

Te Whakatairanga Service Delivery Strategy, Performance and Design Branch

GROUP PERFORMANCE DIRECTORATE FINAL DECISIONS FOR CHANGE

December 2023

GROUP PERFORMANCE DIRECTORATE

Introduction from Sarena Saunders

We knew, following the Strategy, Performance and Design (SPD) realignment in May 2023, that we wouldn't have got everything right. There were some things that we paused decisions on until more information was known, especially with the changes that were likely to come around the *MBIE Preparing for the Future Change* consultation and implementation. We now have more clarity on how these issues have progressed and we undertook to resolve as many of the outstanding matters as soon as possible.

We acknowledge the proximity of this change proposal to Christmas, and while not ideal, we felt it was important to provide people with clarity and certainty promptly, and so we have balanced this with an extended implementation period.

I want to thank every one of you for your engagement with this change and I am continually impressed by the care shown for your colleagues, and your desire to ensure they are looked after through this process and beyond. We received very thoughtful feedback and have ensured we have taken the time to thoroughly consider your comments, questions and suggestions. Hence why we had to also extend the timeframes around the consultation as well.

This document now represents the final and confirmed decisions made on the organisational changes relating to our Group Performance Directorate and how we will proceed 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 has helped shape our final decisions.

Ngā mihi,

Sarena

Introduction from Lian Liu

Group Performance directorate plays an important role in connecting MBIE enterprise functions with Te Whakatairanga Service Delivery group to ensure our group comply with all the legislative and public accountabilities. I am very proud of the work that we do to support Te Whakatairanga Service Delivery (TWSD) Senior Management team and the branches, and our role within the SPD branch. We will continue to support TWSD group through performance reporting, risk and quality management, and ministerial servicing to provide assurance to the Government and the New Zealand public that we are meeting our public sector obligations and contributing to *Fair Markets that Thrive*.

Since our branch realignment in May 2023, we have been navigating additional changes by supporting the Immigration Compliance and Investigations Privacy Act requests. With this additional workload we have had to focus more on our maturity as a directorate, in particular, establishing business processes that can be replicated across the Group, and working with different areas of MBIE. This has highlighted an opportunity to organise our teams differently to balance the right people leadership and technical support. This functional realignment will help us to navigate the challenges and the uncertainty the change of Government brings, and prepare us for any additional responsibility that we need to meet as a public sector agency in the future.

I want to acknowledge that this has not been an easy process for Group Performance, and I am so grateful to each of you for your honesty and willingness to engage in this process.

Ngā mihi,

Lian

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How to read this document

This document confirms decisions to change parts of the Group Performance Directorate function within the Strategy, Performance & Design branch’s organisational structure.

The final decision document is divided into sections, one for each change proposed. Within each section there is a summary of feedback received and the decisions made in response. It includes structure charts showing the current and final decision structure for impacted areas.

Scope of these change decisions

These final decisions confirm changes to some teams within the Group Performance Directorate.

Understanding change to your position

You can see the confirmed changes to your position by reading through the final decisions and viewing both the current and 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 positions, you will receive a letter confirming how you are impacted by the final decisions and what next steps are.

If the final decision confirms significant changes to your substantive position your People Leader or your General Manager will also discuss the practical timing of these changes with you.

Change process

Find out more about MBIE’s change process on page 6. 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 in December 2023.

If you notice any inconsistencies in the organisational structure represented, please advise your people leader or email spdconsultation@mbie.govt.nz

These decisions have been shared with the Public Service Association (PSA).

Implementation timeline

Activity	Indicative Timeframes
Final decision made and approved	Tuesday 11 December 2023
Final decision communicated	Thursday 14 December 2023
Effective dates for new positions, reporting line and scope changes	Tuesday 23 January 2024
Effective date for disestablishments	Monday 26 February 2024

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

Why change was proposed

The proposal was to join the similar Quality, Risk and Assurance (QRA) 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 objectives were 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.

