



**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HĪKINA WHAKATUTUKI

DDI Realignment 2024

Proposal for Change

21 March 2024

Introduction by our Chief Executive Carolyn Tremain

Kia ora koutou,

Since the formation of the Government, we have been focused on supporting our Ministers in respect of the 100-day plan, Mini-Budget, and Coalition agreements – which have resulted in some impacts to our work programmes and priorities.

Over the last few months, the Senior Leadership Team and I have been working on how best to position MBIE to support the Government's priorities, including how we operate in a tighter financial environment. This has included reviewing our programmes of work, our financial position, and the size and capability of our workforce.

As you know, we have been working towards a savings target of 7.5 percent across our departmental and non-departmental funding. We now need to shift our focus to identify opportunities to streamline, do things differently in some areas, and in some cases stop programmes of work. Offering a limited voluntary redundancy option to some people at MBIE was one example of a change which resulted in an opportunity to help us move towards meeting our fiscal target in a managed way.

Now that the Government has completed its first 100-day plan, there is a shift of focus to medium-term planning. While we can expect to move forward with more certainty as the Government's priorities become clearer, we also expect that there will be ongoing change for us at MBIE.

Positioning ourselves with flexibility to respond to future demands is something we have been working on as an organisation for some time, by bringing together like functions and teams; better utilising the skills, experience, and capabilities of our people; and automating processes to enable us to place greater focus on delivering for

the people we serve. We will continue this approach as we move forward in our support of the Government's fiscal sustainability objectives so that we can be prepared to deliver on their priorities.

The dynamic nature of MBIE and the work that we have supported over recent years means that we are no strangers to change. As I and our senior leadership team have been signalling in recent months, we will continue to adapt as needed.

I do not want to minimise the impact or challenges that change can present. I'm aware that change is being felt across New Zealand. I have seen our people respond and support each other through change on many occasions – with resilience, manaakitanga, and with a focus on Pae Kahurangi | building our future.

I ask that during this period you prioritise being kind to yourself and your hoamahi (colleagues), and seek support from the offerings available to you at MBIE – including regular check-ins with your people leader.

I am incredibly grateful for the work that has been done by many of our MBIE people to support the advice and options we have provided our Ministers ahead of the Budget 2024 process as well as those of you who have continued to provide and deliver services for New Zealanders every day.

Thank you for the work that you do.

Ngā mihi nui

Carolyn Tremain

Secretary for Business, Innovation and Employment, and Chief Executive

Te Tumu Whakarae mō Hīkina Whakatutuki

Introduction from Greg Patchell

Tēnā koutou,

The Digital, Data and Insights (DDI) Group was formed with the aim to build safer and more dynamic digital and data foundations to enable MBIE to deliver on the opportunities, challenges and priorities that lie ahead for Aotearoa New Zealand.

The DDI group is now two years old, and I am proud of the significant progress we have made as a group. We have worked hard to deliver great services and solutions, be trusted and transparent and to grow careers and empower our people. We have delivered significant capability, and we now must change to make the most of it. The effort and hard work from you has been inspiring and critical to get us to where we are.

We are now at a stage where we need to build on our success and address areas where how we operate can be improved. The digital environment by its nature has continued to rapidly change and we are also operating with a more fiscally constrained environment. MBIE's digital and data services must evolve to meet the challenges of that environment.

Therefore, we are proposing changes to our structure using a functional based model. The proposed change looks to leverage the investments we have made and enable us to adapt as MBIE's operating environment changes and deliver on the Government's priorities.

We now need your collective input to test and refine the changes we are proposing. We want to make sure they are right before we look to move forward with implementation of any new structures on Thursday, 23 May 2024. Further details of how to provide feedback on the proposals can be found on page 9.

There are changes proposed in this document that you may not have been expecting. I want to reiterate my intention to consult with you, and I welcome your feedback on where this proposal could be strengthened or where you see alternatives that could improve on the outcomes we are seeking.

We acknowledge that this change proposal may not be the only change that you are experiencing within work or outside of it, and that change can present us with difficulties and challenges that will be unique to each person. Please consider what support you may need during the consultation process and discuss this with your people leader, remember to show kindness to your colleagues during this time, and ensure that you look at the range of support options available on page 103 of this document.

Thank you and I look forward to hearing your feedback, and value the thought and energy that you are contributing to this process and to our future.

Ngā mihi nui

Greg Patchell

Deputy Secretary Digital, Data & Insights

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How to read this document

Scope of this change proposal

This consultation document outlines proposed changes to some teams in:

- Data, Strategy and Knowledge
- Data, Insights and Intelligence
- Partnerships and Programmes
- Digital Solution Delivery
- Technology and Architecture
- Digital Operations

This proposal aims to limit concern and disruption for our people and work-in-progress, particularly in frontline operations. Wherever possible, teams have been kept together and the number of positions impacted has been minimised.

Understanding proposed changes to your position

If changes are proposed to your position this will be outlined in the proposal related to your team/branch. Current and proposed organisational charts have been included at the end of each team/branch proposal to help demonstrate the impacts that proposed changes would have to the structure of your team/branch. There is a summary table at the end of this document with more detail about proposed changes to individual positions and proposed new positions.

The current organisational charts exclude positions which will become vacant and will not be filled, such as those vacated by an employee leaving through the recent voluntary redundancy process as these will be closed within our systems. Where we know reporting line changes are happening in the future, these have been reflected in the current structure in this document.

For some proposed functions and as highlighted in some proposed organisational charts, further work is required to determine the reporting structures amongst teams, utilising our existing workforce. It is intended that this will be worked through should proposals progress in these areas.

All fixed term and permanent employees who may be impacted by the proposed change will receive a letter that outlines specific detail about their position and proposed change process.

Our workforce

We will continue to implement a strategic approach to managing our workforce and achieving our work programme. We need to reorganise our work programme to adjust the removal of the roles accepted as part of the voluntary redundancy process.

Let us know

The information included in this document reflects the organisational structure as recorded in MBIE systems on 28 February 2024.

If you notice any inconsistencies in the organisational structure represented, please advise your people leader or email DDIRealignment2@mbie.govt.nz

Case for change

Two years of experience requires us to mature our operating model:

DDI has delivered great work over the last two years. We have made big investments into technology and capability that we now need to embed into how we work. One example is our new data platforms, which provide an opportunity for us to upskill and improve how we deliver data products and services to MBIE.

It is now time to build on our success and address areas where the model could be better. We can strengthen our core functions, streamline our processes, ensure consistency and build new capabilities to ensure we are more responsive and aligned to MBIE's strategic objectives. Our track record provides valuable insights for how we might do that. We have an opportunity to identify areas for optimisation, enhance performance and strengthen our overall operating model.

Shifting landscape - MBIE context:

MBIE's senior leadership team continues to look at how MBIE best operates in a tighter financial environment and to meet the expectations set through the national budget that will come into effect from 1 July 2024. This includes looking at our programmes of work, our financial position and the size and capability of our workforce.

MBIE, including DDI, is now in a more fiscally constrained environment. We need to adapt as MBIE's operating environment changes to ensure we can manage our overall costs, work more efficiently, be smarter with the people we have, to be prepared to deliver on the Government's priorities as these become clearer.

We have a new Data Strategy – Te Mātahi:

In our data space, we have done a lot of work to improve customer experience, reduce duplication of effort, improve clarity of how teams work to deliver data products,

increase our focus on unlocking our investments in new data platforms and technologies, and implement best practice in data management operating model and deliver to the new Data Strategy – Te Mātahi.

Te Mātahi builds on past strategies and seeks to leverage a more strategic approach to managing data across MBIE. The future state envisaged by the strategy will require a fundamental shift from current data practice. All the changes we are proposing will build on this great work and ensure we have the right foundations to be successful.

Rapidly changing technology and data trends:

Trends in data availability and usage, and technology are always transforming the way government departments and other large organisations derive and deliver value from data. The digital world is a rapidly changing environment (for example, we need to understand AI tools and prepare for their use). As such MBIE's digital and data services need to continue to evolve.

MBIE has significant influence on the economic success of New Zealand. Therefore, it is important that we keep pace with these shifts, enabling quality, timely decision-making, and improved customer experience.

Operational effectiveness remains important:

Given the scale and complexity of MBIE, DDI needs to maintain focus on service excellence. We have considered change across our Branches where we can see that our effectiveness could be improved by providing role clarity or simplifying process. We want to ensure continued efficient and effective delivery to our customers and stakeholders by making it easy to work with DDI and by having the resource and capabilities in the right place.

Our Guiding Principles for Change

Designing our future operating model

The following design principles were used to guide the development of the proposed operating model, organisation design and roles:

Design Principle	This means we will...
<p>Te Ara Amiorangi</p> <p><i>Te Ara Amiorangi is the guiding document; our group strategy and operating model are aligned to enable this.</i></p>	<ul style="list-style-type: none"> • Consider Te Ara Amiorangi in all aspects of our operating model (including decisions relating to structure, how we work together, and how we work within the Ministry).
<p>People Centred</p> <p><i>Our people are vital to our ambition. They need to feel safe and included where they belong. This is a place people want to work and can thrive.</i></p>	<ul style="list-style-type: none"> • Develop an operating model with career pathways for our kaimahi (staff) • Create mechanisms to engage and communicate with kaimahi on an ongoing basis • Clearly define responsibilities, accountabilities, tools, frameworks, and guidance to perform roles effectively
<p>Te Ao Māori</p> <p><i>Is a foundation. Enhancing our culture and outcomes in partnership with manaakitanga to ensure that they are inclusive, respectful, and supportive of wellbeing.</i></p>	<ul style="list-style-type: none"> • Listen to, and understand, our kaimahi Māori across the organisation • Structure ourselves to ensure our kaimahi Māori are able to influence key decisions • Building culturally aware policies, frameworks and guidelines that support the wider-Ministry • Design our roles to recognise the time and effort of our kaimahi Māori in building cultural awareness and competency.
<p>Pae Kahurangi</p> <p><i>Build the adaptive, effective and efficient organisation we need for the future. We look to simplify by reducing duplication, effort and time.</i></p>	<ul style="list-style-type: none"> • Remove duplicate activity across DDI to streamline operations and service delivery • Reduce any 'shadow' functions ensuring they are centrally managed for consistency, specialism, and to grow our kaimahi • Develop efficient processes to enable our people to flow in an effective and efficient way.

Design Principle	This means we will...
<p>Embed clear leadership</p> <p><i>Our stewardship and leadership responsibilities are clear.</i></p>	<ul style="list-style-type: none"> • Agree clearly defined responsibilities across our leadership roles • Agree shared responsibilities for outcomes across teams and partners • Are clear about our accountabilities, including what role DDI has in enforcing policies.
<p>Customer Experience Focus</p> <p><i>We partner to listen, understand and add value for our customers. Customer experience is at the core of our model and in the delivery of services.</i></p>	<ul style="list-style-type: none"> • Listen to, and understand, our customers' needs • Design our channels aligned to customers and how they use our services • Design our services that takes into account automation and self-service.
<p>Capability Alignment</p> <p><i>We engage the right capabilities in the right roles and our behaviours support our operating model and outcomes.</i></p>	<ul style="list-style-type: none"> • Organise ourselves and work in a way that nurtures growing our specialist services skills and experience • Utilise our specialist skills to provide coherent and consistent services to our customers • Design roles with clear values and behaviours but with a flexible focus.

Providing Feedback and Indicative timeframes

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

Please consider how proposed changes will support our Te Ara Amiorangi Strategy and the key shifts we seek to make, outlined in the change approach for each branch.

We welcome your feedback on this proposal for change, even if you may not be directly impacted by it. Feedback can be provided individually or as a group. We encourage feedback on all aspects of the proposal, including the EOI process and position descriptions which include the selection criteria.

'What say you'

To help make the consultation experience more inclusive and effective, we are using an interactive consultation tool, 'What say you' to collect feedback and manage questions. If you or your team are directly impacted by this proposal, you will receive a login to the tool where you can submit feedback, receive regular updates and comment on shared threads.

If you or your team are impacted and do not receive an invite or have issues with access, please email DDIRealignment2@mbie.govt.nz

If you are not in one of the groups directly impacted by this proposed change and would like to provide feedback, please email DDIRealignment2@mbie.govt.nz to request access to What Say You.

Consultation on the proposed changes will start on Thursday 21 March 2024 and go through to Friday 12 April 2024.

Please take the time to consider the proposals and share your insights.

Your feedback is encouraged on all aspects of this proposal, including organisational structure, accountabilities, and positions. You can also provide feedback on the consultation and proposed expression of interest (EOI) processes and timelines. Your ideas and suggestions are valuable and will contribute to ensuring that the changes we ultimately make will position us well for the future.

