

# Preparing MBIE's Service Centres for the Future

## FINAL DECISIONS FOR CHANGE

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OCTOBER 2023

# General Manager Foreword

Kia ora tatou

Together Te Whakatairanga Service Delivery plays a vital role in ensuring New Zealand has Fair Markets that Thrive. Our customers drive our focus. We want to make it easy for people to be informed and educated on their rights and responsibilities so they can make good decisions.

Our people and our customers are at the heart of everything we do, and we remain committed to ensuring we are best set up to support them, while meeting the challenges and embracing the opportunities that lie ahead.

Deciding to implement change is not a decision that is taken lightly. We knew organisational change would be a complex undertaking that would impact many people and their mahi. It was important to me that everyone had an opportunity to have a voice in this process.

My goal for Engagement and Experience has always been how we can best strengthen the mahi to become more customer-centric and to support our regulatory systems to ensure easy, efficient, and effective delivery of better outcomes for Aotearoa New Zealand.

I appreciate the time and effort that went into engaging with these changes. The feedback has been fantastic, both in quality and quantity. We received 118 pieces of feedback across many different platforms such as direct emails, face-to face discussions, “Ask Me Anything” sessions and OfficeVibe.

This change process has given us the opportunity to look inside both service centres to see how we could strengthen our combined impact for our customers and maximise the scale of our shared leadership.

We also wanted to continue to strengthen the reach and effectiveness of MBIE’s customer service channels. All MBIE regulatory systems rely on us to help our customers make informed decisions about their rights and responsibilities.

Creating an MBIE Customer Service Centre of expertise within Engagement & Experience will allow us to combine our capability and focus on integrating our customers and channels and driving consistency in our customer experiences and our ways of working.

This will enable us to maximise our impact to not only strengthen our capabilities but offer increased career opportunities to our people.

This document now represents the final decisions made on the organisational changes relating to MBIE’s Customer Service Centre and how we have changed to ensure we strengthen our impact for our customers and our people.

Thank you all again for your input and passion – it has all been considered and helped shape our final decisions.

Overall, there was support for the proposal and most people saw the potential. Even the few who didn’t support specific elements of the proposals, did agree that change was required if we are to realise the intent behind Engagement and Experience.

You told me that you understood my vision of where we need to go and that the document was consistent with how I had been articulating the need for change. However, you pointed out some areas you wanted me to consider.

As I said in the consultation document, the work to realise the intent of this change will be leader-led and you will all get the opportunity to build that new future and new ways of working.

I believe the final decisions will provide for an improved path forward and will enable us to provide better levels of support for the team, our business partners, and our customers.

Ngā mihi

**Suzanne Boslem, General Manager**

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## How to read this document

The purpose of this document is to outline the final decisions that have been made following consultation on the proposal to create a new MBIE Customer Service Centre, bringing together the two current Service Centres and the Operations Support teams, within the Engagement and Experience branch.

The final decision document is divided into sections, one for each change proposed. Within each section there is a summary of feedback and the decisions made, including:

- Why change was proposed
- Your feedback on the proposal
- Summary and responses to your feedback
- Confirmed changes.

### Understanding change to your position

You can see the confirmed changes to your position by reading through the final decisions and viewing the new organisational charts. At the end of the document there is more detail about the confirmed changes to individual positions and new positions.

### How does this affect you?

If the change directly impacts your position, you will receive a letter confirming how you are impacted by the final decisions and what the next steps are.

### Change process

Find out more about MBIE's change process on page 26. This includes the MBIE's expression of interest (EOI) and selection process for affected people.

### Let us know

The information included in this document reflects the organisational structure as recorded in MBIE systems as at 27 September 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).

These decisions have been shared with the Public Service Association (PSA) and the National Union of Public Employees (NUPE).

### Implementation timeline

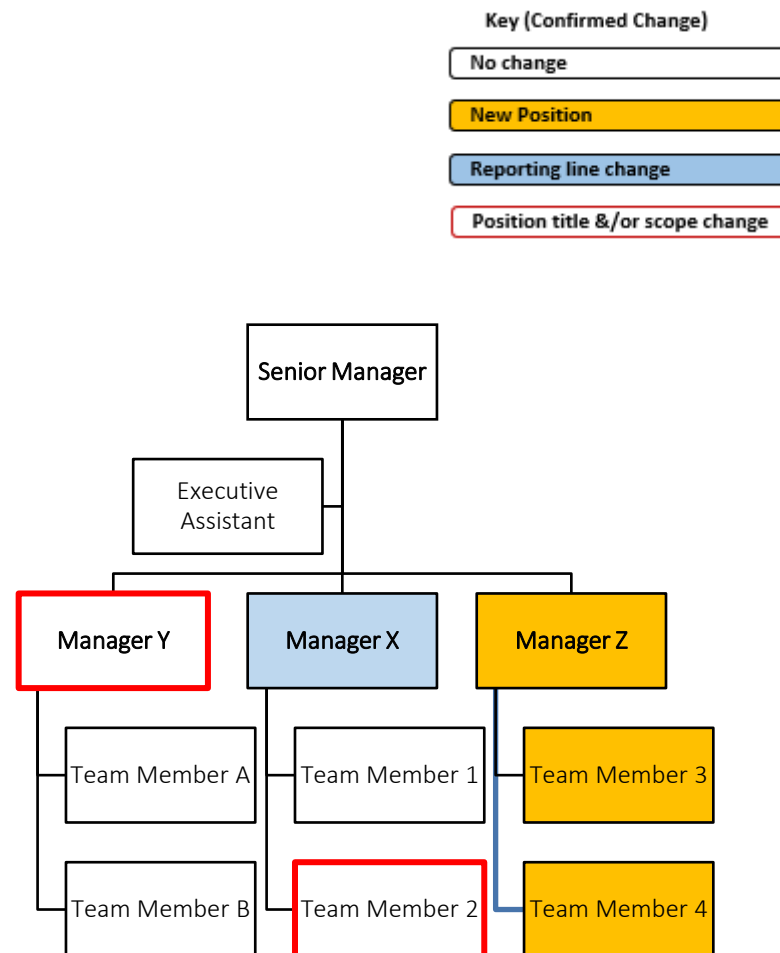
Activity	Indicative Timeframes
Final Decisions confirmed	18 October 2023
Expressions of Interest (EOI) and selection process starts	19 October 2023
'Go-live' date for the new structure	9 November 2023