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

Your feedback on Proposal 1

Overall, your feedback was generally supportive of the proposal, and you recognised the value of combining the Group Business Management and Quality, Risk and Assurance functions. The feedback about this proposal centred around the scope and increased size of the Manager position.

Following feedback on the increased scope and duties the role would be undertaking, we updated the position description for the role of Manager Group Business Management and Assurance. The banding for the position has now been confirmed by the MBIE Sizing Committee as band X.

There was some concern raised about the span of control of the Manager role, in particular to meet the objective of providing strong people centred leadership and time to support the health and wellbeing of their people. While spans of control differ across various industries and functions, generally MBIE has an average of 8-12 ratio of direct reports. We are comfortable that the newly increased team of six is suitable and proportionate to other teams across SPD and TWSD. We have also reconsidered Proposal 3 which suggested a Principal Advisor position was established to provide additional capability to support the Manager with technical aspects of the role and to support training, coaching, and mentoring. We will make sure the Manager receives adequate support and any necessary training to ensure a smooth transition of the QRA function to GBM.

Final confirmed organisational charts are on page 8.

More detail about change to individual positions and new positions are provided on slide 18.

Summary of your feedback on Proposal 1

Feedback themes	Response
<p>Supportive of the proposal</p>	
<p>There was support for the proposal to join the QRA and GBM functions under one Manager. Feedback was that the objectives of the proposal would be realised if these changes were confirmed.</p>	<ul style="list-style-type: none"> Given the support on this proposal we are going to go ahead with moving the functions together.
<p>Concerns about the increased scope of the Manager Group Business Management and Assurance (GBMA) position</p>	
<p>Feedback was that the addition of the QRA function to GBM is not a minor change as set out in the proposal.</p>	<ul style="list-style-type: none"> Within our final decision we have confirmed an additional resource and capability with a Principal Advisor position to work alongside the Manager role in delivery of the QRA and GBM functions. We acknowledge that this is not a minor change for the Manager role and this has been amended accordingly in our final decisions however, the people leadership responsibilities are the same for both GBM and QRA functions, and the Principal Advisor Performance and Assurance will share some of the responsibility for training, coaching, and supporting team members, stakeholder relationships, representing TWSD at cross-MBIE forums and working groups, and driving and oversight of functional work programmes when it is required by Manager Group Business Management and Assurance and Director Group Performance. In relation to the increased volume of work and responsibility for the new Manager GBMA role, there are similar structures within MBIE that we have considered when reviewing this feedback. As the majority of work is set by corporate requirements and guidelines, and the work is cyclical we are optimistic that the work can be planned for and is achievable under one Manager. We requested MBIE's Remuneration and Rewards team to review the revised Manager GBMA role and they have confirmed the band for the new position is band X. The current incumbent of the Manager GBM role has been undertaking additional duties recently and therefore will be directly reassigned to the new Manager GBMA role.