Any feedback you provide will be carefully considered before final decisions are made. All feedback will be analysed, and an anonymous summary of feedback themes and responses will be included in the decision document. Where appropriate you may also receive an individual response.

'What say you' is about connecting people through open and thoughtful conversations. We want people to share their views and exchange ideas in a safe space.

Principles for safe and respectful use will be applied to improve the experience for everyone:

1. Comments and questions are moderated

All comments and questions will be published on 'What say you' following moderation from the consultation team to ensure that the process shows respect for our MBIE people. Moderation will focus on ensuring that comments and questions are respectful and consider the privacy of others. Comments can't be changed or deleted, but in cases where they breach privacy or are not respectful, the consultation team will get in touch with the author to give them an opportunity to edit it so that it can be published. All submissions (published or not) will be considered as part of the consultation, unless you choose to have your question excluded.

2. Questions can be made private

Optionally, you can choose to have any question you ask excluded from the formal feedback by selecting: "Don't publish this question". This means that your question and any replies will only ever be seen by the consultation team.

3. Names are not published

Comments and ratings are published without your name. Only the consultation team can see details about the author.

4. Likes are anonymous

You can like someone else's question or comment anonymously. 'What say you' doesn't provide information about likes to other users, and those likes won't be visible to the consultation team during moderation. High-level summary statistics about likes will be provided to aid the decision process.

5. Rating this change proposal

You can rate sections of this change proposal to indicate how you feel about them – such as where you generally agree, or feel the proposal needs more work. Summary statistics about these ratings will be provided to the consultation team by the 'What say you' system.

6. Group comments

You are welcome to make comments as an individual or as a group. A group comment needs to be made through one person's login. Please add a note that it is group feedback so the consultation team can take this into account.

You can then encourage the rest of the group to 'like' the comment.

7. Close of consultation

You can make and edit submissions up until consultation closes at the end of business on Friday 12 April 2024. After that, you will still be able to log in to read the proposal and published submissions.

Please note that people in contract roles won't receive a registration email. If you would like to provide feedback, please send your thoughts to DDIRealignment2@mbie.govt.nz

Once the consultation period has closed, all feedback will be carefully considered by the DDI Leadership Team before final decisions are made and approved by the Deputy Secretary, DDI. If the final decision is made to proceed, we will confirm the new structure and the impact on positions.

This proposal has been shared with the Public Service Association (PSA). You can contact the PSA during the consultation period for support and to discuss feedback.

Indicative timeline

Activity	Indicative Timeframes
Consultation opens	Thursday, 21 March 2024
Consultation closes	Friday 12 April 2024, 5pm
Feedback reviewed and considered by DDI LT	April – May 2024
Final decision	9 May 2024
Expressions of interest (EOI) and selection process starts	Following announcement of decisions
Proposed 'go-live' of new structure	Thursday, 23 May 2024.

Proposal 1 – Data, Strategy and Knowledge

MBIE has continually evolved its data capabilities and use of data over time to adapt to changes to the scale and breadth of MBIE responsibilities and the evolution of data and technology. In the last two years, we have invested in new tools, like Snowflake and Informatica. Additionally, we now have a new data strategy – Te Mātahi (launched in late February) which gives us a clear, planned future state to build towards.

Modern ways of working and new data operating models have developed alongside technology shifts to enable advanced data management.

We will need to implement the new data strategy in a fiscally constrained operating environment; and therefore, be as efficient and customer focused as we can. For those reasons, this is a good time to consider changing how we work.

The proposal would impact staff in the following areas and roles:

- Data, Strategy and Governance
- Capability, Data Strategy and Knowledge
- Director Data, Insights and Intelligence
- Director Data Sharing
- Records and Library Services
- Information Management

Key drivers for change in Data, Strategy and Knowledge:

Over the past two years, Data, Strategy and Knowledge (DSK) has provided quality data, information and knowledge services to MBIE. We have delivered foundational work from the Empowered by Data programme and invested in new technologies that will significantly improve MBIE’s ability to govern and manage data.

Over the past five months, three drivers have prompted a careful look across the branch and the wider data pipeline to identify how we can significantly lift MBIE’s data maturity and supply an increased range of data and knowledge services in an increasingly resource constrained environment. These drivers include:

- **Change in operating environment:** This includes a change in government priorities and the need for improved operational efficiency.
- **A new data strategy, Te Mātahi:** The strategy introduces a different future state for MBIE, with improved use of central resource to drive more consistent practice and better use of production resources across MBIE to meet customer needs.
- **A need for a data operating model:** Feedback from staff has focused on the need for a clear operating model providing role clarity. More recently, the Planning, Risk and Assurance branch have been coordinating ongoing work to clarify and document the current ways of work and data operating model.

For DSK, these pressures required further thought on how the branch is organised and how ways of working ensure efforts and resources are prioritised to drive efficiency while also delivering strategic and operational value.

The changes in this proposal are aligned with DDI’s move to a more functional structure which will be complemented by an operating model built on a clear data capabilities framework. This alignment will enable DSK to be ready and resilient in the face of changing organisational demands.

Data capabilities framework

The framework organises critical capabilities across four components, Govern and Manage, Strategise, Operate and Deliver as outlined in Appendix one.

The Deliver component will be driven by the General Manager Data Insights and Intelligence (GM DII) while the remaining functions are led by the Chief Data Officer (CDO).

This division of responsibilities ensures a clear delineation between the strategic and governance aspects of managing data (under the CDO) and the practical application and delivery of insights (GM DII). This approach also allows for specialisation, ensuring that data governance and operations are well-managed, while analytics and insights are effectively delivered to support informed business decisions. This move will help optimise efficiency and ensures a cohesive approach to leveraging data for organisational success.

There are synergies between data, information and knowledge management that can be achieved in a new operating model for DSK and Data, Insights and Intelligence (DII). These synergies will help derive more value from the entire information ecosystem.

Proposal 1.1 - Data Strategy and Governance

Over the past two years, the Data Strategy and Governance team has delivered some foundational pieces of work that will shape data governance in MBIE well into the future. We believe we are now at a place where there is benefit in focusing the efforts of the team on building these foundations and growing MBIE's data governance and ethics capabilities into a mature function.

We are proposing to separate the data strategy functions to ensure a clearer focus on data governance activities, without conflicting priorities. Overall efficiency gains will be realised as the team will be able to streamline processes and workflows in line with their specialised function.

We propose that the Data, Strategy and Governance team now specialise in Data Governance and Ethics.

Therefore, it is proposed to disestablish the existing Manager Data Strategy and Governance role and establish the Head of Data Governance and Ethics to lead the team.

As a result of the change in focus of the team, the capabilities framework and the winding down of the Empowered by Data Programme, it is also proposed that the Change Manager Empowered by Data role be disestablished.

Proposal 1.2 - Capability, Data Strategy and Knowledge

The Capability team has delivered foundational activities over the past two years including the job families, career progression framework, and the many Learn@MBIE modules, highlighting the importance of data in the workplace.

We believe there is benefit in establishing data performance and data enablement to compliment and align the capability initiatives. Together, capability will build the necessary skills, and enablement will provide the tools and resources and guide continuous improvement. The integration of these functions will be critical to supporting a cohesive and effective data strategy within MBIE.

While the data enablement function will act as surge support to implement Te Mātahi, a data performance function is needed to enable continuous monitoring and improvement to guarantee agility in the delivery of the data strategy. This integrated approach is important in a changing environment allowing us to be nimble and identify issues to be dealt with almost immediately.

It is proposed to change the focus of the Capability team. The name of the team will follow and change to Data Enablement and Performance. This new team will work closely with the Governance and Strategy areas to ensure its work is well aligned to the priorities and approach to implementing the new data strategy.

The title of Manager Capability, Data Strategy and Knowledge will change to Head of Data Enablement and Performance.

It is also proposed that the Principal Advisor would have a reporting line change from the Manager Data Strategy and Governance to the Head of Data Enablement and Performance. It is proposed that this role will provide expertise to support the Head of Data Enablement and Performance to drive the implementation of the strategy, support capability uplift and measure data performance.

Proposal 1.3 - Director, Data, Insights and Intelligence

Currently the Director, Data, Insights and Intelligence provides expert advice, coordination and strategic support to the Chief Data Officer. We are proposing to formalise the responsibilities undertaken by the Director and enhance the support function to the CDO.

The Director plays a pivotal role in supporting the CDO in managing administrative functions, advising and supporting the CDO in MBIE and All of Government stakeholder engagements, quality assurance and providing direction to the data strategy ensuring it aligns with the CDO's strategic priorities. These responsibilities include the day-to-day management of two direct reports.

To strengthen the support to the CDO, it is proposed that the Principal Advisor Data and Information, responsible for the business management coordinating functions of the branch, formally change reporting lines from the Chief Data Officer to the Director.

To support the strategic direction, it is also proposed that the Principal Advisor Data and Insights change reporting lines from the Manager Data Strategy and Governance to the Director.

Proposal 1.4 - Information Management, Records, and Library Services

Information Management, Records, and Library Services boast a legacy of effective information governance, seamless records management, and comprehensive library services in MBIE, reflecting a deep commitment to reliability, compliance and the effective utilisation of knowledge resources.

We are proposing to integrate these functions with the proposed Data Platforms and Operations team. Integration will ensure that operational functions are aligned to ensure platform management and digital tools are streamlined driving efficiencies and reducing duplication. This will streamline driving efficiencies and improve customer experience including consistent, accurate and timely delivery.

Therefore, a change in reporting line is proposed for the Manager Information Management from the CDO to the Head of Data Platforms and Operations. The roles and responsibilities are proposed to be unchanged.

It is also proposed to change the reporting line for the Manager Library Services from the CDO to the Head of Data Platforms and Operations. The roles and responsibilities are proposed to be unchanged.

Proposal 1.5 - Data Sharing

The Director Data Sharing represents MBIE in the Five-Eyes Data Sharing Working Group and the team have contributed to critical cross agency projects including the Travellers Declaration Project and coordinated MBIE's data sharing activities during Cyclone Gabrielle.

We are proposing to align the data sharing function to Data, Insights and Intelligence (DII). This realignment will enable the Data Sharing team to have a much closer relationship with the analytical and intelligence teams who commission, share and receive data from a range of organisations to deliver data, research, intelligence, insights and analytical products and services across MBIE.

Therefore, we are proposing a change in reporting line for the Director Data Sharing to the General Manager Data, Insights and Intelligence. The roles and responsibilities are proposed to be unchanged.

Proposal 1.6 - Data Operations

Currently the activities outlined in the operate component of the capability framework sit within DII. As outlined in the introduction, we are proposing that the functions aligned to the operating component are led by the CDO.

This move is strategically advantageous as it aligns the day-to-day management and processing activities with the broader data strategy. By integrating most of the current Data Operations function into DSK there is potential to achieve an efficient collaboration with other data-related functions, promoting a seamless flow of activities that contribute to effective data management.

Aligning information management, records and library with data platforms and operations promotes cohesion across the information ecosystem in MBIE.

Data platforms and operations will play a critical role in leveraging the investments in the new data platform which is critical to driving Te Mātahi. To support this a renewed focus, drive and new capabilities are required to transition to the future state.

Therefore, it is proposed that the Head of Data Operations role have a change in title to Head of Data Platforms and Operations focusing on driving the future state and stabilising operations.

