Regional Manager would work together to ensure a more equal workforce and spread of people across the country.

It is important to note that no employee would need to move region under this proposed change (unless they wanted to); we would even out the teams over time i.e when someone leaves, we would replace them based on a clear site strategy and in line with MBIE's future regional footprint. We do not currently have a site strategy, and it would be the role of the new leadership team to develop one, in line with MBIE's wider plans.

In addition, I am proposing a change in title and reporting line to the current Service Centre Manager role in Palmerston North to Operations Manager, to ensure there is management on site, reporting through to the Regional Manager (Central). The central region will also be slightly larger than the others as it is across two cities.

The expectation of the newly created Regional Manager roles would be greater than the current Service Centre Manager role. Not only would they manage the operations within their regions; they are proposed to work as part of the MBIE Customer Service Centre leadership team to ensure a nationwide, strategic, one team approach on how we deliver our services, both now and into the future.

The new leadership team would also work closely with other parts of the branch to ensure an Engagement and Experience approach to providing information and education and with our various business partners to ensure our service supports them.

I believe this proposal to create one MBIE Customer Service Centre is exciting. It will provide better visibility of the experiences of customers who may engage with multiple parts of MBIE and across our regulatory systems. The recent changes across MBIE also brought more of our customer channels together and gives us an opportunity to see customer journeys across our channels. These proposed changes to the Service Centres are a natural extension of this MBIE-wide focus.

As detailed throughout this proposal, bringing the two Service Centres together requires some structure changes to the leadership teams however the potential impact to our CSA and Senior CSA roles is limited and for some may result in no change or a change in people leader only. We recognise that this may still feel like change to people, and we will manage how we do that as part of the

transition should the change go ahead, to ensure we make this work for everyone.

It is important to note that this proposal does not detail how the proposed new MBIE Customer Service Centre would work. It focuses on the leadership roles, and should the proposal go ahead, the new leadership team would work with their people on the best way to bring the intent of the change to life. This is called leader led change.

Our purpose remains the same: make it easy for people to do the right thing and we can do that in a more holistic and integrated way by bringing our Service Centres together.

#### **Operations Leads**

The proposed Regional Manager roles will have more of a strategic focus as part of the MBIE Customer Service Centre leadership team. To support them in delivering operations on the ground, I am proposing to establish three Operations Leads roles. This has been trialled in Porirua and Christchurch and works well. The Operations Leads will still manage people, but will have smaller teams, allowing them time to support the Regional Manager and work with the cohort of Team Leaders in each region.

#### **Taking all lines**

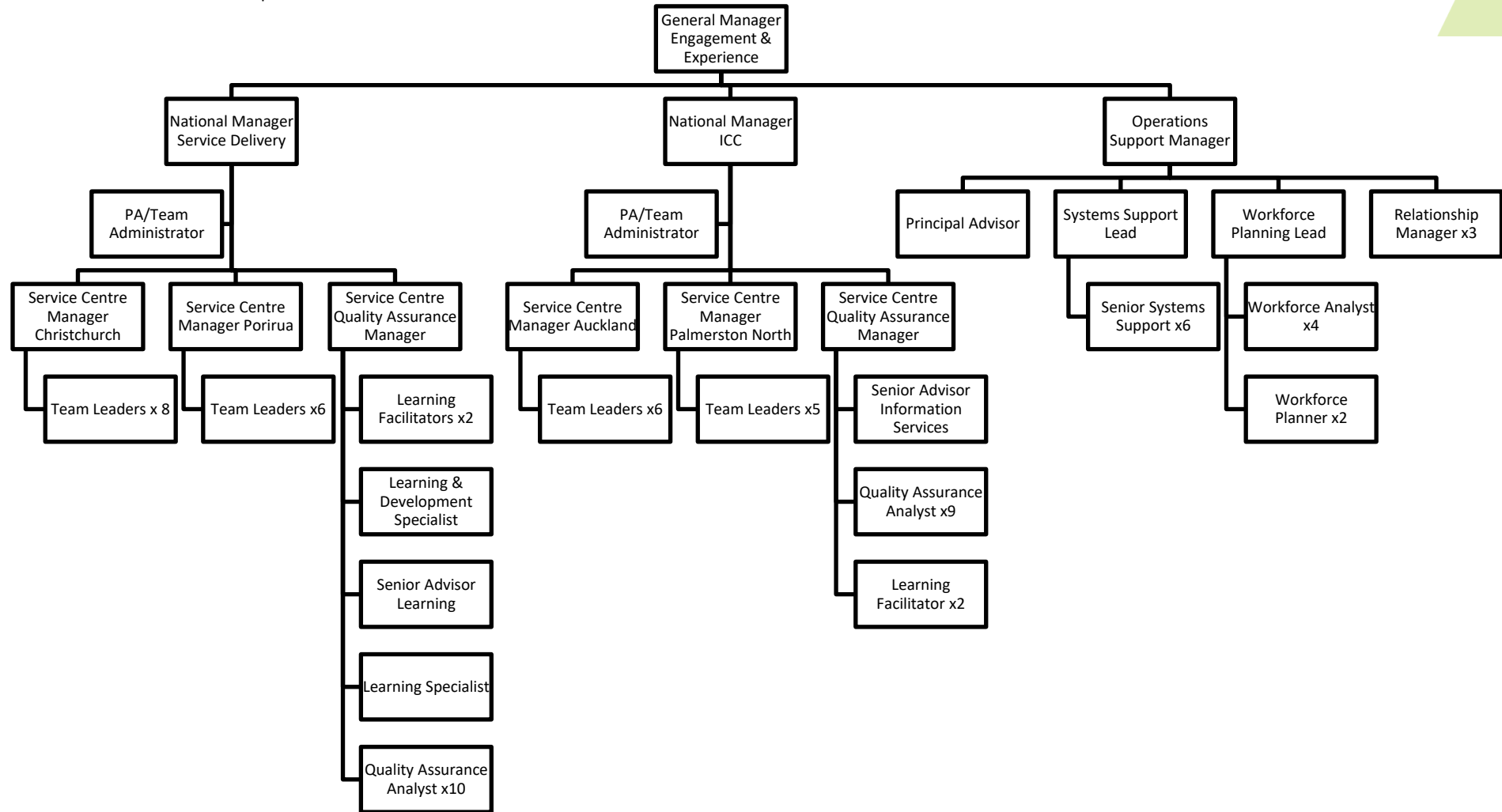
We are proposing that each Regional Manager would have teams that work on all of our lines; so there will no longer be any sites that just take Immigration calls or Service Delivery calls. We have seen the success of this approach in Christchurch and Porirua. However, it is challenging to blend these teams when they each perceive that they work for a different manager/team.