## How to read organisational charts

The organisational chart is included in this document to help you understand how the agreed changes will look in the future structure. Refer to the colour-coded key to review changes that are confirmed.

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.
- Three new positions have been established: Manager Z, Team Member 3 and Team Member 4.



## Strong support for one MBIE Customer Service Centre

The core purpose of the Engagement & Experience (E&E) branch hasn't changed – our role is to help people and businesses to make informed decisions about their rights and responsibilities. Put simply - we make it easy for people to do the right thing.

There was strong support from our people and from our business partners that combining the current Service Delivery Service Centre (SDSC), Immigration Contact Centre (ICC) and Operations Support team to form a new MBIE Customer Service Centre was the right thing to do.

So we will be proceeding with creating one centre of expertise.

People expressed they could see the benefits of bringing the three teams together. Our customers want to have their queries answered easily and seamlessly. It also offers up new opportunities for our people to work in a more integrated way to support Aotearoa, New Zealand.

You could see that it would also be easier to be flexible in how we operate and give our people more opportunities to work across MBIE. It also opens up the opportunity to bring in different types of work e.g. processing, outbound calling, etc.

We have already seen that working together in the past few years has created better outcomes, and helped us meet the changing expectations customers, stakeholders and our internal business partners have of us. It also helped us meet our own increased expectations of ourselves.

There was great feedback on the proposed structure which you can read below. You could see the intent of the change; but thought there were better ways to do it, or you highlighted where things might not work well as set out in the document. Changes have been made as a result of your feedback.

There was also concern that the identity of each team would be lost. Both Service Centres and the Operations Support team have a strong focus on people, and the new Head of Customer Service will be tasked with creating a culture that builds on what we do well now.

The intent is to bring together the combined strengths of the three teams to create a new national centre of expertise that supports our people, our business partners, and our customers in a more integrated and consistent way.

Everyone will have the opportunity to contribute to the development of that new culture and the new operating model once the new leadership team has been appointed.

The things that will always be consistent are our MBIE values and that we strive to make sure all our people feel safe and well, involved, supported, trusted and a place where they can be themselves.

# Proposal 1 – One MBIE Customer Service Centre

## Why change was proposed

Earlier this year, MBIE made changes across the organisation designed to better prepare the organisation for the future. Within Engagement & Experience, this included creating a centre of expertise for Information & Education.

The change proposal *Preparing MBIE's Service Centres for the Future* had the same change objectives as the recent MBIE-wide change:

- Bring related functions together
- Use our skills, experience, and capabilities better – identify best practice
- Enable better use of data and insights through technology
- Simplify our processes and avoid duplication and unnecessary cost
- Provide opportunities to help people grow and develop career pathways.

By creating one Customer Service Centre we can also bring the recently launched Customer Promise – Te Kī Taurangi, **Simple (Māmā)**, **Safe (Haumarū)**, **Certain (Mārama)**, to life more consistently.

## Proposed structural change

It was therefore proposed that the current Operations Support team, Service Delivery Service Centre and Immigration Contact Centre combine to become the new MBIE Customer Service Centre.

## Your feedback on Proposal 1

Overall your feedback was supportive of the proposal and you recognised what we were seeking to achieve through these changes. It was clear, however, that you were interested in, and focused on, the detail of how this would be operationalised, how potential risks would be mitigated, and what further opportunities or changes might be identified in the future.

Your feedback and ideas have resulted in some changes to the proposed structure. This document will provide you with a good understanding of the final decisions and the resulting changes, and how those decisions will affect you.

Remember, your feedback has been captured and will be taken on board and worked through by the new leadership team as part of a transitioning to new ways of working. This change is predominantly about setting up the structure. The changes needed to create a new centre of expertise will be leader-led and based on your feedback.

The following table summarises feedback we received about Proposal 1.

The final change decision and confirmed organisational chart is on **page 12**.