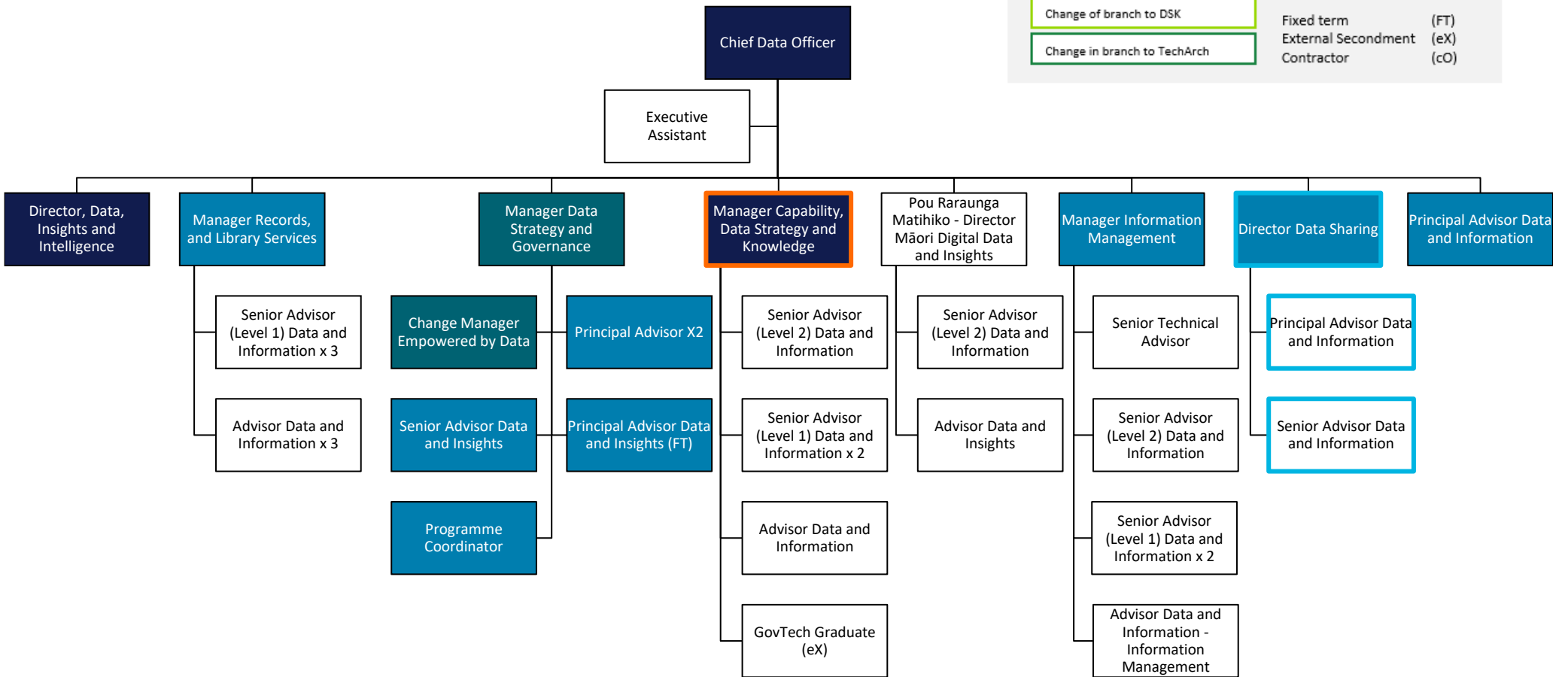
A change in title is also proposed for the Manager Data Management and Modelling to Manager Platforms and Environments to reflect the focus on moving towards the future state and stabilising MBIE's data platforms and environments.

We propose that three new roles be created to drive the future state which includes a Platform Data Architect, Data Engineer – Ingestion and Manager Test and Release.

Current Organisational Structure – Data, Strategy & Knowledge

KEY (proposed change)

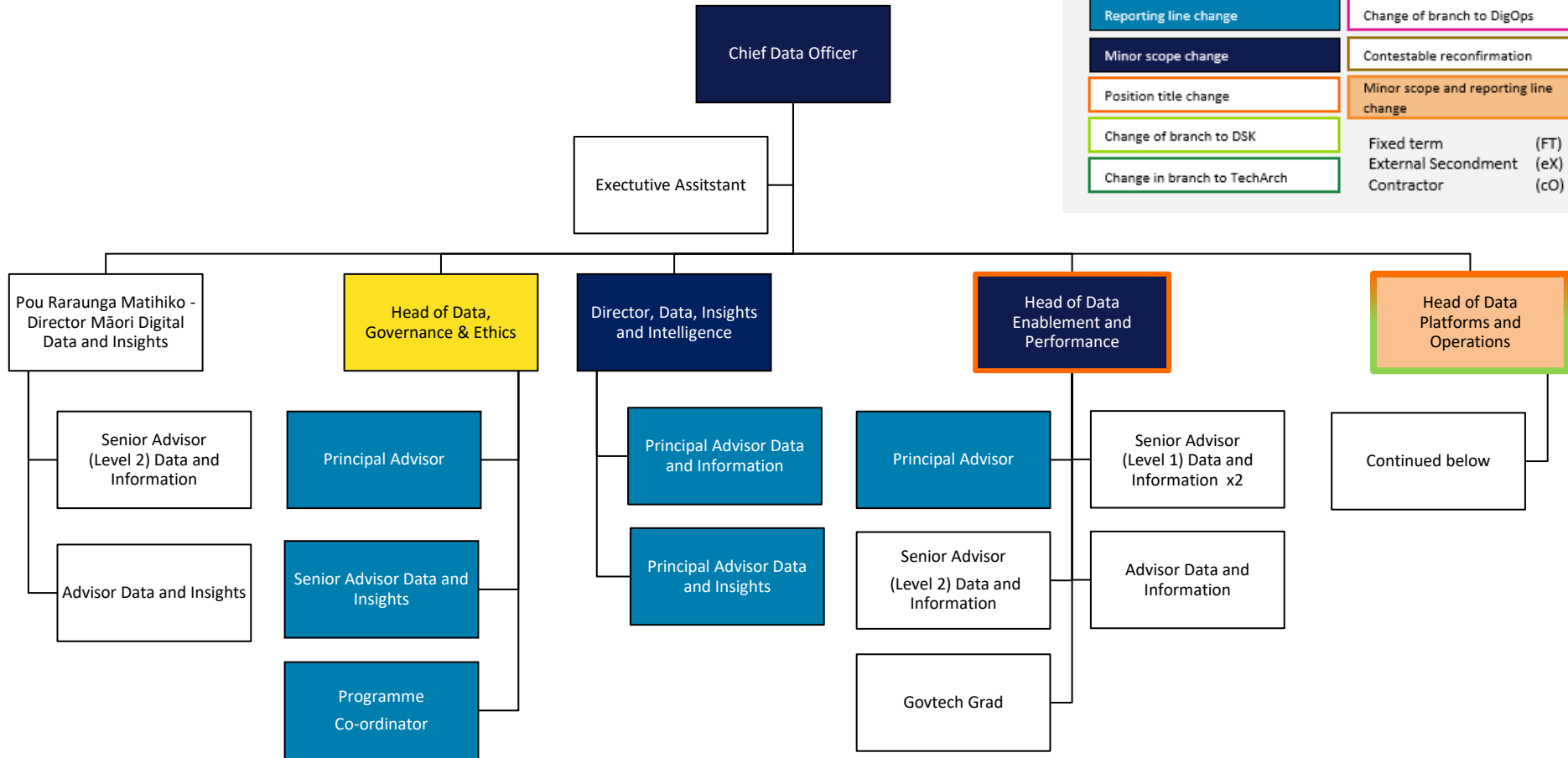
No change	Change of branch to DII
Disestablished position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)



Proposed Organisation Structure – Data, Strategy and Knowledge

KEY (proposed change)

No change	Change of branch to DII
Disestablished position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)

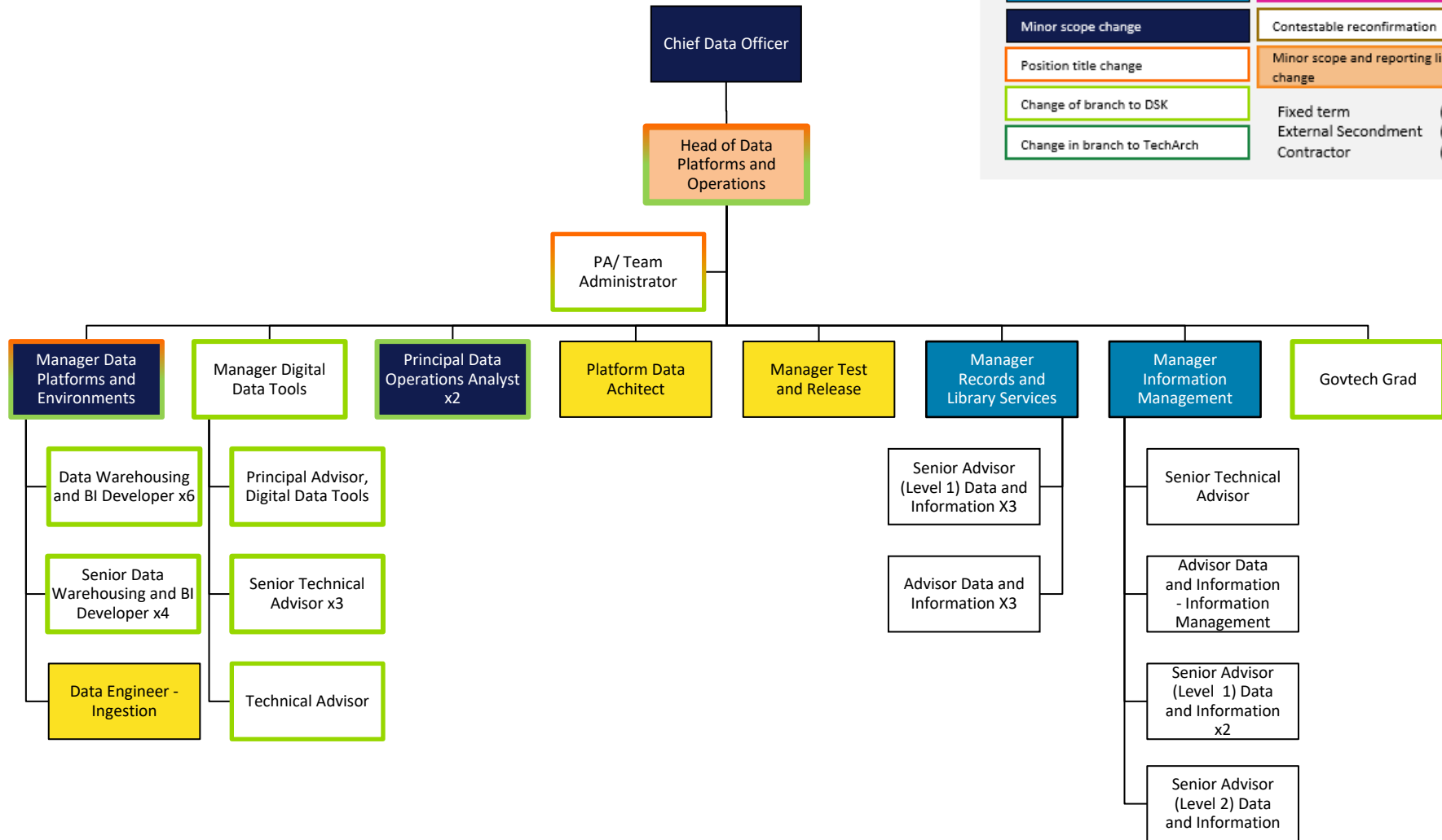


Proposed Organisational Structure – Data Strategy and Knowledge

Data Platforms and Operations Unit

KEY (proposed change)

No change	Change of branch to DII
Disestablished position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)



Proposal 2 – Data, Insights and Intelligence

The proposals for change in the Data, Insights and Intelligence (DII) branch outlined below have been developed to deliver on the goals of Te Mātahi, our new Data Strategy alongside the Data Strategy and Knowledge branch and a create a functional model. We aim to provide a clear operating model with the right capabilities to help us embed the new Data Strategy.

The proposal would impact staff in:

- Allocation and Coordination,
- Data Operations, and
- Evidence and Insights.

Key drivers for change in Data, Insights and Intelligence

- Clarity of functions: we have learnt a lot over the last two years. We have identified that the current structure and way of working across the data operating model has lacked clarity.
- Matching skills to modern tools: we have recognised the need to match the new tools we have (Snowflake, Informatica, and Power BI) with the skills our people are developing. The introduction of new tools is expected to lead to more efficient production of data products and higher quality data outputs.
- Well aligned research and evaluation: while a critical input into the development and assessment of policy and programmes, there are a number of ways that research and evaluation can be commissioned and delivered.
- Clearer focus on insights: Evidence and Insights has achieved stage one of a much stronger focus on turning data and information into insights. We believe there is room for this to be even better and more refined within MBIE, as a

key value dividend from all the investment into a new Data Strategy and operating model.

Proposal 2.1 – New Data Service Delivery unit

As outlined in DSK Proposal 1.6, we are proposing to align our functions so the Operate component of the model described by Te Mātahi is led by the Chief Data Officer, while the functions aligned to the Deliver component sit with DII.

In line with this proposal, from within Data Operations, Data Management and Modelling and Digital Data Tools will move to DSK, along with both Principal Data Operations Analyst roles.

We propose that Data Analytics and Reporting and Delivery remain within DII, to form part of a new delivery unit, Data Service Delivery, which will house all data analytical products and services. Two new teams will also be created within Data Service Delivery: Domains and Data Science. Roles in the new Data Service Delivery structure are proposed to be standardised into Data Analyst family roles or Reporting and Visualisation Developer roles depending on where they sit.

These changes will create a functional-based structure that allows a new way of working, with flexible allocation of resource and skillsets, and facilitation of cross-team collaboration and a multi-disciplinary approach where appropriate. The structure has been designed to be future-proof and can be added to via additional investment over time.

The new delivery unit will be led by a Head of Data Service Delivery, who will be supported by a Principal Advisor and PA/Team Administrator.