Having each centre carry all lines means we would have more flexibility and better business continuity e.g. if one site is out of action, there will be plenty of support during times when we need it most. This will also allow us to build additional capacity or surge capacity if we need it.

**[Chart 2](#) on page 13 outlines the new proposed leadership structure for the MBIE Customer Service Centre**

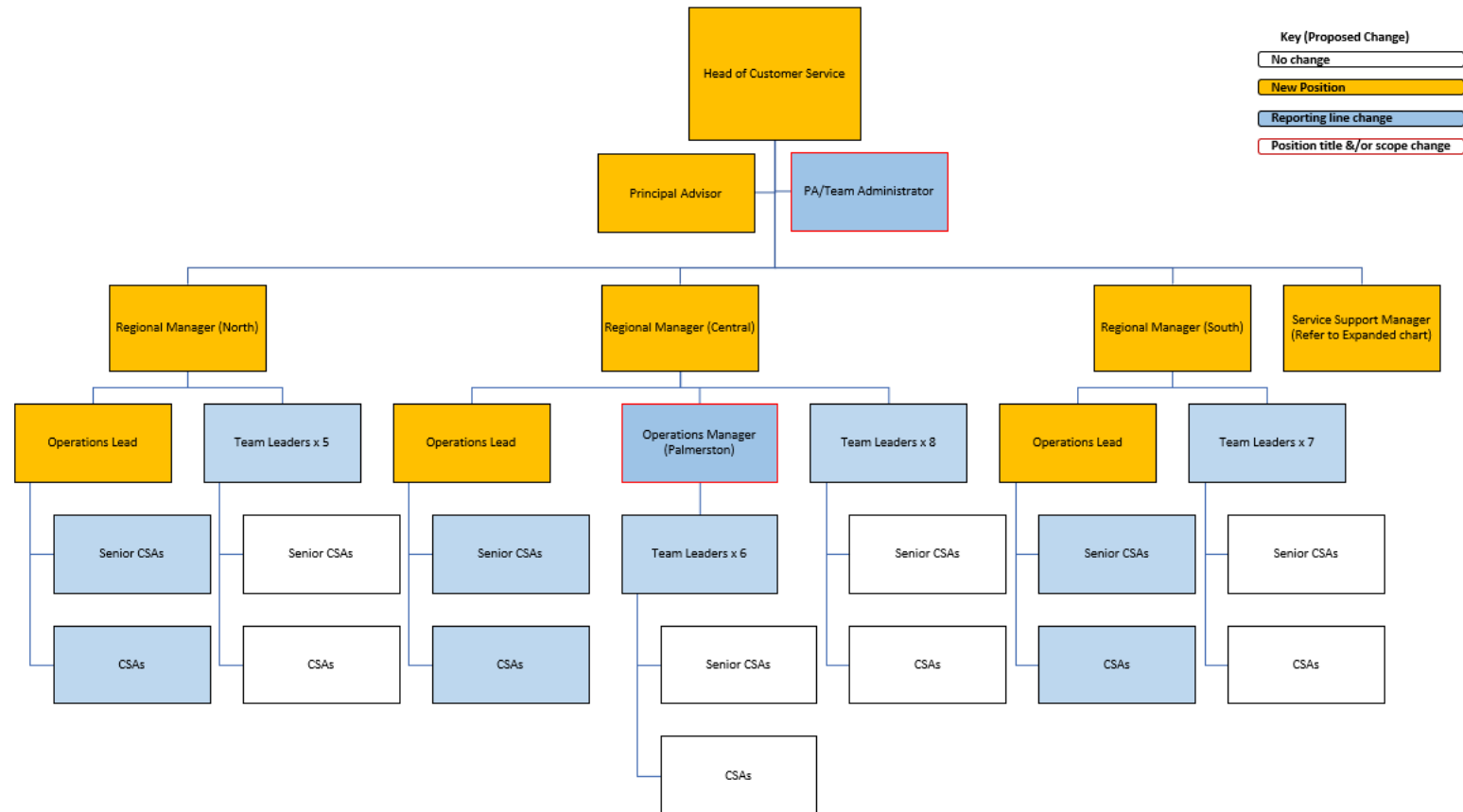
## Chart 1: Current Service Centre Leadership Teams

Below shows the current leadership structure for the two Service Centres.