## Summary of your feedback on Proposal 1

Feedback themes		Response
Establishment of a Head of Customer Service	<ul style="list-style-type: none"> <li>• Most feedback supported bringing together the Immigration Contact Centre, Service Delivery Service Centre and Operations Support under a Head of Customer Service.</li> <li>• There were concerns voiced for the current leaders around their personal future, noting the pivotal roles they play leading their respective teams.</li> <li>• There were concerns that Immigration NZ is too different to other business groups and so the centres should stay separate.</li> </ul>	<ul style="list-style-type: none"> <li>• It is great that there is an understanding of the benefits and opportunities presented by this change and establishing a Head of Customer Service.</li> <li>• We appreciate that change can be unsettling and want to acknowledge the mahi of our current leaders. The new structure will offer new, exciting opportunities to build one MBIE Customer Service Centre.</li> <li>• Engagement &amp; Experience deals with many business partners, both internal and external to MBIE, and there is an opportunity to consolidate best practice in how we engage with them and deliver our service.</li> <li>• Numerous business groups and teams support Immigration system, across TWSD and MBIE.</li> </ul>
Establishment of Regional Teams	<ul style="list-style-type: none"> <li>• Feedback received queried whether it would be better to have two regions, North and South as opposed to the proposed three regions, North, Central and South.</li> <li>• Feedback commented that Palmerston North is large enough to be considered a region in its own right and need not sit under the Central Region team as proposed.</li> <li>• The size of Porirua and the reach of the Regional Manager (Central) was commented on with concern that the proposed structure would not materialise the desire to have these Regional Managers play a strategic role as part of the MBIE Customer Service Leadership Team.</li> </ul>	<ul style="list-style-type: none"> <li>• A three-region model provides a better balance and reflects New Zealand's three main cities. Having two regions would create a similar silo to having two service centres.</li> <li>• Palmerston North is our smallest site and Porirua is our largest site. We want to grow Auckland where there is more office space and a larger recruitment pool. We want to even out the regions over time. There is less scope to grow Palmerston North to a region's size as it's not in a main centre. The Operations Manager and Operations Lead roles will provide additional support to the Regional Manager, Central.</li> </ul>



Feedback themes		Response
	<ul style="list-style-type: none"> <li>• Question as to why the Team Leaders located in Palmerston North were proposed to report to the Operations Manager (Palmerston) whereas other Team Leaders are proposed to report directly to a Regional Manager.</li> <li>• Feedback was received that the Regional Manager role is not substantially different from the current Service Centre Managers.</li> </ul>	<ul style="list-style-type: none"> <li>• The Regional Managers will be expected 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.</li> <li>• The creation of an Operations Manager in Palmerston North recognises the need to have an on-site manager.</li> <li>• Regional Manager roles are larger strategic roles, driving the delivery of best practice, process optimisation, consistent and cost-effective contact centre services across the MBIE Customer Service Centre. These roles will work together to ensure a nationwide, strategic, one team approach on how we deliver our services, both now and into the future. The expectation is that these roles will operate differently to the current Service Centre Managers.</li> </ul>
Creation of the Operations Lead	<ul style="list-style-type: none"> <li>• Overall there was support for the proposed Operations Lead. Feedback was largely targeted towards the 'how' as opposed to the 'why'.</li> <li>• Feedback was received that if they are to truly work alongside their respective Regional Manager, they may not have the time to dedicate to the training and development of a, albeit smaller, team.</li> <li>• There was comment that the Operations Leads need to be provided with more authority in order to help support and guide their region's Team Leaders effectively.</li> </ul>	<ul style="list-style-type: none"> <li>• We acknowledge the feedback on the Operations Lead positions and so the direct reports have been removed from this position. This will allow the Operations Lead to be fully dedicated to supporting the Regional Manager. This change has not affected the proposed sizing which is confirmed as step range R.</li> <li>• While the focus of the Operations Lead will be to improve operational outcomes, the role will need to operate comfortably in both operational and strategic contexts, working with Leaders, Senior CSAs and CSAs.</li> </ul>

Feedback themes		Response
Number of Direct Reports for a Team Leader	<ul style="list-style-type: none"> <li>Feedback was received that the number of direct reports for a Team Leader should be capped at 12 to ensure that they have enough time to meet with their people and provide the necessary coaching and mentoring support.</li> <li>There was also feedback on Team Leaders having the right tools in place to be able to do their jobs effectively. For example Team Leaders in SDSC get mobile phones, in ICC they don't.</li> </ul>	<ul style="list-style-type: none"> <li>The industry standard ratio of CSAs to a Team Leader in a contact centre is 12-15 with the Team Leader role being a People Leader, not a Subject Matter Expert (SME). The point is to ensure we apply this consistently nationwide, while allowing each Regional Manager the flexibility to best support individual team leaders. The new leadership team will be expected to agree and implement a consistent approach.</li> <li>We will ensure a consistent approach to the tools Team Leaders need to do their jobs. Leaders and people who often work outside their office as a requirement of their role should have a work mobile phone. Those who don't want to have a work mobile phone, can use their personal phone to get work emails and access calendars and contacts.</li> </ul>
Naming of the new MBIE Customer Service Centre	<ul style="list-style-type: none"> <li>There was feedback on the naming of the MBIE Customer Service Centre and if it could be vested with a Māori name.</li> </ul>	<ul style="list-style-type: none"> <li>Great suggestion. We recommend the new leadership team connect and collaborate with others to construct the aspiration and purpose of the newly formed MBIE Customer Service Centre. When this process has been completed, along with te Pou Whakatairanga, connect with a specialist Māori translator to vest a name.</li> </ul>