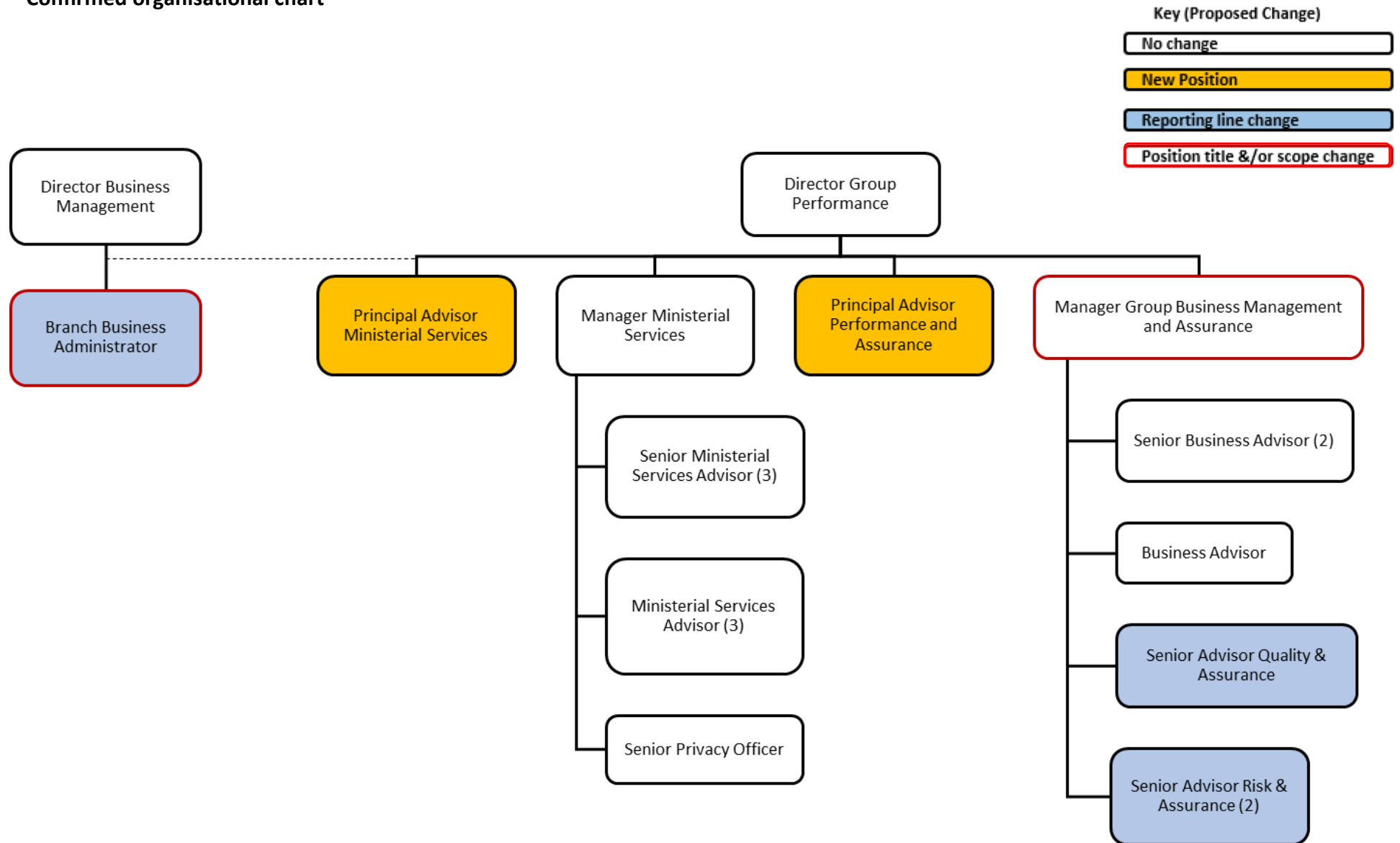
Feedback themes	Response
Span of control	
<p>Concerns that the proposal does not meet the objective: to provide strong people centred leadership and time to support the health and wellbeing of their people and a suggestion that Quality, Risk and Assurance should have its own people leader.</p>	<ul style="list-style-type: none"> While spans of control differ across various industries and functions, best practice suggests that an average of 8-12 direct reports is an appropriate ratio. We are comfortable that the newly increased team of six is suitable and proportionate to other teams across SPD and TWSD. There will also be additional support for the Manager with a Principal Advisor Performance and Assurance role reporting to the Director.

Confirmed changes for Proposal 1

Now that all of the feedback received has been considered and analysed it is confirmed that the Quality, Risk and Assurance (QRA) roles will be moving. As a result, the following confirmed changes will be made:

Ref.	Confirmed change
1A	The Manager Group Business Management at band V will be disestablished and a new position Manager Group Business Management and Assurance will be established at band X. Due to the current incumbent currently undertaking a large number of the responsibilities of the new QRA function they will be directly reassigned to the position of Manager Group Business Management and Assurance.
1B	A change in reporting line Senior Advisor Quality and Assurance to report to the Manager Group Business Management and Assurance.
1C	A change in reporting line for the 2 Senior Advisor Risk and Assurance to the Manager Group Business Management and Assurance.