These changes will allow us to take the next step for data products, and achieve a faster production of higher quality data outputs, that meet Government and MBIE priorities.

Domains

Te Mātahi directs MBIE to align its data work based on functional domains. Functional domains are similar to data domains by allowing us to organise effort to service the data needs of particular business groups, functions or areas of priority. We propose that the Domains team is organised into sub-teams aligned to the following proposed domains:

- Building Systems and Tenancy & Markets,
- Immigration New Zealand
- Regions
- Tourism, and
- Science and Innovation & Workforce and Workplace
- Corporate

We propose to create a Corporate domain to service Corporate Services, and Finance Enablement's data needs.

The Domains team will be led by a new position, the Manager Domains, responsible for leading the relationship with the appropriation or Policy General Managers. Each sub-team is proposed to be led by a Lead Domain Analyst who will service the relationship with the appropriation or Policy General Managers and be responsible for delivering data outputs, drawing on other parts of Data Service Delivery and wider DII as needed (see appendix two).

It is proposed that Domains team roles would be filled via an EOI process.

Data Analytics

It is proposed that the Data Analytics team will collect, manipulate and interrogate data to provide insights for decision makers, as well as inputs to other analytical work such as research, evaluation, insights and intelligence.

We are proposing to move the Manager Data Analytics, Senior Data Analysts and Data Analysts from Data Operations to Data Service Delivery.

It is proposed the existing Business Analyst position in the Data Analytics team is disestablished and a new Data Analyst position is established.

Data Science

It is proposed that the Data Science team will source and integrate information and data for use in data interrogation techniques such as data mining and advanced analytics, undertake complex statistical and pattern analysis, and support strategic data and analytics initiatives within the broader MBIE.

The proposed structure brings together the two existing Data Scientists (including one Principal Data Scientist) within Data Operations to report to a new Manager Data Science in Data Service Delivery.

Reporting and Visualisation

It is proposed that the Reporting and Visualisation team will design, develop and implement reporting solutions and data visualisations, take complex data and put it into formats which are meaningful and easily consumable.

The proposed structure is a reconfiguration of the existing Reporting and Delivery team from Data Operations, consisting of a Manager Reporting and Visualisation and four reports. The proposed name change to Reporting and Visualisation better reflects the nature of work undertaken by the team and the move of activities aligned to the Operate component to DSK.

Data Warehousing and BI Developer and Power BI SME roles will be standardised to Reporting and Visualisation Developers.

It is proposed that the existing Team Administrator position is disestablished as the Reporting and Visualisation team is not expected to require dedicated administrative support. A PA/Team Administrator role is proposed to be established to support the

diary management and administrative requirements of the Head of Data Service Delivery as previously outlined.

Proposal 2.2 – Evidence and Insights

The Evidence and Insights unit has delivered foundational activities over the past two years, reacted to changing environments, while providing high quality research, evaluation and insights to customers and stakeholders.

We are proposing to realign Evidence and Insights with Te Mātahi to achieve the requirements of the Deliver component of the operating model. The following changes are proposed for Evidence and Insights:

- A new Data Service Delivery unit will house all data analytical products and services, including from Evidence and Insights, and will service functional domains that align with appropriation areas (Proposal 2.1),
- All research and evaluation activity will be moved under a new Director Research and Evaluation to guide research and evaluation proposals. Reporting to the Director will be a new position, Manager Research and Evaluation.
- A small functionally aligned Insights team will sit under the new Director Research and Evaluation to translate data analytics, data science, research, evaluation and other outputs into insights and produce products for Policy and other MBIE teams.
- It is proposed that the GovTech Graduates roles report to the Head of Allocation and Coordination for the remainder of their contracts.

On this basis, it is proposed to disestablish the Evidence and Insights business unit as it currently exists and establish new Research and Evaluation and Data Service Delivery business units. The majority of existing Evidence and Insights roles are proposed to be disestablished and replaced by a smaller number of Data Analyst family roles (under the Manager Domains, within Data Service Delivery) and Research and Evaluation roles

(under the Manager Research and Evaluation). Some positions in the new structure, under the Manager Insights, will remain the same and with the reduction in the number of positions, it is intended that they will be filled via a contestable reconfirmation process.

It is proposed that Domains team roles and Research and Evaluation roles in the new structure will be filled by way of via an EOI process.

Research and Evaluation & Insights

As referred in proposal 2.2, a new Research and Evaluation team is proposed to be established.

It is proposed that the new structure will consist of the following roles:

- Director Research and Evaluation,
- Manager Research and Evaluation and six reports,
- Manager Insights, and eight reports.

The Director's role will be to oversee the performance of the unit and ensure the Research and Evaluation hosting function and insights function is meeting customer needs, on time, and within budget. Performance management of contractors and service providers will be key, and the position will serve as the escalation point for any issues internally and externally. A PA/Team Administrator role will also be created to provide administrative support to the Director, Research and Evaluation.

The Research and Evaluation team will be staffed with specialist research capabilities, to design and write research proposals with the business, that will be contracted out. This team will liaise with Procurement where necessary and will not undertake their own research for MBIE customers.

The Insights team will be comprised of experts who provide the 'so what' by taking data analytics and data science, research, evaluation and other outputs, and producing the key points for Policy, ministerial briefs, and ad-hoc requirements. There is an

alternative option that these roles are reallocated out to respective Policy appropriation areas to manage directly.

We are proposing that the Manager Insights and team are a centralised function. We ask that you consider if this is a good fit for MBIE within your feedback of the proposal.

Proposal 2.3 - Allocation and Coordination

We are proposing a small number of changes to Allocation and Coordination.

A Demand Management sub-unit is proposed to be created, with roles dedicated to managing a “Front Door”, commissioning, and work allocation. The Front Door (see appendix two) is key to the model outlined by Te Mātahi and will be used across the Data Service Delivery unit, Research and Evaluation unit, MBIE Intelligence, as well as by DSK.

It is proposed the sub-unit will consist of the following new roles:

- Manager, Demand Management, and
- Two Principal Demand Management Advisors
- Senior Business Advisor.

It is proposed the following roles have a change in reporting line from the Head of Allocation and Coordination to the Manager, Demand Management:

- Senior Business Advisor, and
- Business Coordinator.

A primary responsibility of the Allocation and Coordination unit is to improve MBIE’s customer experience for all DII and DSK functions, and support Heads of roles to deliver to their work programmes by obtaining clear customer requirements, and better understanding of how work flows through DII and DSK, from request to output.

As previously outlined, it is also proposed that the GovTech Graduate roles report to the Head of Allocation and Coordination for the remainder of their contracts.

Business Management

In addition, the following changes are proposed for the unit:

- The creation of a Senior Business Analyst, and Business Analyst reporting directly to the Head of Allocation and Coordination, to support the Principal Business Analyst with the Front Door build out and maintenance,
- The fixed term Principal Business Advisor is proposed to be disestablished and replaced by a permanent Principal Business Advisor position. This is to support ongoing and increasing need of business management, and to provide additional bandwidth to support the General Manager at a Principal level as required, and
- The existing fixed term Senior Programme Manager is proposed to be disestablished and replaced by the proposed Manager, Demand Management position.

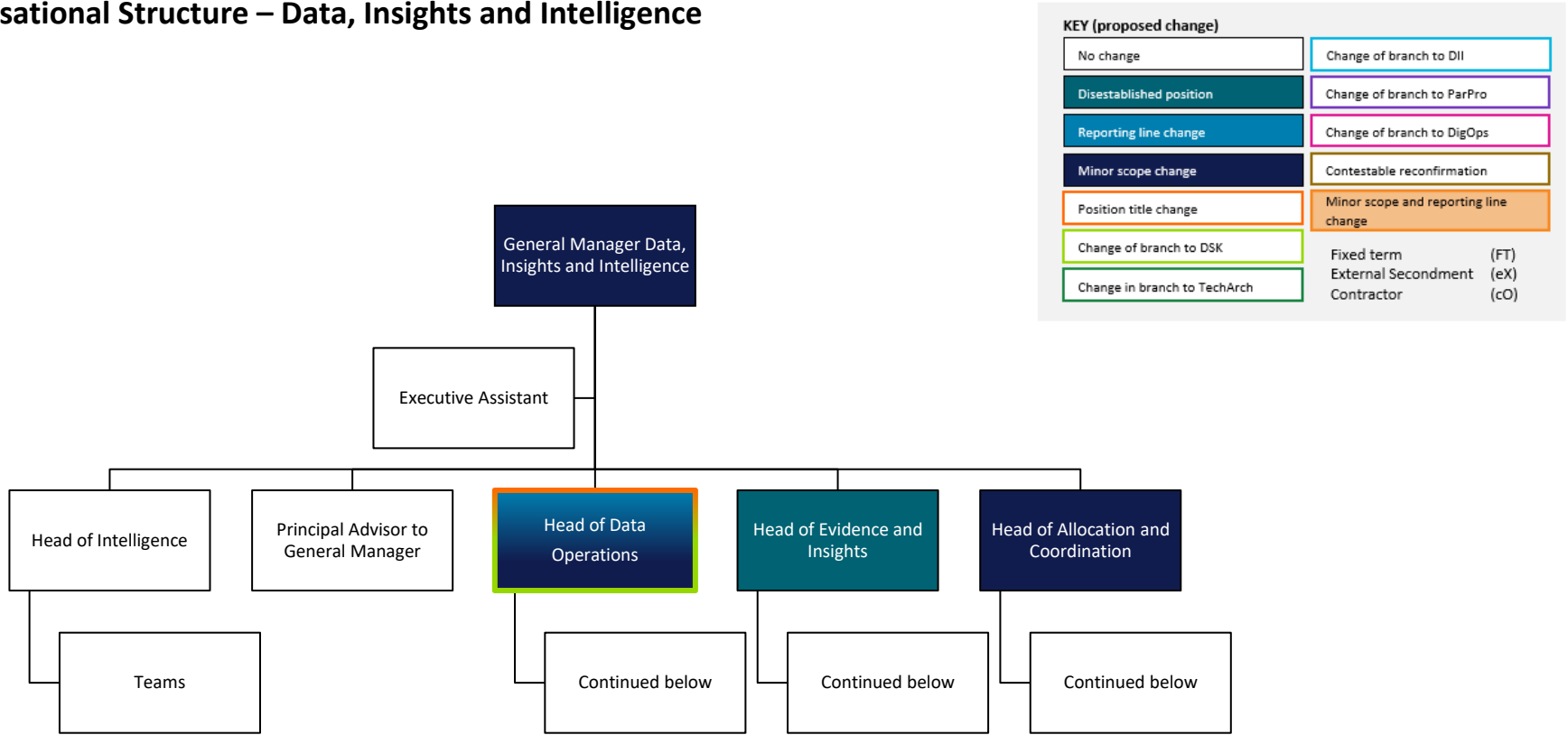
Proposal 2.4 - Data Sharing

As referred to in Proposal 1.5, it is proposed that the role of Director Data Sharing would not have changes made to its responsibilities nor its direct reports. The Director will report directly to the General Manager Data Insights and Intelligence as DII’s fifth unit. Direct reports will continue to report to the Director Data Sharing.

The benefit of moving the Data Sharing function to DII is that it will enable the function to have a much closer relationship with the analytical and intelligence teams who commission, share and receive data from a range of organisations to deliver data, research, intelligence, insights and analytical products and services across MBIE.

Please see Proposal 1.5 for a description of the Data Sharing function.