## Chart 2: Proposed structure for MBIEs Customer Service Centre

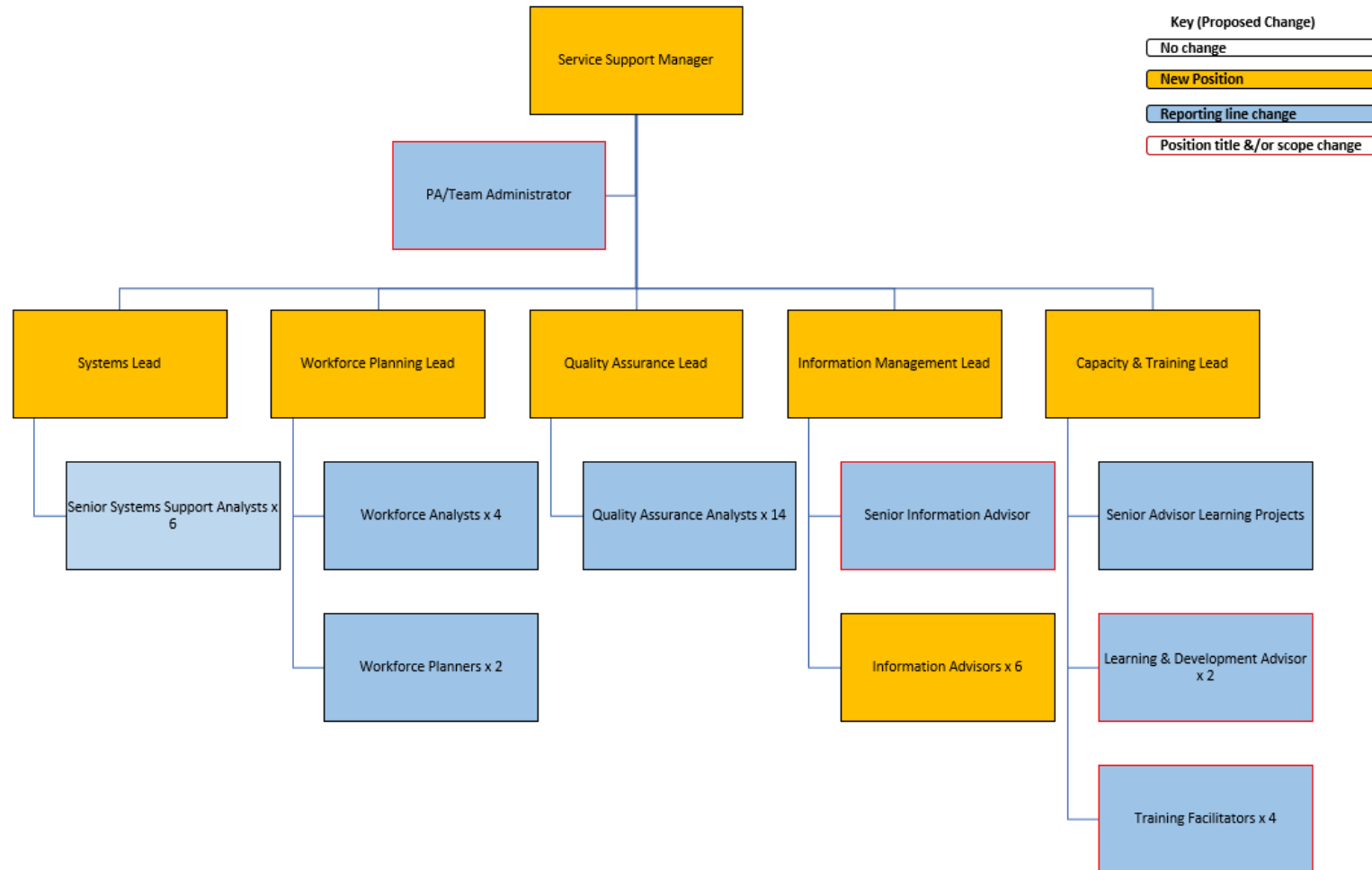
Below shows the proposed new Service Centre structure. More details of the changes and impacts are contained within this consultation documentation.



Please note the distribution of FTE of CSA and Senior CSA will be confirmed in the final decision document.

## Chart 2: Proposed structure for MBIEs Customer Service Centre (Cont.)

More details of the changes and impacts are contained within this consultation documentation.



# Proposal 2: Service Support

## Summary of proposed changes

Ref.	Proposed change
3A	Establish Quality Assurance Lead
3B	Establish Information Management Lead
3C	Establish Capacity & Training Lead
3D	Establish Systems Lead
3E	Establish Workforce Planning Lead
3F	Establish Information Advisors x 6
3G	Disestablish Manager, Operations Support
3H	Disestablish Principal Advisor, Operations Support
3I	Disestablish Service Centre Quality Assurance Manager x 2
3J	Disestablish Systems Support Lead
3K	Disestablish Workforce Planning Lead
3L	Change in reporting line for PA/Team Administrator

### Service Support

I am proposing to create a new Service Support team. This team is proposed to deliver all the activities that support the running of the MBIE Customer Service Centre, supporting the Regional Managers to manage the people and operations. I also want to ensure the support functions work in a more integrated and consistent way and they should have an equal say around the MBIE Customer Service Centre leadership table.

The Service Support team would also need to ensure close working relationships with central support functions such as, People & Culture, Digital Data and

Insights (DDI) and the representatives of those companies that support the Service Centre e.g. One NZ and other external vendors.

The purpose of this proposal is to realign the roles in this team to work collaboratively and have visibility of each other's functions and to work as part of one Operations team.

### Workforce Planning

Within this proposal the aim is not to change the accountability of this team; but to instead lift the role they have to provide more leadership on making sure we have the right people in the right place at the right time to deliver our services.