Confirmed organisational chart



Proposal 2 – Changes to Group Capability and Workforce Strategy

Why change was proposed

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, recent decisions regarding MBIE's approach to G-Reg and an increased emphasis on this capability at the enterprise level, the proposal was to stop delivering group capability and workforce functions, and therefore disestablish the Group Capability Workforce Strategy (GCWS) team.

It was assessed that suitable coverage in these areas could be delivered either at the enterprise level, or within the line in business units for the foreseeable future. We also wanted to provide certainty for our people to avoid any potential impacts associated with sustained uncertainty. There is also a current span of control disparity with the Manager GCWS role which only has one direct report which is not sustainable within the current fiscal environment.

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

Your feedback on Proposal 2

Overall, most of your feedback was generally supportive of the proposal and several submissions noted that while it is always unfortunate when roles have to be disestablished, especially for hardworking people who contribute positively to the team environment, this is the right approach.

Additional feedback commented that despite attempts over the past few months to confirm a valid work programme, the function is no longer needed and many of

the activities formerly performed by the team were transferred to other SPD functions as part of the previous change process or have been absorbed by business groups in TWSD or the Enterprise Workforce Planning team in Corporate, Finance and Enablement. The feedback raised the decision taken by the Senior Management Team (SMT) in August to halt the function and work programme and to reconsider in six months, this was due to the uncertainty of the priorities of the incoming Government and the future fiscal environment, as well as the increasing clarity around G-Reg being carried out by the business units.

There was a suggestion that one resource within the GCWS function was retained to act as a resource to tailor and embed the corporate expectations for TWSD. It was also clarified that the removal of G-Reg from the function should not warrant disestablishment of the Senior Advisor Capability and Workforce position because G-Reg was not a task of that role, and that there were other duties that the Senior Advisor role undertook that would be incomplete.

Each branch within TWSD is so unique in relation to size, regulatory function and services, and structure. With the increased focus of workforce planning support being at an Enterprise level and people priorities being led by the Strategy team in conjunction with branch level leads, it is difficult to justify retaining a role at Group level, particularly in the current fiscal environment. It is accepted that the implication in the proposal that corporate could support delivery of the enterprise requirements is not part of their scope, however the logic that business units are more appropriately positioned to action requests, given the diverse structures and functions across the branches, still stands.

Final confirmed organisational charts are on page 8.

More detail about change to individual positions and new positions are provided on slide 18.

Summary of your feedback on Proposal 2

Feedback themes	Response
Supportive of the proposal	
<p>There was support for the proposal to disestablish the GCWS function, although it was acknowledged that it was unfortunate that this would impact good people who had contributed positively to the team.</p> <p>Feedback was that the objectives of the proposal would be realised if these changes were confirmed. There were numerous comments that the function had not had a work programme for some time, and this was thought to be the right approach.</p>	<ul style="list-style-type: none"> Overall, most of your feedback was generally supportive of the proposal. We agree that it is never ideal, and it is always unfortunate when roles have to be disestablished, especially for hardworking people who contribute positively to the team environment.
There is still work for a Senior Advisor Capability and Workforce position within the new structure	
<p>A suggestion was made that the Senior Advisor Capability and Workforce (SACW) could undertake the training and coaching as proposed for the Principal Advisor role.</p>	<ul style="list-style-type: none"> It is unclear what the Senior Advisor Capability and Workforce (SACW) role would entail if it were retained. There is no approved work programme for the function, people priorities have been led by the Strategy Team since the May 2023 SPD change process with support provided by subject matter experts from Corporate (i.e. People & Culture) and as always in conjunction with TWSD branches who are best placed to deliver any corporate requirements and expectations. The SACW role, is distinctly different to the functions of the Principal Advisor role. The SACW is a group focussed role which is responsible for supporting the TWSD Senior Management Team (SMT) in strategic programmes and projects to build people’s capability and to assist TWSD People and Culture and branch leadership teams to develop Group workforce strategies.