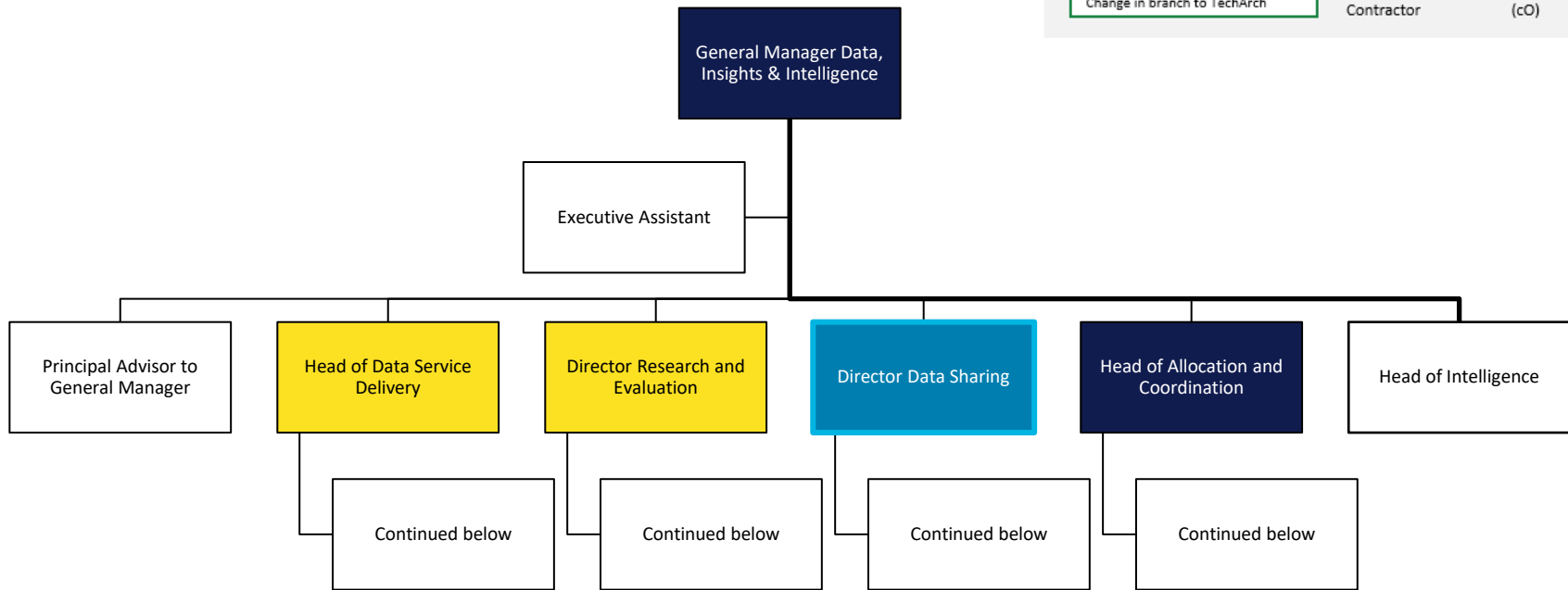
Current Organisational Structure – Data, Insights and Intelligence



Proposed Organisational Structure – Data, Insights and Intelligence

KEY (proposed change)

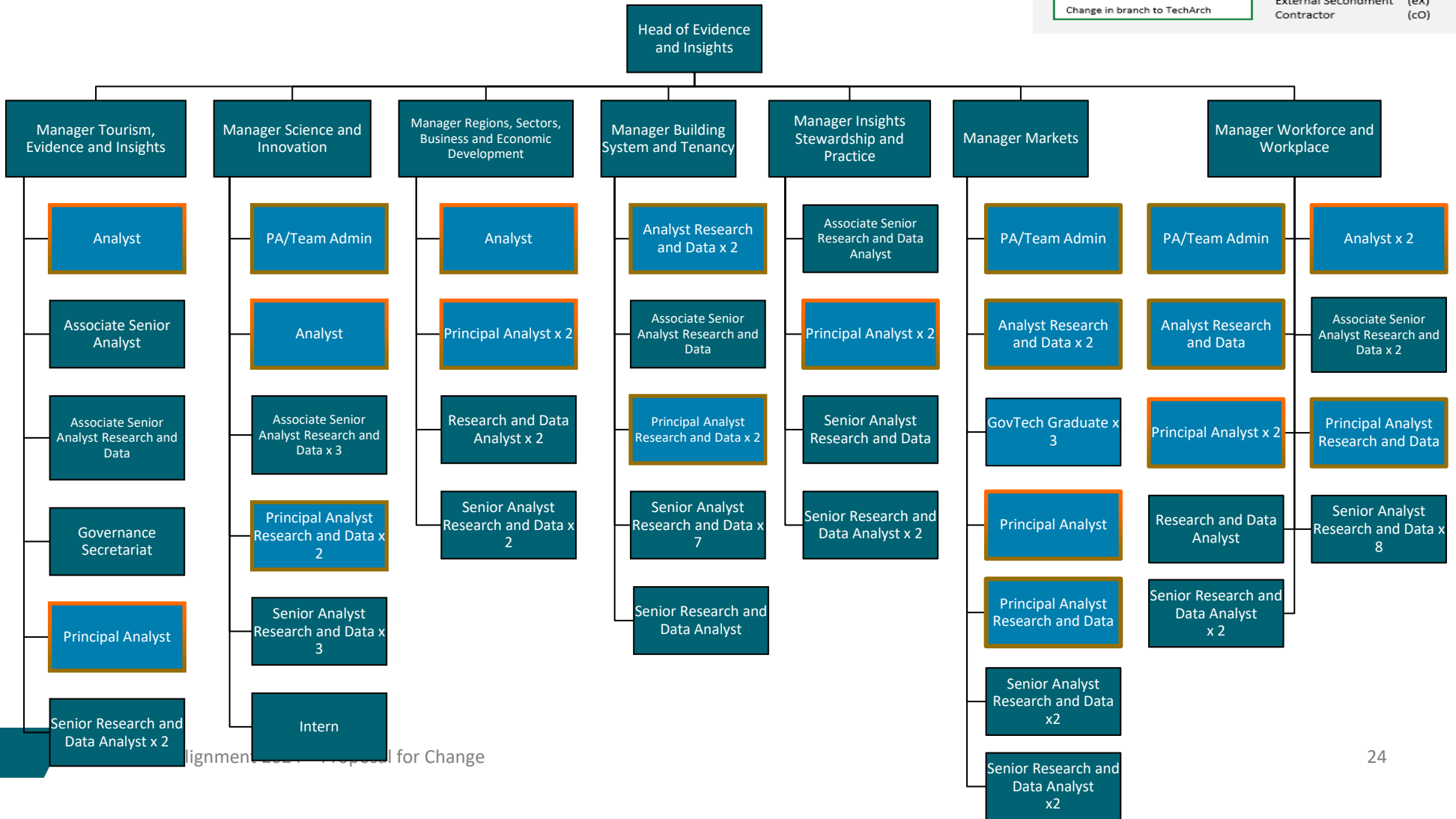
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New position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)



Current Organisational Structure – Data, Insights and Intelligence

Evidence and Insights

KEY (proposed change)	
No change	Change of branch to DII
Disestablished position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)

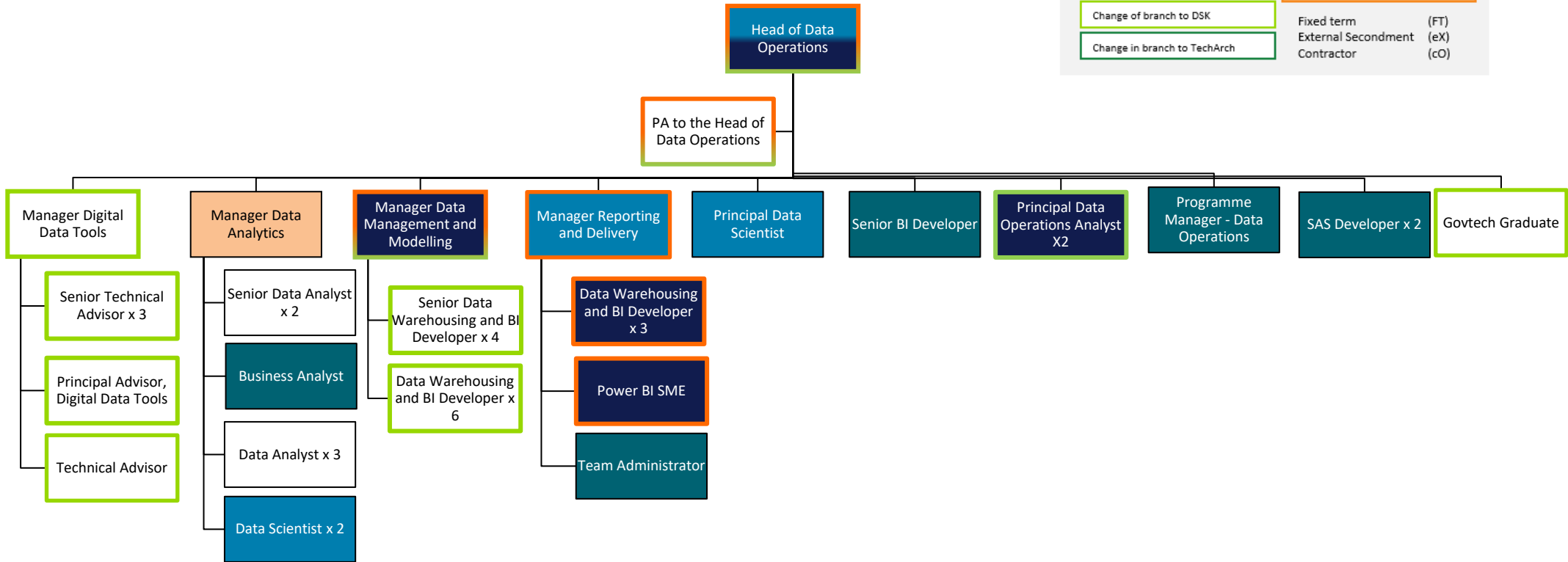


Current Organisational Structure – Data, Insights and Intelligence

Data Operations Unit

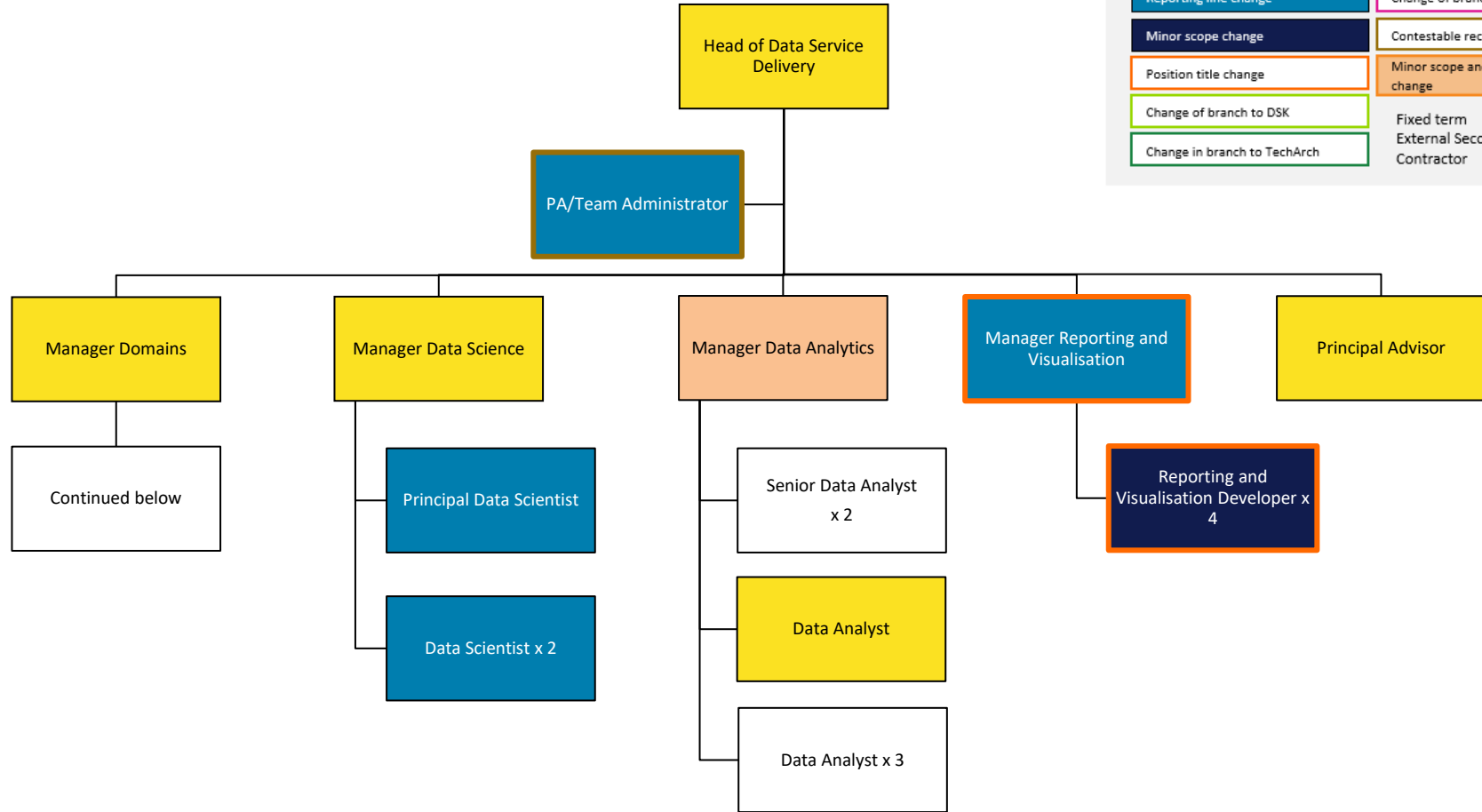
KEY (proposed change)

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Disestablished position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)