We want to do that in a people-centric way, making sure that every CSA has regular catch ups with their Team Leaders; that each team meets regularly; and that our CSAs have enough to time to read the things they need to read and get together for engagement activities. We also want to make sure they can take leave.

We need clearer roles and responsibilities, processes and reporting and for these to be consistently applied across all our teams. This will allow for new ways of working which are currently being developed with the Service Centres. Due to the change in scope of this role, as reflected by an increase to the Step Range of the role, I am disestablishing the current Workforce Planning lead role and creating a new role with a new position description under the same title.

### Systems Support

I am proposing to create a new Systems Lead position which would be the Product Owner for our technology, and work with the owners of other related systems to ensure the systems operate together and ensure the team is trained. With this proposal the aim is not to change the accountability of this team; but to instead lift the role they have.

This position will ensure we have great relationships with our business partners' systems teams, external partners and vendors, and Digital Data and Insights. They would ensure that we have good knowledge of our systems environment both now and into the future and that we have clear business requirements for change and a planned approach for future needs and investment.

There is also the opportunity to review over time how our business partners manage their systems and ensure a consistent, best practice approach. For example, we provide systems support for INZ through a Senior Technical line; activity that other MBIE business partners manage themselves.

It will also allow this role to work across Engagement & Experience to identify where technology can help improve the customer service or our channel engagement work.

Due to the change in scope of this role, as reflected by an increase to the Step Range of the role, I am disestablishing the current Systems Support lead role and creating a new role with a new position description under the same title.

### **Quality and Information Management**

I'm proposing to disestablish the two Service Centre Quality Assurance Manager roles and create a new Quality Assurance Lead role and an new Information Management Lead role to manage this work consistently across the one centre.

We need to have clear consistent processes on how new information comes into the MBIE Customer Service Centre; how our people are informed, advised and trained to keep up to date with changes; how we assess how well the knowledge has been retained; how we manage/store the information for accessibility; and how we provide feedback to our people and business partners.

These teams would allow us to ensure our people have the information and support they need and that our business partners know we are delivering a quality service. The new Leads would carry out a review of how we do quality and information management across one centre ensuring consistency of processes.

The Service Delivery Service Centre currently holds and maintains ISO certification for their operating processes as part of their Quality Management System. It is envisioned that the scope of the ISO certification and Quality Management System be extended to drive consistency of operational best

practice across the entire proposed new MBIE Customer Service Centre. This would be a future piece of work, but something we can do with these teams that are sufficiently resourced to perform those functions.

We would need to do more analysis on how many people we need to carry out each function. We have indicated in Chart 2 how many people we think we need for each function. We are proposing to split the current 20 FTE Quality Assurance Analyst into 14 Quality Assurance Analysts and create 6 new Information Advisors. We would give our current QA and Information Management people the opportunity to express an interest in the function they would prefer. We are also aware that each Service Centre manages Quality differently, so we welcome any feedback on the proposed approach and suggestions for improvement.

### **Recruitment, capacity, and training**

Over the last year, our Team Leaders have seen the benefit of having dedicated support for recruitment, and as part of the recent MBIE change we saw learning and development capability come from the centre into Engagement & Experience branch. This signals the importance of having these specialised resources within the Service Centre space to ensure real time support where it's needed most.

I therefore propose to formalise this dedicated support by creating a Capacity & Training Lead to continue to grow this support. They will ensure recruitment is aligned to our site strategy, our forward plan and that our people have good induction and training plans in place.

We would continue to drive the work of the central MBIE team dedicated to Service Centre recruitment against a recruitment strategy.

This role would also ensure our training and learning and development is consistent and fit for our purposes, working closely with the central MBIE team.

**These proposed changes can be seen in [Chart 2 \(Cont.\)](#) above page 14.**



# Proposal 3: Customer Experience – Relationship Managers

## Summary of proposed changes

Ref.	Proposed change
4A	Change in reporting line for Relationship Manager x 3

### Role of the Customer Experience team

I am proposing that the Relationship Managers move to report to the Manager Customer Experience.

This proposed change would allow them to work closely with our business partners at an Engagement & Experience level rather than just a Service Centre level. This would allow Engagement & Experience to have strategic relationships with our MBIE colleagues, while also being able to direct to more specific help across the Engagement & Experience branch.

Nearly half of our calls into both Service Centres are the result of customers not being able to find information or help themselves online. The Customer Experience team has done some outstanding work helping our business partners understand where customers are struggling.

The Customer Experience team and Pou Whakatairanga will have a view across both the Information & Education team and the proposed new MBIE Customer Service team.