Feedback themes	Response
	<ul style="list-style-type: none"> In the current fiscal environment, it is not justifiable to retain the GCWS function, nor a position to coordinate between the corporate functions of Enterprise Workforce Planning, People and Culture and TWSD branches.
Duplicate functions	
<p>The Enterprise Workforce Planning function does not ‘deliver’, therefore is not a duplicate function. GCWS provides a ‘head start in engaging and implementing’ enterprise level advice and guidance.</p>	<ul style="list-style-type: none"> Agree that the Enterprise Workforce Planning function does not constitute a duplication given the clear difference between an enterprise versus Group specific focus and remit. What was proposed, is that due to these changes and an increased emphasis on this capability at the enterprise level, SPD should stop delivering group specific workforce functions as these functions could be delivered either at the enterprise level, or within the line in business units. With the increased focus being at an Enterprise level it is difficult to justify retaining a role to coordinate this, particularly in the current fiscal environment. It is accepted that the implication in the proposal that corporate could support delivery of the enterprise requirements is not part of their scope, however the logic that branches are more appropriately positioned to action requests, given the diverse structures and functions across the branches, still stands.

Confirmed changes for Proposal 2

Now that all of the feedback received has been considered and analysed it is confirmed that the Group Capability Workforce Strategy (GCWS) function will be disestablished. As a result, the following confirmed changes will be made:

Ref.	Confirmed change
2A	To disestablish the Manager Group Capability and Workforce Strategy role
2B	To disestablish the Senior Advisor Capability and Workforce

Proposal 3 – Changes to the Group Performance Directorate

Why change was proposed

The Group Performance directorate requires highly experienced specialist capability, familiar with navigating the machinery of government, ministerial, legislative, and corporate accountabilities, quality and risk management, to provide assurance and support to the Director, Group Performance leadership and teams with delivery and also support the wellbeing and resilience of team members across the directorate. Therefore, the proposal was to establish a Principal Advisor role reporting to the Director.

To further supplement the additional support at a directorate level, it was 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.

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

Your feedback on Proposal 3

This proposal received the most amount of feedback, particularly about the proposal to establish a Principal Advisor position. Generally, there was support for the proposal to move the Business Coordinator to report directly to the Director.

During the SPD realignment in May 2023, we centralised administration services to the Branch Business Management (BBM) team to ensure that all teams had

equal access to administration support. Group Performance retained a business coordinator role which also provided surge capacity in the Group Business Management team when needed. Over the past few months, the Branch Business Administrator has also been providing support to Group Performance with surge capacity as a result of the addition of Immigration Compliance and Investigations to TWSD. Lifting administration support out of a function will ensure equal distribution of support across the teams. Therefore, as we intend to move the Business Coordinator position, it is logical to move the position to join other similar roles in the BBM team. This will have a minor change to the scope of the role and with a change position title to Branch Business Administrator. Given the fiscal environment, this change will also allow us to disestablish a vacant Branch Business Administrator role in BBM, consolidate our administrative support and therefore add to fiscal savings across the branch. The role will still continue to support the Group Performance directorate and leadership team but may pick up additional duties as required.

There was some mixed feedback about the proposal to establish a Principal Advisor position reporting to the Director, including some confusion about the purpose and scope of the position. Feedback was that the current position description focusses very heavily on Ministerial Services duties, and there was not sufficient focus on GBM or QRA requirements, or that duties seemed to be ad-hoc. There was also a sense from the feedback that Principal Advisors should be technical specialists in their disciplines so they were better placed to provide technical coaching and mentoring to teams members, and lead complex, sensitive or high-risk pieces of work.

We have determined that support is needed for the Director and people leaders to enable their focus on improving the effectiveness of the directorate, and therefore the overall performance of the Group. In response to your feedback, we have agreed there is value in your feedback that Principal Advisors should have a higher degree of technical capability. Therefore, we have decided to establish two new Principal Advisor positions reporting to the Director Group Performance (in line with the structure of other Principal Advisor positions across the branch). One

role will focus on performance and assurance work and one to support Ministerial Services.