## Confirmed changes for Proposal 1

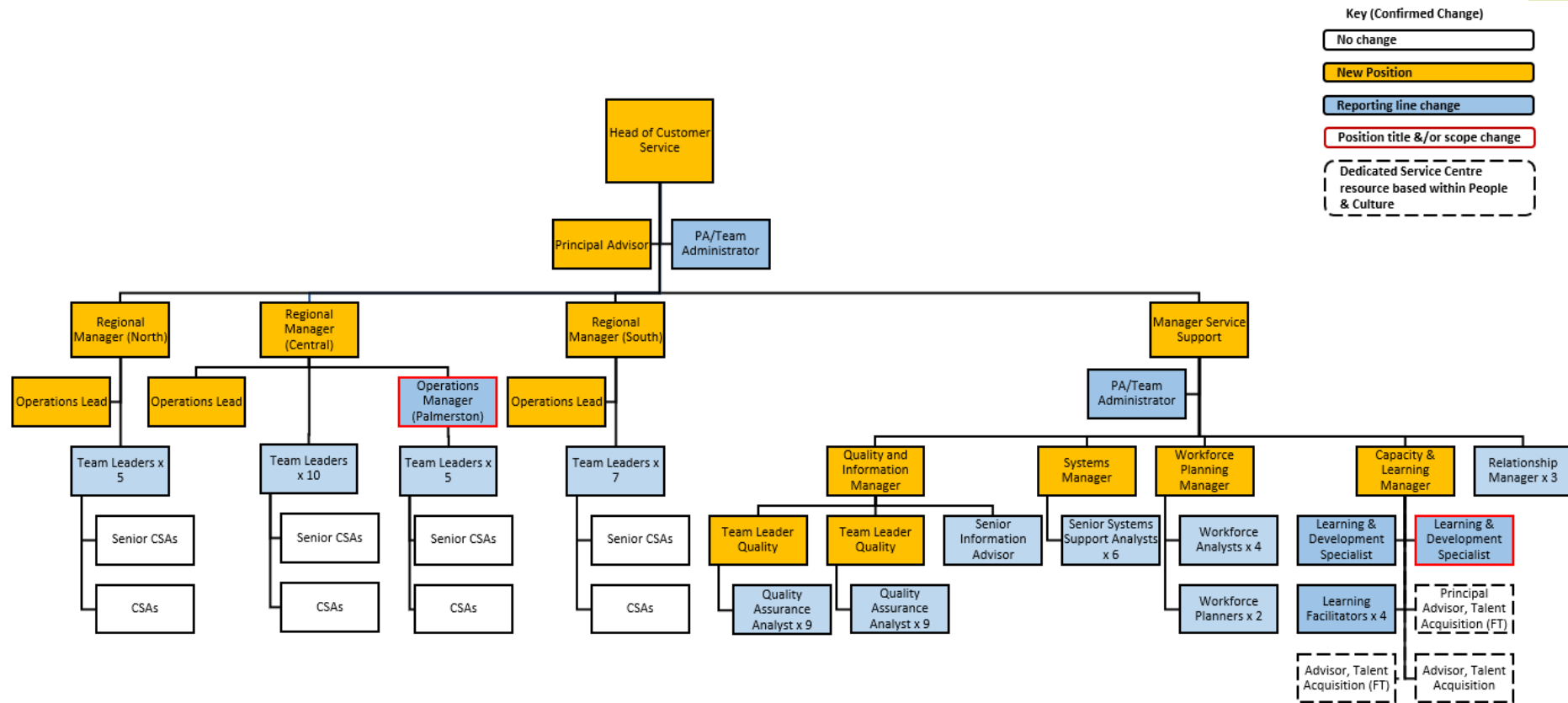
### New MBIE Customer Service Centre

It is confirmed that the current Operations Support team, Service Delivery Service Centre and Immigration Contact Centre will be combined to create a new MBIE Customer Service Centre.