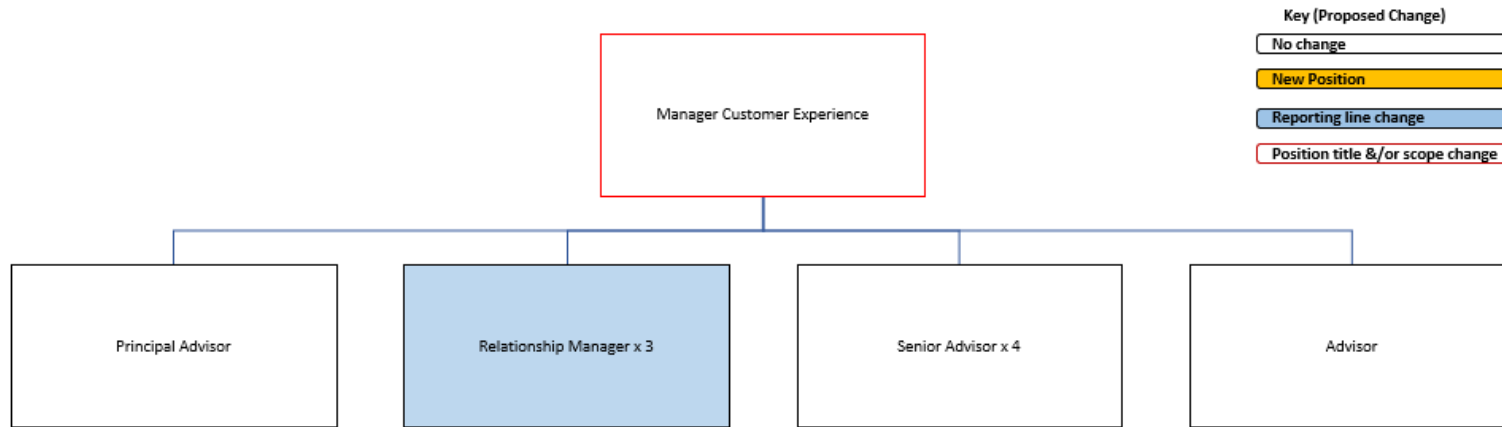
The relationship managers will be navigators across Engagement & Experience. They will work with all teams to bring customer needs and insights to our business partners; and also bring our business partners' plans and projects into the branch.

I am proposing that the Customer Experience team will also have a role to understand how our technology can support a good customer experience.

The Customer Experience team will work with our business partners to identify what improvements they can make to the customer experience based on Engagement & Experience's data and insights.

### Chart 3: Proposed structure for Customer Experience

Below shows the Customer Experience team structure with the proposed Relationship Managers move.




## Summary of Proposed Changes

To create one centre of expertise across MBIE's Customer Service Centre functions, the following changes are proposed to the leadership teams:

1. A new **Head of Customer Service** is proposed to lead the new combined team, bringing together of the current two Service Centres. This proposed change recognises bringing together the accountabilities and responsibilities for the two current **National Managers** which means these roles are proposed to be disestablished.
2. A new **Principal Advisor** reporting to the proposed Head of Customer Service. The Principal Advisor will assist the Head of Customer Service with ensuring the vision for one MBIE Customer Service Centre is realised.
3. Three Service Centre Managers are proposed to be disestablished and the establishment of three new **Regional Managers** are proposed to lead teams geographically spread across the country. These roles would cover North, Central and South geographic operational areas and recognises the expansion of scope beyond the current roles. Each region will carry all of our lines to ensure we have good business continuity, that our people have better career options and that we can recruit effectively.
4. Three new **Operations Leads** are proposed to help support these three new Regional Managers. These Operations Leads are proposed to support the Regional Managers with on-site support, including guidance and support to Team Leaders. These Operations Leads will still lead a team, however, they will have smaller teams – approximately 2 Senior CSAs and 4 CSAS - to ensure they have enough capacity to drive delivery alongside their Regional Manager.
5. A proposed change in position title and reporting line for the current Service Centre Manager located in Palmerston North to **Operations Manager**, reporting to the Regional Manager, Central to lead the Team Leaders located in Palmerston North and provide strong leadership support to the Regional Manager (Central).
6. A change in reporting line for the **Team Leaders**. For those located in Palmerston North, the proposed change is to report to the Operations Manager. For the other locations, the proposed change is to report to the Regional Manager.
7. A new **Service Support Manager** is proposed to report to the Head of Customer Service and lead all the teams who support operations and will ensure our people have the necessary skills and tools in order to effectively deliver for both our customers and our business partners. This team is critical to ensure the successful delivery of our services. The creation of this position means the Manager, Operations Support is therefore proposed to be disestablished. The role of Principal in the Operations Support team will also be disestablished.
8. The new **Workforce Planning Lead** is proposed to lead a team responsible for ensuring our people are in the right place at the right time to deliver for our customers. With the bringing together of the two Service Centres, this new role will have an important future focus around understanding how best to optimise our workforce planning and drive consistency of approach across one Service Centre. The creation of this position means the current Workforce Planning Lead is therefore proposed to be disestablished.

If the proposed change goes ahead, the Regional Managers will work with the Operations Leads and our people on who is in their team and who will be moved to another team.

