



Te Whakatairanga Service Delivery Strategy, Performance and Design Branch

GROUP PERFORMANCE DIRECTORATE CONSULTATION DOCUMENT

November 2023

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GM FOREWORD

Kia ora tatou

Tūtawa mai i runga

Tūtawa mai i raro

Tūtawa mai i roto

Tūtawa mai i waho

Kia tau ai

Te mauri tū

Te mauri ora

Ki te katoa

Haumi e Hui e Tāiki e!

Come forth from above,

below, within,

and from

the environment

Vitality

and wellbeing, for all

Strengthened in unity.

Strategy, Performance and Design (SPD) has made significant improvements following our branch realignment between March-May 2023. We have progressed towards working as a more collaborative internal unit, able to bring our full range of complementary skills to any situation and providing even more proactive strategic advice and guidance to our TWSD partners. I believe that our multidisciplinary skills, ability to lift up to a holistic or system-level and our impartiality from operational realities are what sets us apart and makes us uniquely valuable to TWSD. While we still have a way to go to refine our future operating model, I am really proud of the shift we have made right across the branch.

As expected, we haven't quite got everything right with the first realignment, and as I signalled at the time, there were some things that we paused decisions on until more information was known. Especially with the changes that were to come around the *MBIE Preparing for the future* change consultation and implementation.

This proposal affects the Group Performance directorate only, and has been designed to address the following key issues:

1. lack of clear direction or work programme for the Group Capability & Workforce Strategy function, combined with an increased emphasis on this capability at the enterprise level,
2. new clarity regarding the future of the G-Reg qualification and associated resourcing requirements,
3. lack of consistency in spans of control within the function in comparison to other people leaders across the SPD branch,
4. unexpected additional workload for Ministerial Services resulting from the Immigration Compliance & Investigation Branch's Privacy Act requests,
5. lack of dedicated specialist capability in machinery of government, ministerial advisory, public accountability and coaching, training, and practice support for the Group Performance directorate.

This consultation proposal has been prepared at the earliest opportunity following resolution to the G-Reg qualification issues and necessary approvals. We acknowledge that the timing is relatively close to the 2023/24 holiday period but have taken that into account when setting the proposed implementation schedule while ensuring decisions are known prior to December.

Help us make the right changes by providing feedback:

A great deal of thought has gone into the proposed changes outlined in this document. We have tried, where possible, to consider feedback provided as part of the earlier consultation this year to ensure we have proposed robust and well considered solutions to the issues outlined above. But I want to make it really clear that this is a proposal only and want to acknowledge upfront that we won't have got everything 100% right.

I genuinely want to hear your feedback and ideas and am committed to making changes that are in the best interests of our people, our stakeholders and partners, and the public we serve. I look forward to your feedback as I know that it will help make the right changes for the future of the branch and the Group Performance directorate.

This proposal contains a lot of detail, to ensure that you are fully informed about the proposed changes and the potential impacts. I've worked to ensure, as far as possible, that this document is an accurate reflection of every position within scope and its current and proposed place within our Branch. However, there is a possibility that within the document something has been missed or is inaccurate. If there is an error, please let me know as soon as possible so it can be checked, and the correct information used for decision-making.

I know that any degree of change can be unsettling. It is important that we look after one other at this time. Please look after yourself and each other, use the support services available outlined later in this document and let me know if there is something else myself or the leadership team can do to support you through this process.

I want to thank you all for your ongoing professionalism and dedication to doing a great job each and every day. It's a privilege to be in the position to work with you all to shape a new future for our SPD Branch. I look forward to hearing your feedback, and value the thought and energy that you are contributing to this process.

Ngā mihi nui,
Sarena Saunders
General Manager Strategy, Performance and Design

INTRODUCTION

How to read this document

This document contains detail about a number of proposed changes across the Group Performance directorate 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 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 to you about how the changes may impact you.

Role profiles of new proposed positions have been included with indicative banding. Banding will be finalised once all feedback is received, and any final change to position descriptions have been through the Remuneration Evaluation Committee.