Proposed Organisational Structure – Data, Insights and Intelligence

Data Service Delivery Unit



KEY (proposed change)

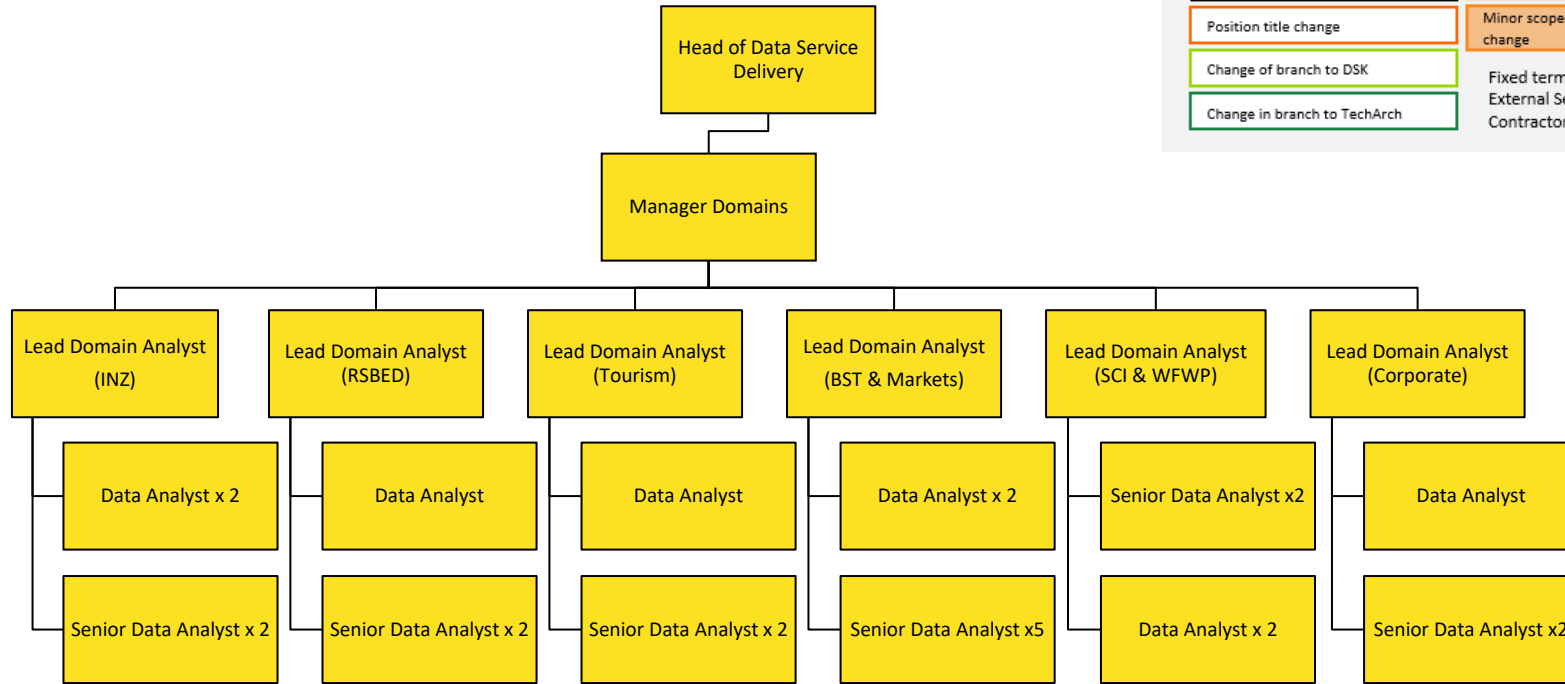
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New position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)

Proposed Organisational Structure – Data, Insights and Intelligence

Data Service Delivery Unit (continued)

KEY (proposed change)

No change	Change of branch to DII
New position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)

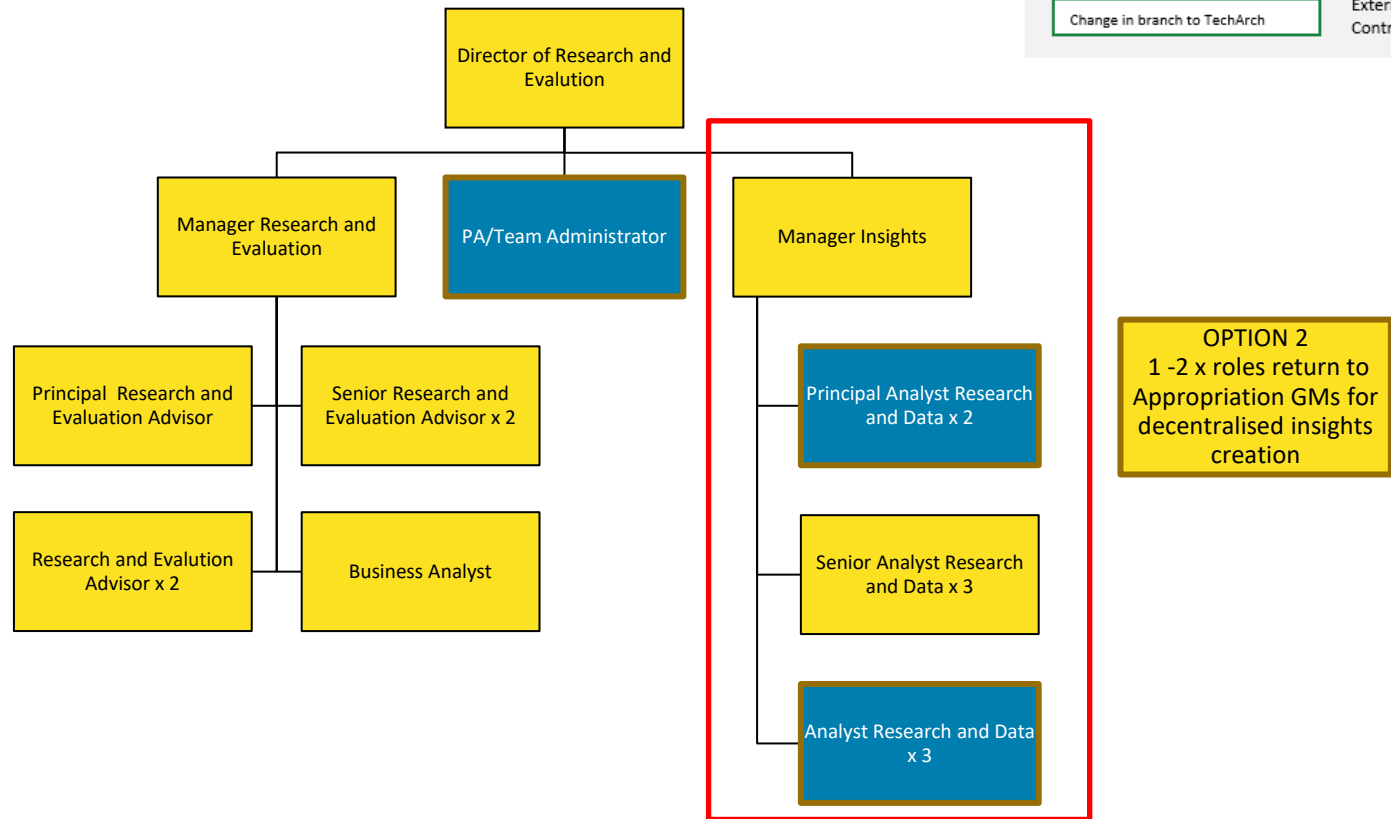


Proposed Organisational Structure – Data, Insights and Intelligence

Research and Evaluation Unit

KEY (proposed change)

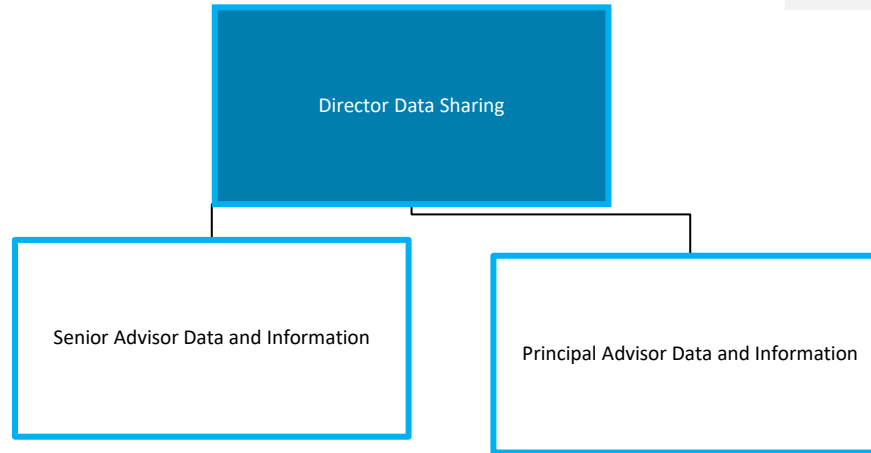
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New position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)



Proposed Organisational Structure – Data, Insights and Intelligence Data Sharing Unit

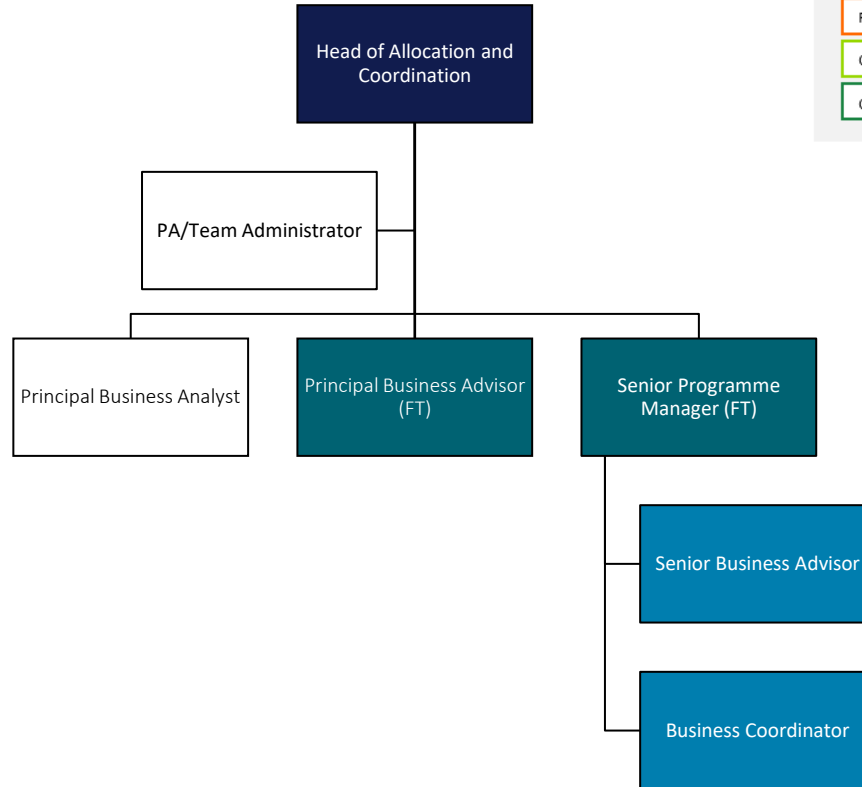
KEY (proposed change)

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New position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)