- 
9. The new **Systems Lead** is proposed to lead a team responsible for ensuring all of our systems and tools are fit for purpose today, and into the future. The new role will adopt the Product Owner role for Genesys Cloud and work closely without our vendors and DDI. This team will also play a technical support role and ensure issues with business systems are reported to them. This role will work across Engagement & Experience as required to support all of our technology, systems and tools. The creation of this position means the Systems Support Lead is therefore proposed to be disestablished.
  10. A new **Quality Assurance Lead** and a new **Information Management Lead** is proposed. This will ensure a better delineation between quality assurance and information management functions and will ensure our people have the right information easily available and that there is a consistent view on how quality is measured to drive ongoing support to CSAs and our business partners. The Quality Assurance Lead will also be responsible for the Quality Management System/ISO certification practices to drive consistency of operational best practice across one Service Centre. Similar to the Workforce Planning Lead, this role will have an important future focus and drive consistency of practice. The creation of the Quality Assurance Lead and Information Management Lead positions means the current Service Delivery Quality Assurance Managers are therefore proposed to be disestablished.
  11. **6 newly created Information Advisors.** Some of our Quality Assurance Analysts focus on ensuring our knowledge bases support the successful delivery of our services. This involves liaising with our business partners and ensuring information and ongoing changes are managed and maintained efficiently. These roles would come from our current QA and Information management teams and would see a reduction in the number of Quality Assurance Analysts in order to ensure the creation of these Information Advisors is FTE neutral.
  12. A new **Capacity & Training Lead** is proposed to lead a team responsible for ensuring we have the right people in the right place at the right time, and that our Learning & Development and training supports our people to succeed. This role would work closely with the corporate centre and our People & Culture business partners.
  13. The **Relationship Managers** are proposed to move to the Customer Experience team and manage relationships with our business partners at an Engagement & Experience level i.e. across the Service Centres and Information & Education teams.
  14. A change in reporting line for Senior Advisor Learning Projects. A change in reporting line and position title for the Learning & Development Specialist and Learning Specialist to Learning & Development Advisors as well as the Learning Facilitator to Training Facilitators. These roles will all report to the newly established **Capacity & Training Lead**.
  15. A change in reporting line for **PA/Team Administrators to either the newly established Head of Customer Service or Operations Support Manager**.
  16. The following roles are proposed to be disestablished;
    - a. National Manager Service Centre x 2
    - b. Manager, Operations Support
    - c. Service Centre Quality Assurance Manager x 2
    - d. Service Centre Manager x 3
    - e. Principal Advisor (Operations Support)
    - f. Workforce Planning Lead
    - g. System Support Lead

## Embedding the Change (Implementation Plan)

This proposal aims to further MBIE's desire to bring relation functions together in order to use our skills, experience and capabilities and effectively as possible to drive consistent and fair outcomes for our customers and business partners.

In order to truly realise this vision we must leverage existing relationships and connections whist we establish our future ways of working.

It is important to stress that with the proposed creation of one MBIE Customer Service Centre, should this change proceed as outlined within this document, day one may not necessarily look or feel any different. Individuals will continue in existing locations and systems and process won't change overnight. This is an acknowledgement of the significant amount of activity and detailed planning required to get to day one successfully and then beyond.

Should the role be established as proposed, the new Head of Customer Service will need support in order to bring together the two existing Service Centres, whilst ensuring we continue to deliver. My expectation is that the Head of Customer Service will communicate regularly on the progress of implementing any changes that are made. They will provide opportunities for engagement and input through the process where appropriate.

As part of this consultation, I would welcome feedback detailing what things you could see as worthy of inclusion in the proposed Head of Customer Service's 90-day plan. What are some of the big rocks that need to be lifted to truly realise the vision of one Service Centre. I'd also love to hear of any potential solutions to these rocks. I'm sure the solutions are out there so please feel free to speak up.

## Proposed New Roles

The following table details the purpose of the proposed new positions. Position Descriptions are available in the separate PDF provided together with this consultation document.

Role Title	Proposed FTE	Position Reports to	Role focus	Indicative Banding
<b>Head of Customer Service</b>	1	General Manager, Engagement & Experience	Lead the Customer Service Centre, ensuring that we can deliver today, and into the future including options to bring new services in to support MBIE. Work as part of the Engagement & Experience leadership team to ensure a strategic and joined up approach to our customer engagement and experience.	21F
<b>Principal Advisor</b>	1	Head of Customer Service	Support the Head of Customer Service providing them with advice and assurance over the effective delivery of our services and projects.	V
<b>Regional Manager</b>	3	Head of Customer Service	Ensure a people-centred approach to leadership of our operational teams. Work as part of the Service Centre leadership team to ensure a consistent approach across the country. These roles will be located in Auckland, Porirua & Christchurch.	X
<b>Operations Manager</b>	1	Regional Manager (Central)	Lead the Team Leaders within Palmerston North and work closely with the Regional Manager Central.	V
<b>Operations Lead</b>	3	Regional Manager	Provide on-site support to the Regional Manager. Provide support to our new Team Leaders and work with L&D to ensure our team leaders are set up for success.	R
<b>Service Support Manager</b>	1	Head of Customer Service	Lead all the functions that support our Customer Service Centre ensuring our people can deliver an excellent service every day.	X
<b>Workforce Planning Lead</b>	1	Service Support Manager	Lead the development and delivery of our workforce planning function. Ensure our workforce planning is aligned to best practice and that we are consistent across the Customer Service Centre.	V

Role Title	Proposed FTE	Position Reports to	Role focus	Indicative Banding
			Work in partnership with our team leaders to ensure we have the right people in the right place at the right time, and the supply of appropriate workforce management reporting.	
<b>Systems Lead</b>	1	Service Support Manager	Lead a team responsible for managing all of our Service Centre systems and tools. The Systems Lead will adopt the Product Owner role for Genesys Cloud. This role will also work across Engagement & Experience as required to support all of our technology, systems and tools.	V
<b>Quality Assurance Lead</b>	1	Service Support Manager	Lead team of quality assurance analysts ensuring Service Centre has the right information and is assessed on delivering that information against business requirements. Maintain the ISO certification and Quality Management System.	R
<b>Information Management Lead</b>	1	Service Support Manager	Lead team of information advisors ensuring the Service Centre has the right information at the appropriate time to ensure delivery of that information against business requirements. This team is also responsible for the management of the Service Centres knowledge base.	R
<b>Information Advisors</b>	6	Information Management Lead	Ensures the Service Centre has the right information at the appropriate time to ensure delivery of that information against business requirements and maintenance of the Service Centres knowledge base.	J
<b>Capacity &amp; Training Lead</b>	1	Service Support Manager	Leads team that supports our recruitment, learning and development and training.	V

## Summary of proposed changes by role

The following table details the proposed impacts on positions.