What this could mean for you

You can also review proposed changes to your position by reading through the proposal and reviewing both current and proposed organisational charts. Any potential impact relates to proposed changes to your current **substantive position**.

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 impacted by the proposed change will receive a letter that outlines specific detail pertaining to their position and proposed change process.

Proposed change process

Find out more about MBIE's proposed change process from page 6. 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 proposals and the proposed change process.

Let us know

The information included in this document reflects the organisational structure as recorded in MBIE systems on 26 October 2023.

If you notice any inconsistencies in the organisational structure represented, please advise your people leader or email

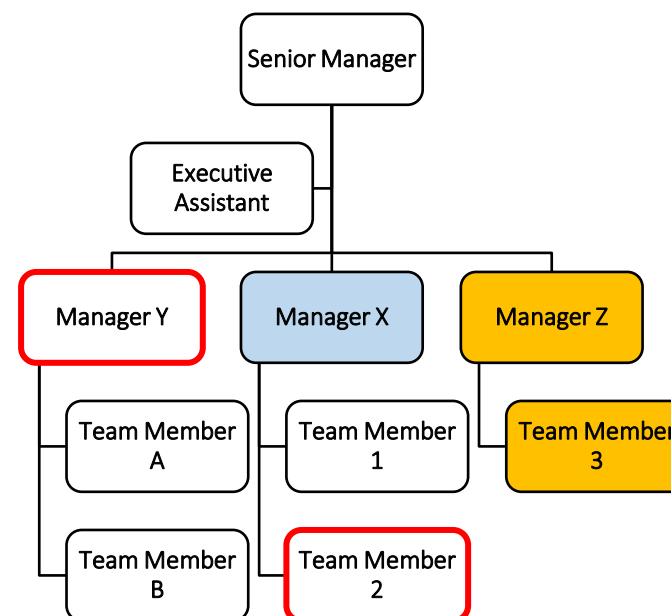
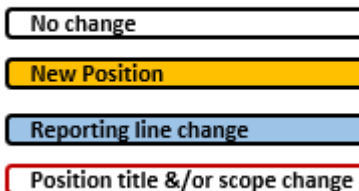
SPDconsultation@mbie.govt.nz

How to read proposed organisational charts

Proposed organisational charts are included in this document to support you to understand how proposed changes would 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.

Key (Proposed Change)



Providing feedback and indicative timeframes

I genuinely welcome your feedback on the proposed structure and any other aspect of this proposal for change. Your feedback will help to ensure our new branch 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 need to change – in particular I am keen to know any possible solutions.

There are several avenues to provide your feedback including:

- Email feedback from individuals or groups – open for duration of consultation
- Verbal feedback – open for duration of consultation and can be requested via SPDconsultation@mbie.govt.nz
- Speaking with our union representative, Howden Gray (howden.gray@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. Please reference the specific proposed change and/or proposal area you are giving feedback on. You can also provide feedback on any factual inaccuracies in the proposal.

If you wish to email, please send your feedback to:

SPDconsultation@mbie.govt.nz

Indicative Timeline

Activity	Indicative Timeframes
Consultation document released	7 November 2023
Consultation period – several avenues of providing feedback will be available including: <ul style="list-style-type: none"> • Email feedback from individuals or groups – open for duration of consultation. • Emailing the consultation inbox to request giving verbal feedback. • Speaking with our union representative. 	7 November – 19 November 2023
Feedback collated, analysed and considered	20-24 November 2023
Final decisions made and approved	27-28 November 2023
Final decision communicated	29 November 2023
Effective date for confirmed changes: New Positions Established, Reporting Line and Role Scope Changes	11 December 2023
Disestablishments	26 February 2024

Objectives of this proposal

This proposal seeks to achieve the following:

- Realign the Group Performance Directorate to ensure the right positions are in the correct function.
- Make sure we have clear accountability and leadership for each of our functions.
- Ensure people leaders have a span of control that enables them to provide strong people centred leadership and time to support the health and wellbeing of their people.
- Provide additional career progression opportunities within the Group Performance directorate.
- Ensure equitable administrative support across the Group Performance directorate.
- Minimise the impact on existing roles and individuals within SPD as much as possible.
- Resolve the current uncertainty and lack direction for the Group Capability and Workforce Strategy function.
- Resolve the lack of dedicated capacity for coaching, training, and practice support for the Group Performance directorate particularly relating to training new team members, and resilience and wellbeing support.