This will alleviate some of the pressure on people leaders, as Group Business Management and Assurance gets used to the new assurance function and corporate connections and responsibilities, and for Ministerial Services as we continue to work with INZ and navigate the additional workload for compliance and investigation files for Privacy Act requests.

The Principal Advisors will need to have a broad skill set and will work with Group Performance leadership to drive overall performance and planning for the directorate. They will need an understanding of public and corporate accountabilities and navigating organisational processes and guidelines. Like other Principal Advisor roles across SPD, the Principal Advisor will have a strength for stakeholder relationships and connecting across various functions and into corporate in order to achieve broader outcomes. They will be able to support people leaders with training, coaching or mentoring team members, and offer support to front facing roles who may experience challenging interactions with members of the public. Finally, they will have expertise in relation to the relevant functions of their team and have experience leading group level projects and work.

Final confirmed organisational charts are on page 8.

More detail about change to individual positions and new positions are provided on slide 18.

Summary of your feedback on Proposal 3

Feedback themes	Response
<p>The Business Coordinator predominantly undertakes work for Ministerial services.</p>	
<p>The Business Coordinator is currently part of the Group Business Management team, they predominantly undertake work for Ministerial services.</p>	<ul style="list-style-type: none"> • While it has been the case that the role has supported Ministerial Services more since the <i>Preparing MBIE for the Future</i> decisions which led to the addition of the Immigration, Compliance and Investigations branch to TWSD, the position also provides back-up support to the GBM team when required, including assisting with self-reviews, monthly reporting, printing, and other administrative duties as required. Over recent months, many of these tasks have also been undertaken by BBM, and therefore centralising this role under BBM is logical so we can make fiscal savings in that team by disestablishing a vacant role.
<p>The role of the Proposed Principal Advisor position within the new structure</p>	
<p>The proposed Principal Advisor role confuses very distinct technical areas and MBIE defines Principal Advisors as a subject domain leadership position.</p> <p>Supporting people leaders with continuous improvement and wellbeing and resilience of team members is not a Principal Advisor's role and takes away development opportunities from senior advisors who may wish to move into a people leader role in the future.</p> <p>That there is no purpose for this role.</p>	<ul style="list-style-type: none"> • We have established two new Principal Advisor roles that have clear and defined duties. The two new roles are Principal Advisor Ministerial Services and Principal Advisor Performance and Assurance. • These Principal Advisors will be expected to understand several functions and tasks within the remit of the Group Performance directorate but may not have expertise in every area. We agree that technical expertise in Ministerial Services, and technical expertise in Group Business Management or Quality, Risk and Assurance will be a key requirement. • Like other Principal Advisor roles across SPD, the Principal Advisor's within Group Performance will have a strength for stakeholder relationships and connecting across various functions and to MBIE corporate in order to achieve broader outcomes. They will work with people leaders to support training, coaching or mentoring team members, and offering support to front facing roles who may experience challenging interactions with members of the public. • We do not believe that the establishment of Principal Advisor roles, to work more strategically with the directorate leadership team will disadvantage Senior Advisor's. With Principal Advisors to take the lead on some of the complex pieces of work and provide additional support to managers and team members, people leaders will be able to focus on supporting their people, corporate and stakeholder relationships, planning and overall performance of the Group Performance directorate and wider TWSD group. • The establishment of these roles also enhances career pathway opportunities for our Seniors.

Feedback themes	Response
Supportive of proposal	
It was agreed that it was great to have an additional senior level role to aspire to, and to work towards this career pathway.	<ul style="list-style-type: none"> Career pathways are an important objective of both the changes with SPD this year. Having senior positions to build towards adds to satisfaction and happiness at work. We have listened to your feedback about the best way to achieve this and confirmed an alternative to the proposal, with the establishment of two new Principal Advisor positions.
Proposed Principal Advisor had more Ministerial Services duties	
Position description currently weighted towards Ministerial Services Principal role	<ul style="list-style-type: none"> As part of final decision, we have created a Principal Advisor Ministerial Services role and a Principal Advisor Performance and Assurance role. We accept that the initial position description was weighted too heavily to the Ministerial Service function. Due to the decision to establish two new principal level roles, the initial position description is appropriate for the Principal Advisor Ministerial Services.