Position Title	Proposed change
Disestablish National Manager, Service Centre	Disestablished
Disestablish National Manager, Service Delivery Service Centre	Disestablished
Manager, Operations Support	Disestablished
Service Centre Managers (Auckland, Porirua & Christchurch)	Disestablished
Service Centre Quality Assurance Manager x 2	Disestablished
Principal Advisor (Operations Support)	Disestablished
Systems Support Lead	Disestablished
Workforce Planning Lead	Disestablished
Service Centre Manager (Palmerston North)	Change in reporting line to Regional Manager (Central) and change in position title to Operations Manager (Palmerston North)
Team Leaders (Located in Auckland, Porirua & Christchurch)	Change in reporting line to Regional Manager
Team Leader (Located in Palmerston North)	Change in reporting line to Operations Manager (Palmerston North)
PA/Team Administrators x 2	Change in reporting line to Head of Customer Service or Service Support Manager
Relationship Manager x 3	Change in reporting line to Manager Customer Experience



<b>Position Title</b>	<b>Proposed change</b>
Senior System Support Analysts x 6	Change in reporting line to Systems Lead
Senior Information Advisor	Change in scope and reporting line to Information Management Lead
Quality Assurance Analyst x 14	Change in reporting line to Quality Assurance Lead
Senior Advisor Learning Projects	Change in reporting line to Capacity & Training Lead
Learning & Development Specialist	Change in reporting line to Capacity & Training Lead and change in position title to Learning & Development Advisor
Learning Specialist	Change in reporting line to Capacity & Training Lead and change in position title to Learning & Development Advisor
Learning Facilitator x 4	Change in reporting line to Capacity & Training Lead and change in position title to Training Facilitator.
Workforce Analyst x 4	Change in reporting line to the Workforce Planning Lead
Workforce Planner x 2	Change in reporting line to the Workforce Planning Lead
Client Services Advisor	May be some reporting line changes depending on location. No position scope change
Senior Client Services Advisor	May be some reporting line changes depending on location. No role position change
Manager Customer Experience	Change in scope to including 3 additional direct reports (Relationship Managers)

## Key points about the proposed change

There is a lot of information in this document and we encourage everyone to read it thoroughly. Below summarises some key points people may have:

- This will not be one Service Centre taking over the other; we will be building a new Customer Service Centre based on best practice currently found in either centre and from beyond MBIE.
- This proposed change is **not** about reducing the number of people we have; it is about combining both centres and putting a good leadership structure in place.
- CSA and Senior CSA roles are not proposed to be significantly impacted; for Team Leaders and some CSAs and Senior CSAs it may involve a change in people leader. This will still feel like change to people, and we will manage how we do that as part of the transition should the change go ahead to ensure we make this work for everyone.
- Under this proposal, if you're taking Immigration or Employment calls now, you would continue to take Immigration or Employment calls – but in future, should you want to change and broaden your skills, it will be easier for you to do that and broaden your knowledge across MBIE. Over

time the Head of Customer Services and their broader leadership team will be looking at whether our queues are grouped together in a way that makes sense to our business partners and customers.

- This proposal does not detail how the proposed new MBIE Customer Service Centre will work. This proposal focuses on the structure of leadership roles, and should the proposal go ahead, the new leadership team would work together with their people on the best way to bring the intent of the change to life. This is called leader-led change.
- New ways of working will take time and things won't look much different on day one. We know each Service Centre has different ways of doing things and this document does not outline how this will be resolved. The expectation is that the proposed new leadership team would identify best practice and apply it consistently over time, working closely across sites to manage any change.
- We won't be introducing non Immigration lines into Auckland and Palmerston North on Day 1, but that is the intention of this change to ensure that all sites are fully blended like Christchurch and Porirua.

## Support through Change

We recognise that change may be difficult and encourage you to reach out to your support network as well as taking advantage of the resources available to you, including:

### Wellbeing support

- Your people leader
- Our Employee Assistance Programme (EAP) provides external support for both work and personal issues ([Home | EAP Services Limited](#), 0800 327 669 or via the app)
- Your union delegate or representative can provide you or your people support through change ([Unions | HR](#))
- The Wellbeing, Health and Safety Team ([safetyandwellbeing@mbie.govt.nz](mailto:safetyandwellbeing@mbie.govt.nz))
- Groov webinars and app ([Wellbeing, health and safety | The moov to Groov](#))
- 1737 – Access free counselling services through the national telehealth service

- Te Puna Ora – Our one-stop shop for all things wellbeing related. Ensuring we all feel supported across the four pillars of work, social, mental and physical health. Go to My Dashboard – Te Puna Ora (<https://mbie.vitalityhub.co.nz/>). This can be accessed remotely using your MBIE login details

### Learning support

- Learn@MBIE which holds all of MBIE's learning content in one place. Access it via [Learn@MBIE](#).
- Specifically, the '[Change](#)' learning module on Learn@MBIE is highly relevant.
- Percipio, the world's largest online library. Access it via [Percipio](#), select 'team/enterprise subscription' and then enter 'MBIE' in the Site Name field.

### Career development

- MBIE's [Career Services](#), through EAP, can assist with general career advice and is available for self-referral (employee-led). This also includes budgeting and financial advice, personal development and coaching, and personal legal advice

## Proposed change process

Consistent with MBIE's employment agreements and recruitment policy, the following summarises the proposed change process (including reconfirmation, reassignment, selection, and redeployment processes) which would apply to any changes confirmed as a result of this consultation process.