As a result, the following confirmed changes will be made to establish the new MBIE Customer Service Centre:

- A new **Head of Customer Service** will be established to lead this team. This Head of Customer Service will be responsible for leading MBIE's Customer Service Centre including the strategic direction across the country. The role will work closely with the Head of Information & Education to ensure Engagement & Experience takes an integrated approach to how we support customers both within and across channels and regulatory systems.
- **Three (3) new Regional Managers** will be established across the country to jointly lead the operations side of MBIE Customer Service Centre. These roles will be split into three regions, North, Central & South, based out of Auckland, Porirua and Christchurch respectively. These Regional Managers will work together to ensure, over time, a more equal workforce across the three regions in line with MBIE's future regional footprint.
- A new **Principal Advisor** will be established to provide support to the Head of Customer Service and their leadership team.
- A **change in position title and reporting line** for the current Service Centre Manager located in Palmerston North. The new title will be **Operations Manager** and will report to the **Regional Manager (Central)**.
- For **Team Leaders** located in Palmerston North, a **change in reporting line** will see them report to the Operations Manager and for those outside of Palmerston North, a **change in reporting line** will see them report to the respective Regional Manager.
- **Three (3) new Operations Leads** will be established to provide support to their respective Regional Manager and the cohort of Team Leaders within their region. These Operations Leads will not have people reporting to them. These roles will be filled via an Expression of Interest (EOI) process restricted to current permanent Team Leaders across each region with the successful individuals' current team distributed across remaining team leaders within the same region to ensure the establishment of these 3 roles is FTE neutral.
- A new **Manager, Service Support** will be established to lead all teams who directly support the operations side of MBIE's Customer Service Centre. The teams reporting to this role will be responsible for ensuring the successful delivery of our services by ensuring our people have the necessary skills, systems and tools in order to effectively deliver.
- A **change in reporting line** for the two current **PA/Team Administrators**. Two PA/Team Administrators are within the future structure, one reporting to the Head of Customer Service and one reporting to the Manager, Service Support. These roles will be filled via a closed Expression of Interest (EOI) process with the current PA/Team Administrators.
- The following roles will be disestablished as part of this change:
  - National Manager Service Centre x 2
  - Manager, Operations Support
  - Service Centre Manager x 3
  - Team Leader x 3 (following EOI for Operations Lead).

# Confirmed new MBIE Customer Service Centre organisational structure



The information included in this document reflects the organisational structure as recorded in MBIE systems as at 27 September 2023

## Proposal 2 – Creation of Service Support team

### Why change was proposed

The creation of a new Service Support team was proposed to deliver all the activities that support the running of the MBIE Customer Service Centre, supporting the Regional Managers who, in addition to providing strategic leadership, will manage the operations side of the proposed MBIE Customer Service Centre.

I also wanted to ensure the support functions work in a more integrated and consistent way and that they should have an equal say around the MBIE Customer Service Centre leadership table.

The Service Support team will also need to ensure close working relationships with our MBIE central support functions such as People & Culture, Digital Data and Insights (DDI), our Business Partners, and the representatives of those companies that support the Service Centre e.g. One NZ and other external vendors.

They will also work collaboratively across the MBIE Customer Service Centre and with each other, with visibility of each other's functions.

### Your feedback on Proposal 2

Overall the feedback was positive around the creation of this team and respective roles. The vision for Service Support to work together as one team to identify and share best practice to support the Regional Managers was well understood. Similarly, recognition that this team needed to have a strong voice to help drive continuous improvement in how the customer service centre operates.

There was substantial feedback on the Quality Assurance and Information Management teams structure, which was an area where we requested particular focus, and thank you for your considered feedback.

There was also feedback on ensuring the job titles of the functional leads suitably reflected the roles as described.

The following table summarises feedback received about Proposal 2 across the Service Support team.

## Summary of your feedback on Proposal 2

Feedback themes		Response
Consistency of titles across Service Support	<ul style="list-style-type: none"> <li>• There was some great feedback on position titles in the Service Support team.</li> <li>• Feedback was received that the people leader titles should be manager rather than lead e.g. System Manager, Workforce Manager, etc. It was felt Lead did not accurately reflect the responsibilities of the role.</li> <li>• Feedback was received in relation to the proposed change for our Learning and Training roles.</li> </ul>	<ul style="list-style-type: none"> <li>• We agree that these titles need to accurately recognise the accountabilities of these positions, as well as industry standards. The key changes are: <ul style="list-style-type: none"> <li>○ The Service Support Manager to Manager, Service Support</li> <li>○ The leadership positions reporting to the Manager, Service Support will be adjusted from Leads to Managers.</li> <li>○ The Learning Facilitator and Learning and Development Specialist position titles will be retained.</li> </ul> </li> </ul>
Quality Management and Information Management	<ul style="list-style-type: none"> <li>• Feedback received was that six Information Advisors were too many, and that Quality Analysts have their own portfolios of queues/business partners (like Relationship Managers) and manage the assurance/information/knowledge base as part of each of their portfolio.</li> <li>• Feedback received was to create two Quality Teams responsible for both the Quality and Information Management.</li> </ul>	<ul style="list-style-type: none"> <li>• We have listened to your feedback on Quality Assurance and Information Management and the changes are: <ul style="list-style-type: none"> <li>○ The establishment of one Quality &amp; Information Manager reporting to the Manager, Service Support. The Quality &amp; Information Manager will have overall responsibility for quality and information management activities across MBIE's Customer Service Centre.</li> <li>○ Two Quality teams with a Team Leader Quality for each team.</li> <li>○ Retaining the ICC's Senior Information Advisor reporting to the Quality &amp; Information Manager. Their role will be to ensure a consistent and best practice approach to Information Management across MBIE's Customer Service Centre.</li> </ul> </li> </ul>