Confirmed changes for Proposal 3

Now that all of the feedback received has been considered and analysed it is confirmed we confirm the following changes will be made to the Director Group Performance team:

Ref.	Confirmed change
3A	A new role of Principal Advisor Ministerial Services will be established reporting to the Director Group Performance. This role will support the Director and people leaders to enable their focus on improving the effectiveness of the directorate, and therefore overall performance of the Group, and will have expertise in ministerial servicing.
3B	A new role of Principal Advisor Performance and Assurance will be established reporting to the Director Group Performance. This role will support the Director and people leaders to enable their focus on improving the effectiveness of the directorate, and therefore overall performance of the Group, and will have expertise in either performance accountability or assurance.
3C	A change in reporting line and position title for the Business Coordinator. The positions will now to report to the Director Business Management and have a position title of Branch Business Administrator. There will be a minor change in scope for the role..

Embedding the change (implementation plan)

All of the new positions, reporting line and scope changes will be effective from 23 January 2024, when these changes are made you will see:

- Our new organisational structure being stood up
- People being reconfirmed, reassigned or appointed into new positions
- People being integrated into different teams
- Team names being updated, and distribution lists refreshed
- Our business systems access and workflows being updated, e.g. P&C system and OfficeVibe etc.

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

Following go live on 23 January 2024, 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.

Recruitment

The following positions have been confirmed as established and will be advertised internally first, before advertising externally in the market. First consideration will be given to affected employees over other applicants subject to them meeting the suitability requirements of the position.

- Principal Advisor Performance and Assurance (V)
- Principal Advisor Ministerial Services (V)

Position description for the two new roles can be found here:

- [Principal Advisor Performance and Assurance](#)
- [Principal Advisor Ministerial Services](#)

The timeframe for the next steps is:

Activity	Indicative Date
Advertisement of two Principal Advisor positions. (Affected employees will be able to express their interest in these positions before and during this period.)	From 23 -29 January 2024

Please note that these new positions will advertised after they have been established from 23 January 2024.

Summary of changes to Group Performance Directorate positions

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

<i>Proposal</i>	<i>Position title</i>	<i>Reporting line</i>	<i>Confirmed Band</i>
Establish a new role	Manager Group Business Management and Assurance	Director Group Performance	X
Establish a new role	Principal Advisor Group Performance and Assurance	Director Group Performance	V
Establish a new role	Principal Advisor Ministerial Services	Director Group Performance	V

Reconfirmed positions (change to position titles and reporting lines)

<i>Position title</i>	<i>Confirmed Change</i>	<i>Confirmed Position Title</i>	<i>Confirmed Reporting Line</i>
Senior Advisor Quality and Assurance	Change of reporting line		Manager Group Business Management and Assurance
Senior Advisor Risk and Assurance (x2)	Change of reporting line		Manager Group Business Management and Assurance
Business Coordinator	Change of reporting line, minor scope change and position title	Branch Business Administrator	Director Business Management

Disestablished positions

<i>Position title</i>	<i>Reporting line</i>
Manager Group Business Management	Director Group Performance
Manager Group Capability and Workforce Strategy	Director Group Performance
Senior Advisor Capability and Workforce	Manager Group Capability and Workforce Strategy

Change process

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

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 has been 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 will involve an interview and the questions will be sent in advance to impacted individuals.

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 process

If you are confirmed as being significantly affected by any of the final changes you 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 are 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 you are not considered affected if your substantive position is confirmed as having 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.

You may also apply for other vacancies MBIE is advertising outside the change process internally via the standard MBIE recruitment process (i.e. by submitting a CV and cover letter). These vacancies are advertised via the MBIE website in Recruit@MBIE in the 'current vacancies' area.

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.

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)
- 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.