### Reconfirmation

As part of the consultation process your substantive position may be proposed to be 'reconfirmed'. In these circumstances your substantive position in the proposed new structure is substantially the same as your current substantive position and you are the only person able to be reconfirmed to the role. Examples include change in reporting line, title, change in tier, and minor changes in work content.

For reconfirmation to apply:

- The position description you are being reconfirmed into is the same (or substantially the same) as what you currently do, and
- Salary and other terms and conditions for the position are no less favourable, and
- Location of the position is in the same local area (note: this need not necessarily mean the same building and/or the same street).

If your substantive position is reconfirmed as part of the final structure, you will not need to take any action as you will automatically be reconfirmed into the position.

### Contestable reconfirmation

Contestable reconfirmation applies where there is a reconfirmation opportunity but there are more employees who could be considered for reconfirmation than the number of positions available in the new structure.

In this situation we will use a contestable selection process to determine who is the best fit for the role.

### New positions

All new positions that are not filled via reconfirmation, will be advertised internally first to employees across MBIE affected by change via an expression of interest (EOI) process.

Where the specialised nature of a role requires it to be advertised externally in parallel, this will be specified as part of the proposal and decision pack along with the supporting rationale. First consideration will always be given to affected employees over other applicants subject to them meeting the suitability requirements of the position.

### Closed EOI

In the proposal there are specific teams where we are seeking to adjust the current makeup of the teams by reducing the number of certain positions to enable the proposed establishment of new positions. In the scenarios as listed below, a closed EOI process will be used. This means that only certain positions will have the ability to express their interest in the roles available. We will be seeking your preference by way of an EOI form for the roles below;

- PA/Team Administrator can express interest in the PA/Team Administrator reporting to the Head of Customer Service or PA/Team Administrator reporting to the Service Support Manager.

- Team Leaders can express interest in the Operations Lead position or the Team Leader position. This will be further ring-fenced to the region your Team Leader role is located in. I.e a Central Team Leader may only express interest in the Operations Lead position reporting to the proposed Regional Manager (Central).
- Quality Assurance Analysts can express interest in the Information Advisor positions or the Quality Assurance Analyst position.

## **Reassignment – selection and expression of interest (EOI) process**

If, following the consultation process, you are confirmed as being significantly affected by any of the confirmed changes you will have the following available options and responsibilities:

- Express an interest in available positions within the confirmed structure that you are suitably qualified for by submitting an EOI form, and/or
- Apply for any other existing MBIE vacancies that you are suitably qualified/experienced for. This can be done via the MBIE website.

You will be considered an affected employee if you are permanently employed in a position that is:

- to be disestablished;
- to be changed to the extent that it cannot reasonably be considered as the same position or a substantially similar position; or
- subject to a significant location change outside of the current local area.

Please note that you will not be considered affected if your substantive position only has a change in business group, branch, reporting line, job title, tier, or work location (within the 'same local area' or region).

To participate in an EOI process you will need to submit an EOI form which will ask for the position/s you are interested in and to outline your capabilities and relevant experience against the requirements of the position/s. A CV will be required as part of any EOI submission. You may also provide additional supporting information as part of your EOI, whether this be a Covering Letter, or other additional information such as location preference. However, please note that this is not mandatory.

Once the EOI and/or advertisement period closes, all submissions will be shortlisted against the position criteria as set out in the position description (such as the knowledge, skills, experience, and behavioural competencies required).

Where applicable, a panel interview will be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the key accountabilities and person specifications as outlined in the position description. Action will be taken to minimise the number of interviews that any affected employee is asked to attend, i.e., combining panels where appropriate for employees who have an EOI for multiple vacant roles.

For some positions, additional selection tools may be appropriate, including:

- Consideration of employee's length of service within an MBIE position.
- Presentation and/ or role specific testing.
- A reference check from the current people leader.

All applicants will be advised if additional selection tools are required.

There may be limited circumstances where a new position that is created is so aligned to a person's position that has been disestablished, that reassignment must occur to that position without the need for a contestable process.

## **Selection and recruitment timeline**

Timeframes will be designed to enable recruiting People Leaders (existing and new where applicable) to lead the shortlisting and selection processes for their teams.

Timelines for each phase of recruitment will be set out in advance and recruiting People Leaders will be expected to treat this as a priority. The purpose of this is to ensure that processes are coordinated where they need to be and completed in a timely way.

## **Redeployment**

If you wish to apply for any other existing MBIE vacancies (i.e., vacancies that are being advertised separately to this change process), this can be done via the MBIE careers site at any stage.

If you are considered an affected employee, this will need to be indicated as part of your application as first consideration will always be given to affected employees over other applicants subject to them meeting the suitability requirements of the position. Where applicable, a panel interview will be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the key accountabilities and person specifications as outlined in the position description.

## **Review process**

If you disagree with the application of this process, including for example your reconfirmation or direct reassignment into a position as part of the final structure, you have the right of review. This process is set out in your employment agreement. You are encouraged to raise any concerns with your people leader at the earliest opportunity so these can be worked through with you on a case-by-case basis.

## **Secondments and acting arrangements**

If you are currently on secondment or acting in a different position, there may be potential changes proposed for that position as well as your permanent substantive position. However, you will only be considered an affected employee if your permanent substantive position is significantly impacted.

It is intended that people will continue in their temporary position until the end of the term currently in place unless otherwise advised.

## **Process for casual and fixed term employees**

Casual and fixed term employees, by the nature of their employment agreements, will not have access to the change processes set out above.

Upon completion of the change management process for affected permanent employees, any remaining vacant positions in the new structure would be openly advertised through standard recruitment and selection processes and any casual or fixed term employees would then be able to apply.