Feedback themes		Response
		<ul style="list-style-type: none"> <li>○ Initially these teams will land as they are now i.e the current SDSC team will report to a team leader, and the current ICC team will report to the other. The clear expectation will be to ensure a consistent and integrated portfolio approach over time.</li> </ul>
<p>Creation of a Senior Quality Assurance Analyst within Quality Assurance</p>	<ul style="list-style-type: none"> <li>• Feedback was received that due to the size of the quality assurance team, consideration should be given to creating a Senior Quality Assurance Analyst and that this role should be included in MBIE’s Career and Pay Progression framework.</li> </ul>	<ul style="list-style-type: none"> <li>• We have listened to your feedback and acknowledge that by creating these two quality teams there is a need to ensure our people are able to develop within these teams.</li> <li>• MBIE will commence pre-bargaining with the PSA in late 2023 in preparation for the 2024 renewal of the collective employment agreement. MBIE anticipates a redesign of the CAPP system as part of our pre-bargaining preparation, to fix known issues that have come about under pay restraint and relativity with the Public Service Pay Adjustment (PSPA) and the wider market.</li> <li>• Engagement &amp; Experience will work closely with MBIE’s bargaining team, with the aim to include a progression role for our Quality Assurance Analysts in the next appropriate CAPP round.</li> </ul>

Feedback themes		Response
Service Support Manager requiring a Principal Advisor	<ul style="list-style-type: none"> <li>Due to the complexity of the Service Support team, feedback was received that asked for consideration to be given to a Principal Advisor role to help the Service Support Manager set the direction and approach for Service Support across MBIE's Customer Service Centre.</li> </ul>	<ul style="list-style-type: none"> <li>Direction and approach for Service Support across the MBIE Customer Service Centre will be managed by the Manager, Service Support and their direct reports.</li> <li>A new Principal Advisor has been established to support the Head of Customer Service. This new role is a leadership position, working alongside and supporting the Head of Customer Service and the leadership team with the breadth, scale and diversity of the MBIE Customer Service's work programme, performance and delivering on the centre's strategic agenda.</li> </ul>
The makeup of the Systems team	<ul style="list-style-type: none"> <li>Feedback was received that the number of senior roles within the Systems team should be looked at to ensure there is career growth and development available within the team.</li> <li>Feedback was received that CSAs on the Senior Tech line in the Immigration Contact Centre carry out a number of systems tasks i.e. supporting the INZ systems.</li> <li>Clarity was sought as to the responsibility of a Product Owner Vs a System Owner and where within the structure these responsibilities would sit.</li> </ul>	<ul style="list-style-type: none"> <li>The Manager, Service Support and their direct reports, once in place, will take a fresh look across this team and ensure we have the right mix of junior and senior functional roles. Having clear career progression paths across the service centre, including our functional teams, is really important.</li> <li>Work has already begun within the ICC to understand the activities of the Senior Tech line. We would like a consistent approach across business partners and SDSC does considerably less systems work than the ICC. The Manager, Service Support and Systems Manager will conclude this work with the aim being to have a clearer view on where this activity should sit, either via seniors within the regional teams, the systems team, DDI or business partners' systems teams.</li> </ul>



Feedback themes		Response
		<ul style="list-style-type: none"> <li>• A Product Owner, as well as handling the technical elements of product development, also has the responsibility of defining a product's vision i.e. fit for purpose, new product trends, business value and customer needs. Systems Owner activities are the technical activities supported by DDI.</li> <li>• The Product Owner responsibilities sit with the Systems Manager within the Service Support team.</li> </ul>
Performance Improvement	<ul style="list-style-type: none"> <li>• There was feedback received that within the structure there should be a dedicated space for performance improvement to ensure that MBIE's Customer Service Centre is not only reacting to changes as they occur but is ensuring we are delivering good customer service to our business partners customers.</li> </ul>	<ul style="list-style-type: none"> <li>• It is everyone's role to drive continuous improvement both around how we do our work and serve our customers.</li> <li>• Work is also underway to look at how we manage improvements via CASE and CMS. As part of this project, the Head of Customer Service will consider how we create a consistent approach to both how we drive performance improvements within the centre, but also how we communicate improvements to our business partners. The new leadership team will be given a clear directive that performance improvement is critical to their success and how they achieve this will be largely up to their own strategic direction.</li> </ul>

## Confirmed changes for Proposal 2

We confirm, as a result of the feedback received, the following changes will be made to establish the new MBIE Customer Service Centre.