Scope of change

In scope of this proposal:

- Group Performance directorate including the following functions:
 - Group Business Management
 - Ministerial Services
 - Quality, Risk and Assurance
 - Group Capability and Workforce Strategy

THE PROPOSAL

Chart 1: Current Group Performance Directorate Structure

As at 31 October 2023

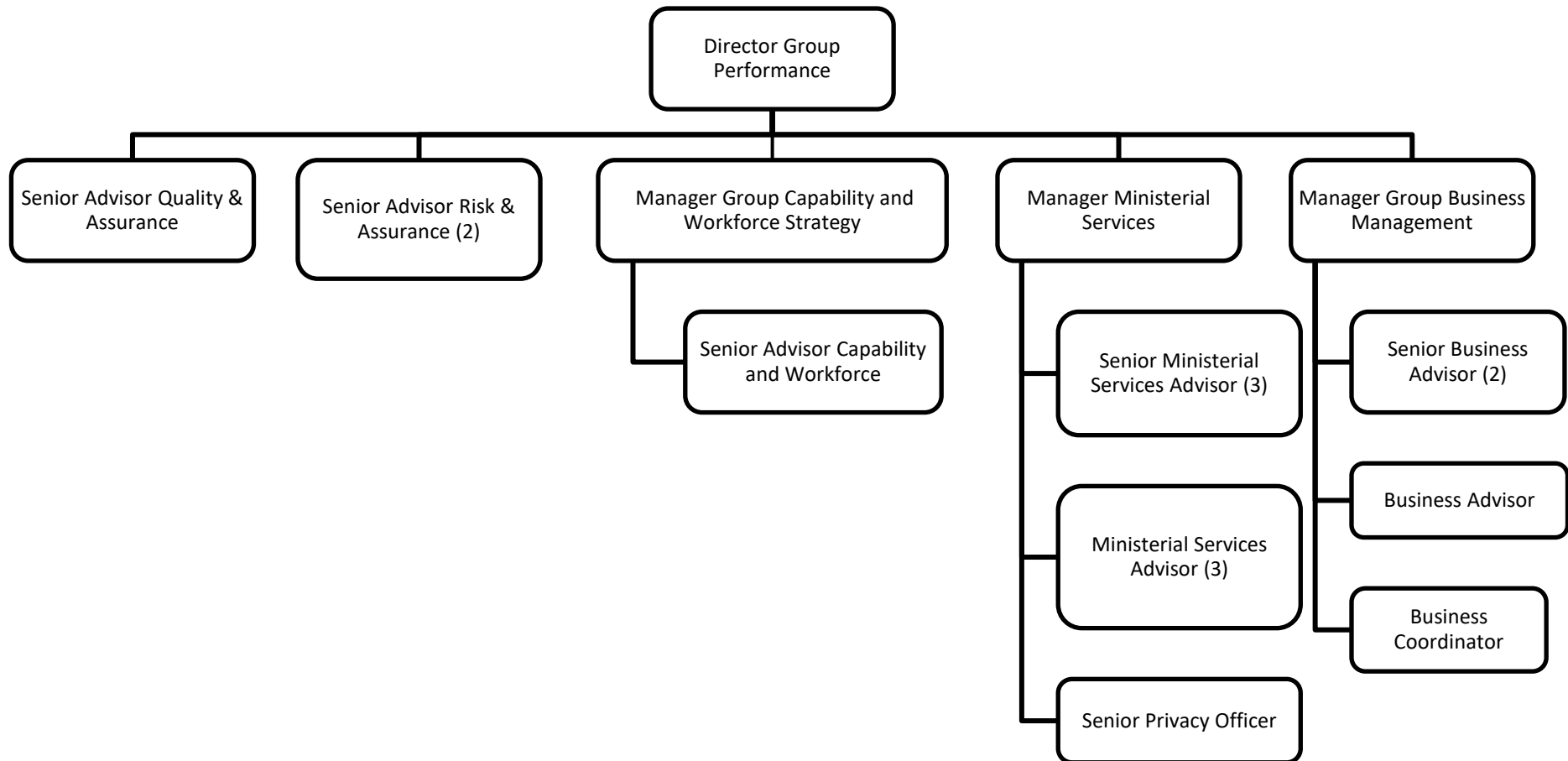
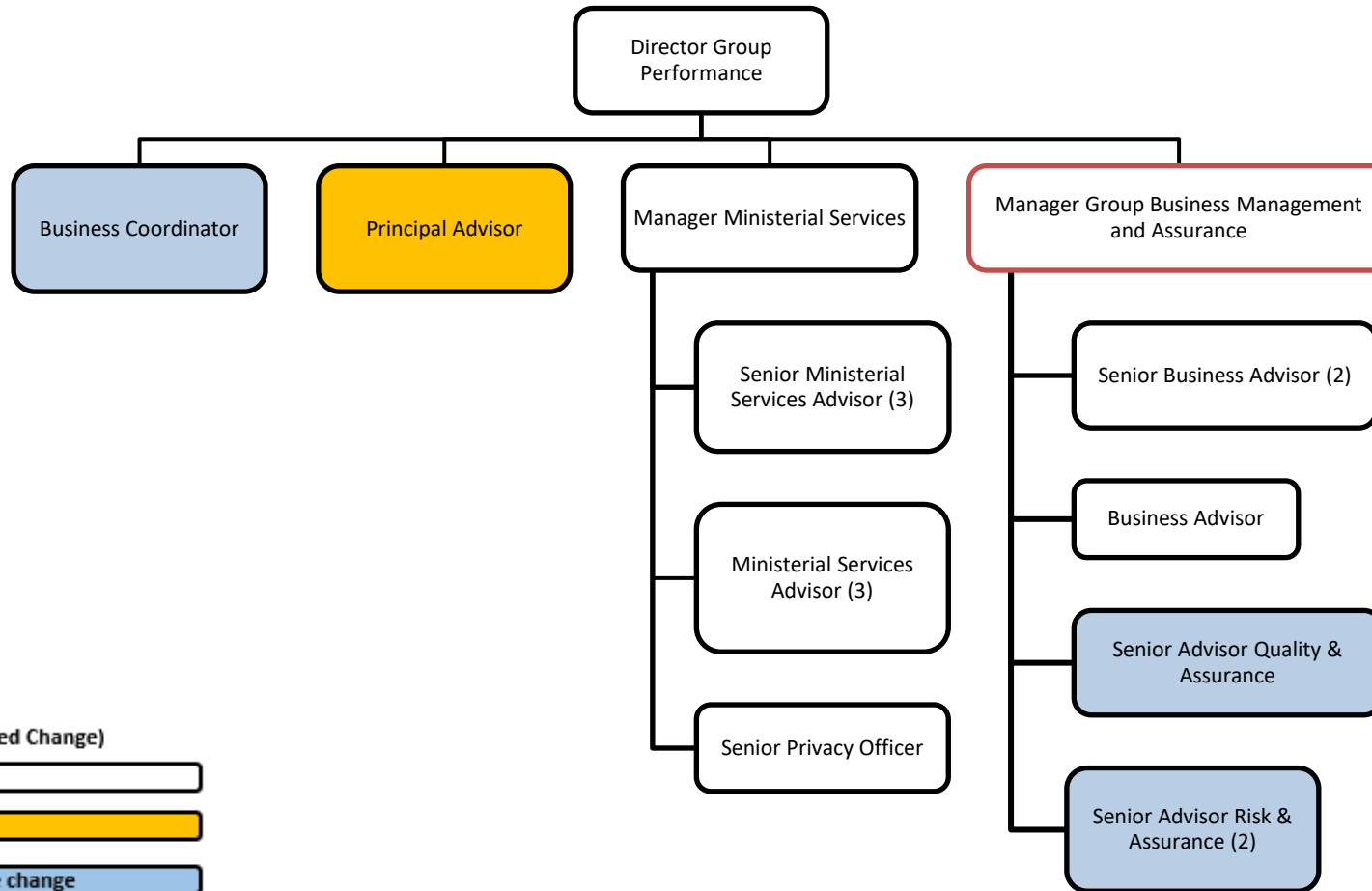