Current Organisational Structure – Data, Insights and Intelligence

Allocation and Coordination Unit



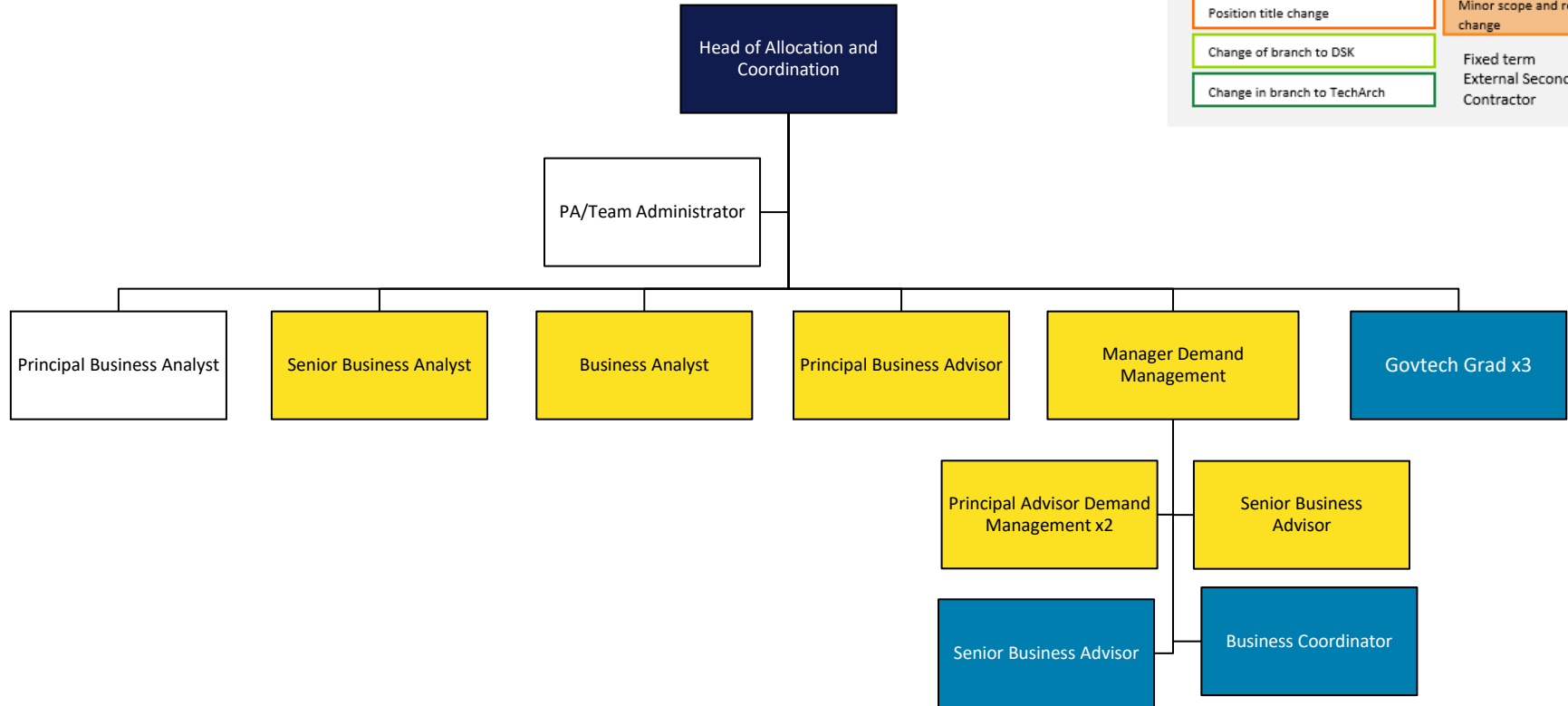
KEY (proposed change)

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Disestablished position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)

Proposed Organisational Structure – Data, Insights and Intelligence Allocation and Coordination Unit

KEY (proposed change)

No change	Change of branch to DII
New position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)



Proposal 3 – Partnerships and Programmes

The Partnerships and Programmes (P&P) branch plays a critical role in efficient delivery and effective governance of projects at MBIE. P&P has been delivering change in the existing model for two years. Over this time, we've learned a lot and are now looking to tailor our delivery model to align management of project delivery and people capability into more of a portfolio model. As such, we have carefully considered how to provide role clarity and accountability to ensure governance duties align with the areas that require the most focus. We are strengthening the structure towards a more traditional project function.

We have developed proposals for change across the branch that have been formulated by prioritising areas with the highest efficiency gain, whilst minimising operational disruptions, maintaining billable capabilities and ensuring continued excellence in service delivery.

The proposal would impact staff in:

- Digital & Programmes Immigration New Zealand (INZ)
- Digital & Programmes Te Whakatairanga Service Delivery
- Digital & Programmes Corporate and Policy
- Portfolio Management Office (PMO)
- Project Capability

Key drivers for change in Partnerships and Programmes

Operational performance and availability are a key consideration in our support for INZ systems. Centralisation of operations enables us to leverage existing scale in the DDI model. We want to minimise risk and build succession planning through a 'one way – same way' approach to planning and maintenance of our platforms and applications.

Strengthening our functions will allow us to focus on robust governance and strategic oversight. This requires streamlining of reporting processes, strengthening project governance, and ensuring we have a robust monitoring and assurance function for projects at MBIE. Working more closely with the Investment Planning function, PMO will focus on delivery governance to ensure projects deliver in a consistent way and generate the benefits identified.

Spans of control and functional alignment – driven by a more developed view of the MBIE investment pipeline and how much change we can effectively deliver each year, we are proposing to realign project capability and the project delivery function. It is proposed that capability leadership, which includes people management responsibility and project delivery leadership is combined under one role for single accountability of people and delivery.

The changes proposed aim to take a proactive and strategic shift towards a more efficient, effective, and future-proof Partnerships and Programme Branch.

Proposal 3.1 – Immigration New Zealand operations functions

We are proposing to align the Immigration New Zealand (INZ) Operations function with the Digital Operations function to ensure best practice is adopted and maintained in a consistent way across our operations teams. Scale enables sharing of best practice and centralisation will assist with succession planning in this critical team that support INZ Systems. More strategically, DDI is committed to efficient service delivery and future-proofing its operations which will extend to other parts of MBIE over time.

We are proposing to move the majority of the existing Immigration support team currently reporting to the Head of Digital & Programmes (INZ) within Partnerships and Programmes Branch, to the Digital Operations Branch. This change aims to create a stronger, more efficient function by delineating between change and run activities. This will ensure dedicated focus on both areas, ultimately enhancing service delivery and mitigating key risks.

Centralising the INZ operations function under Digital Operations leverages broader resources, alleviating pressure and ensuring optimal support for everyday needs. The approach would ensure continuity and knowledge transfer through an already established workforce.

We are proposing to disestablish an existing Principal Advisor Digital Systems position and establish a new Workstream Manager position. This new position would be focused on managing the New Zealand Travel Declaration and New Zealand Electronic Travel Authority portfolios identifying and delivering opportunities for improvements alongside Customs and MPI. This proposal would establish a clear delineation between change and run activities. We ask you to give feedback on the title of the new Workstream Manager role within this consultation.

We propose to disestablish the System Analyst position. This position has been required to provide services to the Border Immigration teams and the level of technical support required has been low. Therefore, this position is no longer required. The support requirement would be absorbed under the existing support agreement held by Digital Operations.

As part of this, we propose that change activities, such as implementing system upgrades and process improvements, are to be the responsibility of the Head of Digital & Programmes (INZ) within Partnerships and Programmes. This aims to foster focused leadership and expertise to drive successful change initiatives.

We propose that run activities, including daily system maintenance and user support, are to be centralised under Digital Operations. This will leverage existing extensive resources and expertise, addressing current capacity limitations and ensuring robust day-to-day support. Note: The ADEPT production and business support model differs and is explained in proposal 4.5.

The Release and Environment Manager is proposed to report to the Head of Digital & Programmes (INZ) along with the Release and Environment Manager in the ADEPT

Operations team. This is an opportunity to align like functions and enable synergies to improve the release management process across INZ systems.

Proposal 3.2 – Portfolio Management Office

We are proposing to make changes within the Portfolio Management Office (PMO) that position us to meet MBIE’s evolving project needs. The proposed changes aim to reshape and enhance the PMO’s service offering and maturity.

A focused team of experts specialising in core practice areas such as governance, assurance, benefits, resourcing and reporting is proposed. This would ensure:

- Increased effectiveness: Enhanced alignment with project needs and efficient delivery of PMO services;
- Consistency and Quality: Standardised processes and expert guidance across MBIE projects; and
- Improved Maturity: Continued evolution and adoption of best practices within the PMO.

We are proposing to disestablish the existing PMO Manager position with responsibilities being consolidated into the Head of Portfolio Management position.

We are proposing to disestablish the Agile Champion position as the current focus of the PMO function aligns with more traditional delivery methods.

We are also proposing to disestablish both the Principal Assurance Advisor and the Benefits Management Advisor positions and establish a new Principal Assurance and Benefits Advisor position. This new position would consolidate expertise in benefits realisation, assurance processes and lessons learned activities.

We are proposing to disestablish the Senior Portfolio Advisor. Responsibilities of this position would be re-distributed across the current Principal PMO Advisor and the Portfolio Analyst enabling a more streamlined operation.

We are proposing to establish a Senior Insights and Reporting Analyst position, reporting to Head of Portfolio Management Office. This new position would be responsible for the provision of analysis, insights, trend analysis and development of dashboard reporting to support governance decision-making and advice across the portfolio.

It is proposed that the Principal Advisor, Senior Governance Advisor, Portfolio Analyst and GovTech Graduate would have a change in reporting line to Head of Portfolio Management Office.

We are proposing the existing Resource Planning Analyst position would be able to cover any overflow of work in the PMO alongside the Portfolio Analyst position on an as and when required basis and through re-prioritisation of work. It is intended that this arrangement would ensure a business continuity layer between the two roles to provide cover as required.

Proposal 3.3 – Project Capability and Workstream Managers

After considering various options for delivery of our change initiatives, we propose that we align our Project Manager, Change Manager and Project Co-Ordinator roles under a single People Leader role that is also accountable for both project capability and workstream delivery.

Our current delivery model has split responsibilities between delivery and people capability and the opportunity to reduce some of the split functional management into a single line of accountability will introduce the ability for us to build more knowledge of the business outcomes being delivered within a portfolio and enable the leader to align resources across the portfolio to best meet the needs of each line of business.

It is proposed that the following positions are disestablished:

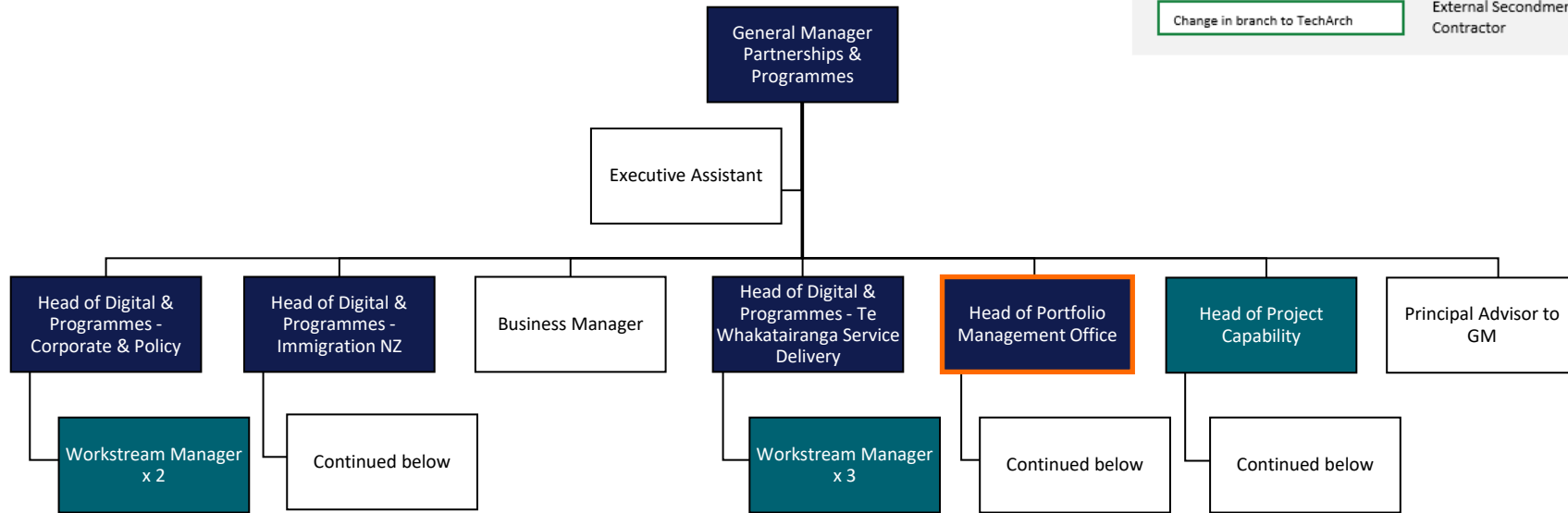
- Workstream Managers x 8
- Head of Project Capability x 1
- Capability Lead x 5

It is proposed to establish nine new Workstream Manager positions across the three Digital & Programmes business units. Each Workstream Manager would have a team of Project Management, Change Management and Project Coordination positions currently within the Project Capability business unit. It is proposed that the alignment of people and positions would be determined based on the consideration of the work aligned to each portfolio and skill requirements.