- As noted on page 13 a new **Manager, Service Support** will be **established** to bring all the support functions together and to ensure a collaborative and consistent approach across MBIE's Customer Service Centre and beyond.
  - A new **Quality and Information Manager** will be established to lead two teams responsible for ensuring our CSAs and SCSAs are delivering the correct information to those who use our service as efficiently as possible.
  - A change in reporting line for the **Senior Information Advisor** to report through to the **Quality and Information Manager**.
  - Two (2) new **Team Leader Quality** positions will be established to lead two separate Quality teams.
  - A **change in reporting line** for **Quality Assurance Analysts** to report through to **Team Leader Quality**.
  - A new **Systems Manager** will be established to be the Product Owner for the technology used within MBIE's Customer Service Centre. This role is a leadership role and will need to maintain critical relationships across MBIE, including Digital, Data & Insights and external partners and vendors.
  - A change in reporting line for the **Senior Systems Support Analysts** through to the **Systems Manager**.
  - A new **Workforce Planning Manager** will be established to lead a team of Workforce Analysts & Planners to ensure that we have the right people in the right place at the right time to meet the needs of our business partners.
- A change in reporting line for the following roles will see them now report to through to the **Workforce Planning Manager**:
    - Workforce Analysts x 4
    - Workforce Planner x 2
  - A new **Capacity & Learning Manager** will be established to lead a nationwide, consistent approach to our recruitment, learning and training in conjunction with Business Partners such as People & Culture.
  - A change in title for the **Learning Specialist** to Learning & Development Specialist.
  - A change in reporting line for the following roles through to the **Capacity & Learning Manager**
    - Learning & Development Specialist x 2
    - Learning Facilitator x 4
  - The following roles will be disestablished as part of this change:
    - Principal Advisor
    - Service Centre Quality Assurance Manager x 2
    - Systems Support Lead
    - Workforce Planning Lead
    - Senior Advisor Learning Projects.

Please see new organisational chart on **page 12**.

## Proposal 3 – Customer Experience – Relationship Managers

### Why change was proposed

It was proposed that the existing Relationship Managers would move to the Customer Experience team and report to the Manager, Customer Experience.

This change was proposed to allow the Relationship Managers to work closely with our business partners at an Engagement & Experience level rather than at a Service Centre level alone.

### Your feedback on Proposal 3

Most feedback was not supportive of this proposal. There was significant concern that moving the Relationship Managers away from the MBIE Customer Service Centre, would remove these roles from the front line, impacting their ability to achieve meaningful partnerships with our business partners.

It was also felt it would be confusing for business partners who already have established strategic relationships with the Information & Education team.

The following table summarises feedback received about Proposal 3.

## Summary of your feedback on Proposal 3

Feedback themes		Response
Reporting Line	<ul style="list-style-type: none"> <li>• People understood the problem we were trying to solve – that we need an Engagement &amp; Experience wide view of our relationships with business partners. However, most felt that this could be solved by I&amp;E and the Customer Service Centre working more closely together.</li> <li>• People were concerned that moving the Relationship Managers away from those who directly engage with our customers on a day-to-day basis would make their roles harder.</li> </ul>	<ul style="list-style-type: none"> <li>• Whilst our Relationship Managers should be looking to work with their colleagues in Information &amp; Education and Customer Experience, they will play an important role within the future MBIE Customer Service Centre by working with our business partners to understand both current performance, change coming into the centre, and future strategic opportunities e.g. integration, customer experience, etc.</li> <li>• Therefore, the roles will remain within the remit of the Head of Service Centre and not move to the Customer Experience team, however will have a change in reporting line to the Manager Service Support.</li> <li>• The Head of Customer Service will need to retain a good understanding of business partner relationships at a strategic level and work closely with the E&amp;E leadership team to ensure we have a holistic and strategic E&amp;E view of our relationships.</li> </ul>
The introduction of a Senior Relationship Manager	<ul style="list-style-type: none"> <li>• Feedback was received that consideration should be given to a Senior Relationship Manager to ensure that a consistent level of service is provided across their portfolios.</li> </ul>	<ul style="list-style-type: none"> <li>• Whilst strong consideration was giving to this proposal, given the seniority the Relationships Managers are to expect to operate with, at this stage there is no intention to create a Senior Relationship Manager role. Working alongside the Manager Service Support, the 3 Relationship Managers are expected to work closely together to ensure our business partners are receiving the necessary and consistent levels of service and we have a clear picture of what's coming down the pipeline from each.</li> </ul>

## Confirmed Change for Proposal 3

We confirm, as a result of the feedback received, the following changes will be made to establish the new MBIE Customer Service Centre:

- The **3 Relationship Managers** will have a change in reporting line to the Manager Service Support.

Please see new organisational chart on **page 12**.

## Embedding the change (implementation plan)

We acknowledge that there is a significant amount of activity and detailed planning required to get to day one successfully and then beyond. While we have covered the most critical elements, further work is required and will be led by the new Head of Customer Service.

To support the new Head of Customer Service, we will put in place some dedicated transition support as we did for the Head of Information & Education following that change. This will also ensure our business partners and our people are kept informed as we work through the change. The Head of Customer Service will communicate regularly on the progress of this work and will provide opportunities for engagement and input where appropriate.

MBIE should be a place where our people can thrive and reach their full potential. Our MBIE Values and behaviours guide us all and are at the centre of Tōku Whāinga.

During the next few weeks, leading up to go live on 9 November, you will see:

- Our new organisational structure being stood up
- People being reconfirmed, reassigned or appointed into new positions
- New people being welcomed and integrated into teams
- Team names being updated, and distribution lists refreshed
- Our business systems access and workflows being updated, e.g. P&C system, OfficeVibe, Workforce Management systems etc
- The Head of Customer Service having conversations with their new leadership team about how we will successfully deliver the intent of the change over time.

Through Mahi Tahi, working together, we will thrive and reach our potential.