Chart 2: Proposed New Group Performance Directorate Structure



Key (Proposed Change)

- No change
- New Position
- Reporting line change
- Position title &/or scope change

Proposal 1 – Quality, Risk & Assurance to join Group Business Management

Summary of proposed changes

Ref.	Proposed change
1A	Change of role scope and position title to Manager Group Business Management and Assurance
1B	Change of reporting line for Senior Advisor Quality and Assurance to report to the Manager Group Business Management and Assurance
1C	Change of reporting line for Senior Advisor Risk and Assurance (x2) to report to the Manager Group Business Management and Assurance

The proposal is to join the similar Quality, Risk and Assurance roles that currently report to the Director Group Performance, with the Group Business Management (GBM) function and create a Group Business Management and Assurance team.

The GBM function currently plays a key role in providing the Deputy Chief Executive and the Te Whakatairanga Service Delivery Senior Management Team with assurance and ongoing oversight of performance and readiness of branches operations across the group. The GBM function provides key controls for strategic and operational risks as well as ensuring that public accountability expectations are managed across the group, and so does our risk, quality and assurance programmes and activities. It makes sense to align these closely related functions in order to strengthen our integration within the SPD branch. Integration will allow us to drive efficiency and consistency in our operational practice.

Joining these functions will also provide business continuity and cross-cover with similar skill sets, additional progression opportunities and provide consistency with spans of control across the SPD branch.

This proposal would result in a minor increase the scope and FTE for the current Manager Group Business Management, and the team would become known as Group Business Management and Assurance.

The current Group Performance Directorate Structure is outlined in [Chart 1](#).

The New Group Performance Directorate Structure is outlined in [Chart 2](#).

Proposal 2 – Changes to Group Capability and Workforce Strategy

Summary of proposed changes

Ref.	Proposed change
2A	Disestablish the Manager Group Capability and Workforce Strategy role
2B	Disestablish the Senior Advisor Capability and Workforce

As part of the SPD realignment undertaken earlier this year, we proposed to move the Group Capability and Workforce Strategy (GCWS) Team to sit with the Group Business Management team and disestablish the Manager role. Feedback on this proposal was diverse and reflected the uncertainty surrounding the future of the G-Reg qualification. Therefore, as previously outlined, we retained the core function as part of the Group Performance Directorate with a commitment to looking at this again once the future of G-Reg materialised and reconsulting on any further required changes.

Four months following the transition to the new SPD structure, the future of G-Reg is now much clearer with branches and teams responsible for engaging directly with Te Pūkenga for enrolment and learning support. This means there is no longer the need for a group-wide support function and dedicated resourcing.

In addition, we have recently considered the potential for a revised GCWS work programme or focussed effort relating to Workforce Strategy. This was discussed at the TWSD SMT level, and the work was hibernated whilst other enterprise level work and planning was undertaken.

Our future requirements for this capability and the associated resourcing needs must be considered in alignment with the new Strategy function within SPD and the Enterprise Workforce Planning function within Corporate who are responsible for providing a strategic lens of MBIEs workforce needs, anticipating gaps, researching, and using national and global trends/insights to support the business and specialist portfolios (e.g., People & Culture).