During the first 90 days, following go live on 9 November, you can expect to experience:

- Kōrero | Regular check-ins - Regular and meaningful check in conversations between you and your people leader at least once a month. Floor walks by leaders to enable informal conversations with you about our changes.
- Wānanga | Shared reflection and learning – Conversations that go beyond the regular Kōrero and include coaching, feedback and opportunities for growth and learning at least once a quarter.
- Manaaki | Respect and care – Living our MBIE Values and behaviours and respecting the diverse backgrounds and perspectives that people bring.
- Kete Kōrero | Your performance and development plan - Your performance and development plan records your priorities, goals and longer-term development and career aspirations. It is designed to support the conversations you have with your People Leader and guide your activities.
- Hui | Regular meetings – Regular and meaningful team gatherings with your leaders to understand the strategy and vision and connect to our values and culture. Regular and meaningful team meetings and conversations to clarify the key workplace behaviours and understand new ways of working.
- Workshops to take on board all of the feedback to this change proposal and design and agree new ways of working and roles & responsibilities. These will be a key focus of your performance and development plan for the coming year.

Some changes such as roles titles and reporting lines do take a while to roll through our P&C systems, so these may not all be visible on the date of go live, but these will take effect as soon as practicable.

## Summary of changes to Service Centre positions

New positions (for more information on remuneration ranges please refer to [Te Taura](#))

Position title	Reporting line	Confirmed Band
Head of Customer Service	General Manager, Engagement & Experience	21F
Principal Advisor	Head of Customer Service	V
Regional Manager (North)	Head of Customer Service	X
Regional Manager (Central)	Head of Customer Service	X
Regional Manager (South)	Head of Customer Service	X
Manager Service Support	Head of Customer Service	X
Operations Lead	Regional Manager (North)	R
Operations Lead	Regional Manager (Central)	R
Operations Lead	Regional Manager (South)	R
Quality and Information Manager	Manager Service Support	V
Systems Manager	Manager Service Support	V
Workforce Planning Manager	Manager Service Support	V
Capacity & Learning Manager	Manager Service Support	V
Team Leader Quality (x2)	Quality and Information Manager	R

### Reconfirmed positions (change to position titles and reporting lines)

Position title	Confirmed Change	Confirmed Position Title	Confirmed Reporting Line
PA/Team Administrator (x2)	Change in reporting line	No change	Head of Customer Service or Manager Service Support
Manager Service Centre (Palmerston North)	Change in reporting line, title & change in scope	Operations Manager (Palmerston North)	Regional Manager (Central)
Team Leaders (Auckland) (x5)*	Change in reporting line	No change	Regional Manager (North)
Team Leaders (Palmerston North) (x5)*	Change in reporting line	No change	Operations Manager (Palmerston North)
Team Leaders (Porirua) (x10)*	Change in reporting line	No change	Regional Manager (Central)
Team Leaders (Christchurch) (x7)*	Change in reporting line	No change	Regional Manager (South)
Quality Assurance Analysts (x18)	Change in reporting line	No change	Team Leader Quality
Senior Information Advisor	Change in reporting line	No change	Quality and Information Manager
Senior Systems Support Analyst (x6)	Change in reporting line	No change	Systems Manager
Workforce Analyst (x4)	Change in reporting line	No change	Workforce Planning Manager
Workforce Planners (x2)	Change in reporting line	No change	Workforce Planning Manager
Relationship Manager (x3)	Change in reporting line	No change	Manager Service Support
Learning and Development Specialist	Change in reporting line	No change	Capacity & Learning Manager
Learning Specialist	Change in reporting line	Learning & Development Specialist	Capacity & Learning Manager
Learning Facilitator (x4)	Change in reporting line	No change	Capacity & Learning Manager

*\*Post ringfenced EOI of the Operations Lead*



### Disestablished positions

Position title	Reporting line
National Manager, Service Centre	General Manager, Engagement & Experience
National Manager, Service Delivery Service Centre	General Manager, Engagement & Experience
Service Centre Managers (Auckland, Porirua and Christchurch)	National Managers
Manager Operations Support	General Manager, Engagement & Experience
Principal Advisor, Operations Support	Manager Operations Support
Service Centre Quality Assurance Manager (Porirua and Christchurch)	National Managers
Systems Support Lead	Manager Operations Support
Workforce Planning Lead	Manager Operations Support
Senior Advisor Learning Projects	Service Centre Quality Assurance Manager

### Position to be disestablished post ringfenced EOI

Position title	Reporting line
Team Leader (x3)	Service Centre Managers (Auckland, Porirua and Christchurch)

# Change process

Consistent with MBIÉ's employment agreements and recruitment policy, the following summarises the change process (including reconfirmation, reassignment, selection, and redeployment processes) which would apply to confirmed changes.

## Reconfirmation

This is where your substantive position is reconfirmed because your current position remains substantially the same 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 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. This may involve an interview and the questions will be sent in advance to impacted individuals.

## New positions

All new positions will be advertised internally first to employees across the Service Centre team 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 Manager Service Support
- Team Leaders can express interest in the Operations Lead 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 Regional Manager (Central).

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

If 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 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.

# 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.