It has been determined that due to recent changes in the operating environment (such as the enterprise-wide financial sustainability discussions), the review of the TWSD's Group's current strategic priorities and an increased emphasis on this capability at the enterprise level, SPD should stop delivering group capability and workforce functions. It has been assessed that suitable coverage in these areas can be delivered either at the enterprise level, or within the line in business units for the foreseeable future.

We are also conscious of the need to provide certainty for our people to avoid any potential impacts associated with sustained uncertainty. Therefore, we are proposing to disestablish the Group Capability and Workforce Strategy team. There is also a current span of control disparity with the Manager Group Capability Workforce Strategy role which only has one direct report which is not sustainable within the current environment.

The current Group Performance Directorate Structure is outlined in [Chart 1](#).

The New Group Performance Directorate Structure is outlined in [Chart 2](#).

Proposal 3 – Changes to the Group Performance Directorate

Summary of proposed changes

Ref.	Proposed change
3A	New role of Principal Advisor reporting to the Director Group Performance established
3B	Change of reporting line for Business Coordinator to report to the Director Group Performance

The Group Performance directorate comprises of key functions which play the critical role of ensuring the TWSD Group’s public accountability and assurance expectations are met and that the overall Group performance is integrated seamlessly with MBIE Corporate accountabilities. Group Performance provides group business management services, ministerial servicing, risk and assurance advice and support to the Deputy Chief Executive and General Managers of TWSD and leads the Group input into MBIE governance and accountability, planning, budgeting, and reporting documents.

The directorate requires highly experienced specialist capability, familiar with navigating the machinery of government, ministerial, legislative and corporate accountabilities to support the Director and teams with delivery.

It is essential that we have sufficient capacity within the directorate and branch to train and mentor all team members and to ensure high quality delivery of obligations, the wellbeing, health and safety of our people and provide them with a safe and respectful working environment.

The proposal is to create a new position of Principal Advisor to support the Director Group Performance and provide career progression opportunities for team members. The Principal Advisor will work across the functions within the directorate to ensure integrated delivery of services.

The new proposed role would be responsible for:

- provision of advice to GMs, the DCE and SMT relating to navigating the machinery of government, ministerial, legislative and corporate accountabilities,
- training new team members, and the ensuring ongoing growth and development of the team,
- leading cross-agency consultations,
- developing future Standard Operating Procedures for Privacy Act requests process for Immigration Compliance and Enforcement branch with INZ Programme Integration Manager,
- maintaining existing Standard Operating Procedures,
- the Proactive Release of Official Information programme,
- and
- supporting the Manager Ministerial Services with continuous improvement and wellbeing and resilience of team members.

To further supplement the additional support at a directorate level, it is also proposed to change the reporting line of the Business Coordinator to the Director Group Performance. This will ensure that there is a fair and equitable distribution of business coordination support available across the directorate.

The current Group Performance Directorate Structure is outlined in [Chart 1](#).

The New Group Performance Directorate Structure is outlined in [Chart 2](#).

SUMMARY OF PROPOSED CHANGES AND IMPACTS BY ROLE

Group Performance Leadership Team

Role	Proposed change
Manager Group Business Management	Position title change to Manager Group Business Management and Assurance and a minor scope change to include responsibility for risk and quality assurance
Senior Advisor Quality and Assurance	Change in reporting line to Manager Group Business Management and Assurance
Senior Advisor Risk and Assurance (x2)	Change in reporting line to Manager Group Business Management and Assurance

Group Performance directorate

Role	Proposed change
Principal Advisor	New position established – Band V

Group Capability & Workforce Strategy Team

Role	Proposed change
Manager Group Capability and Workforce Strategy	Position disestablished
Senior Advisor Workforce Strategy	Position disestablished

Ministerial Services Team

Role	Proposed change
Business Coordinator	Change in reporting line to Director Group Performance

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)
- 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.

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 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.