Current Organisational Structure – Partnerships & Programmes Leadership Team

KEY (proposed change)

No change	Change of branch to DII
Disestablished position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)

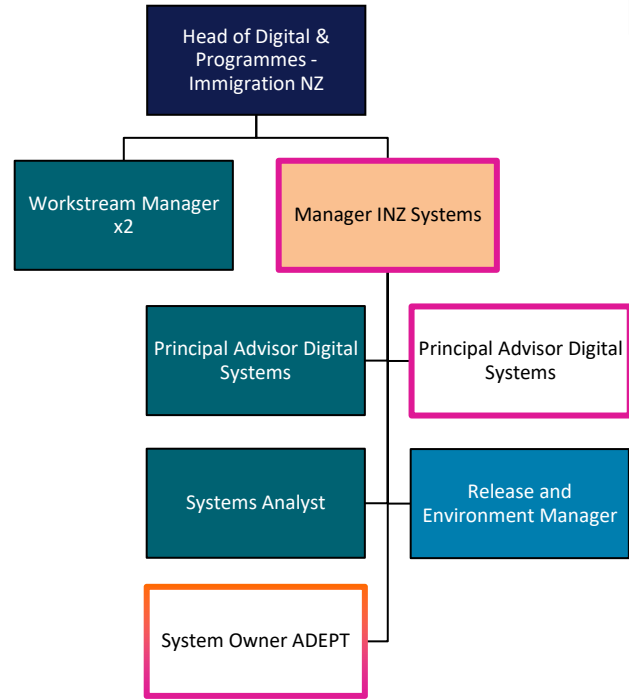


Current Organisational Structure – Partnerships & Programmes

Digital and Programmes – Immigration New Zealand

KEY (proposed change)

No change	Change of branch to DII
Disestablished position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)



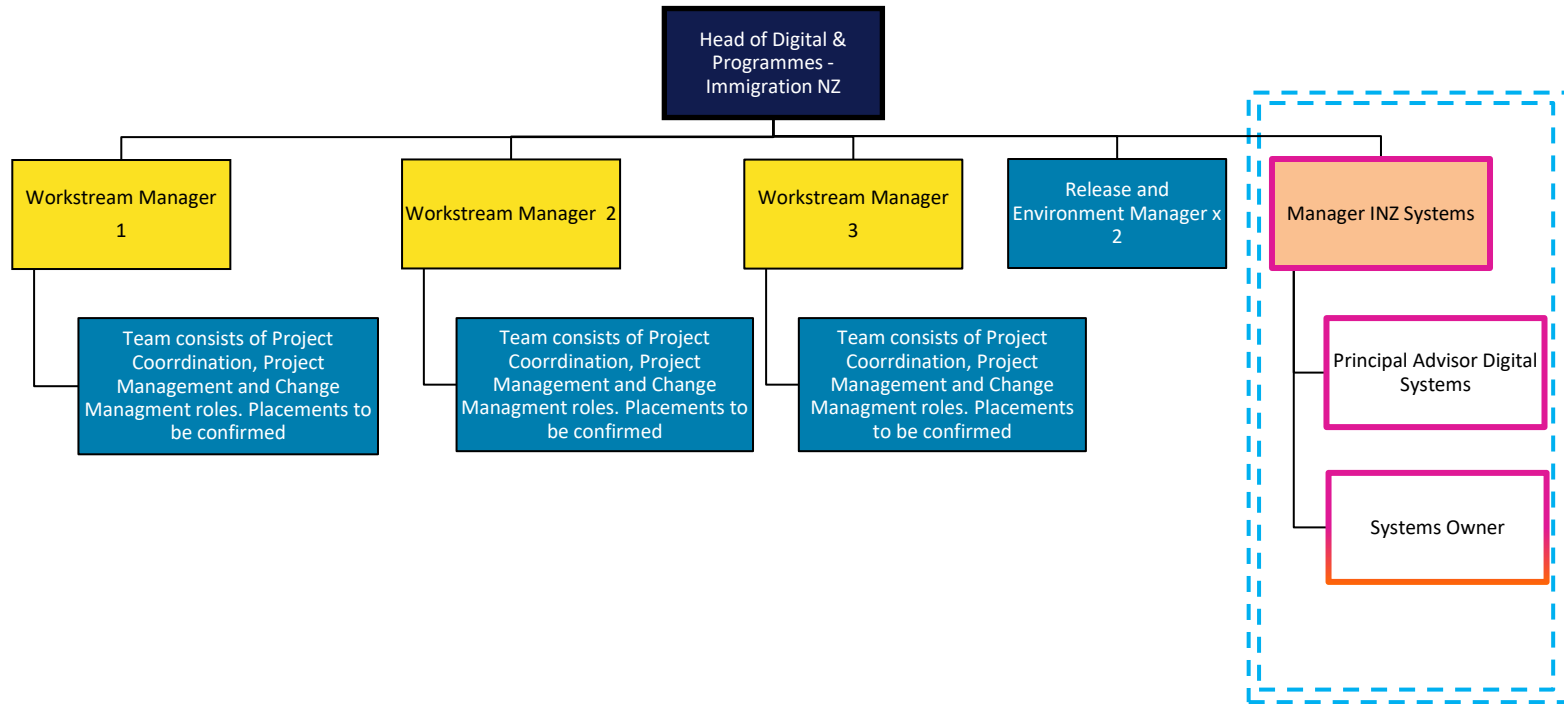
Proposed Organisational Structure – Partnerships & Programmes

Digital and Programmes – Immigration New Zealand

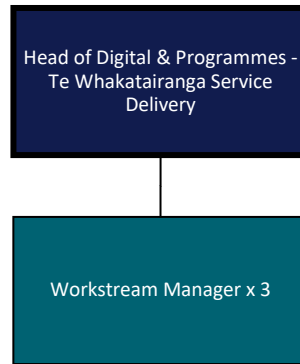
KEY (proposed change)

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New position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)

Proposed to be in the Digital Operations branch in DDI.



Current Organisational Structure – Partnerships & Programmes Digital & Programmes Te Whakatairanga Service Delivery



KEY (proposed change)

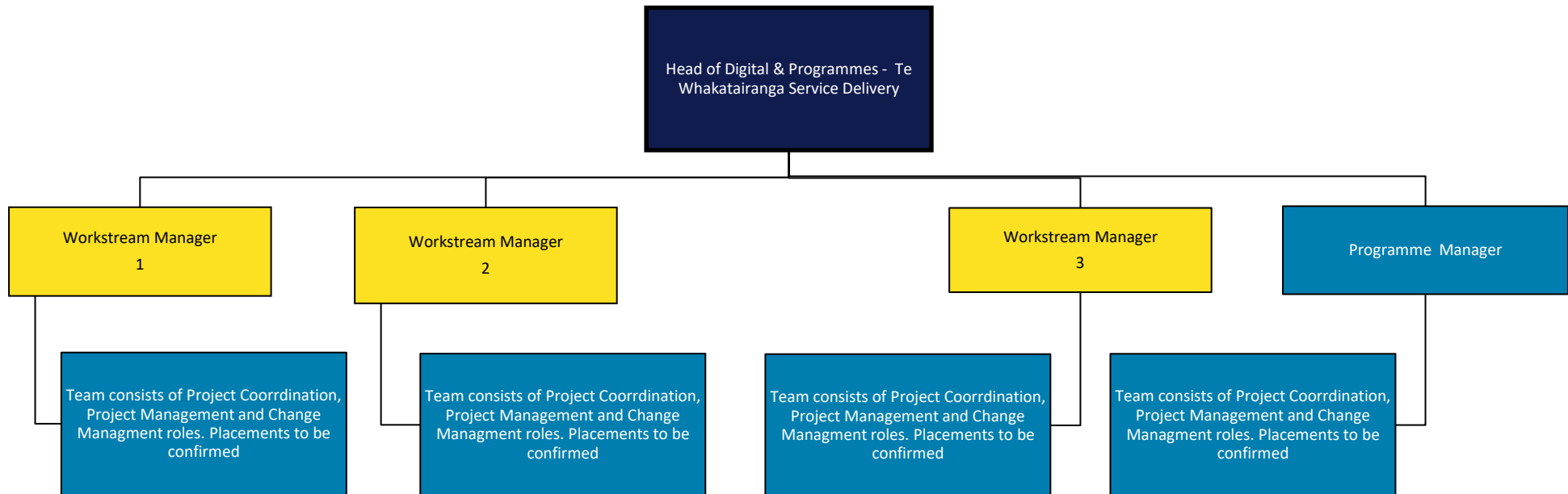
No change	Change of branch to DII
Disestablished position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)

Proposed Organisational Structure – Partnerships & Programmes

Digital & Programmes – Te Whakatairanga Service Delivery

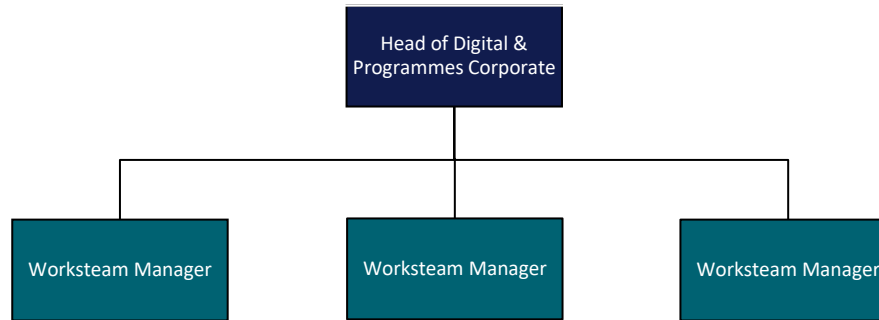
KEY (proposed change)

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New position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)



Current Organisational Structure – Partnerships & Programmes

Digital & Programmes – Corporate

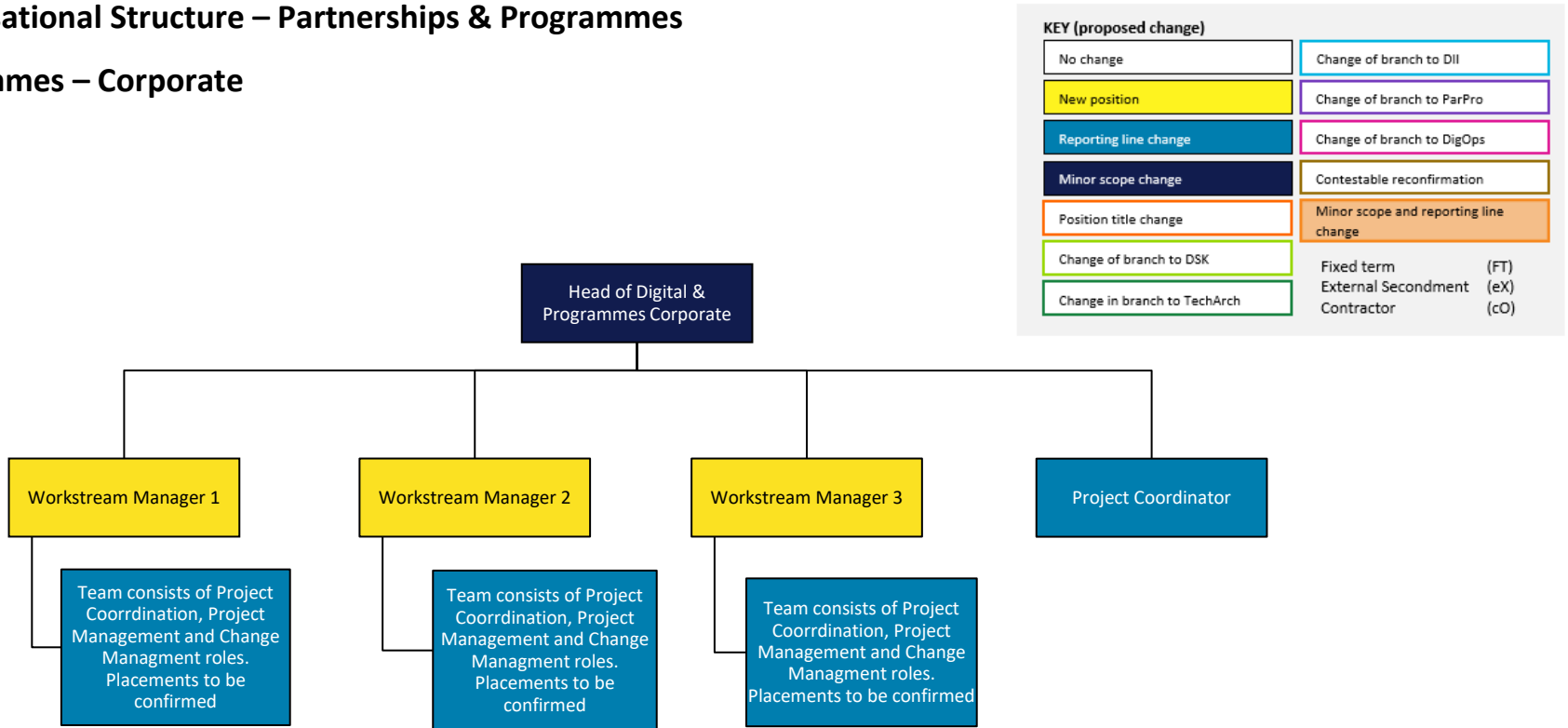


KEY (proposed change)

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Disestablished position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)

Proposed Organisational Structure – Partnerships & Programmes

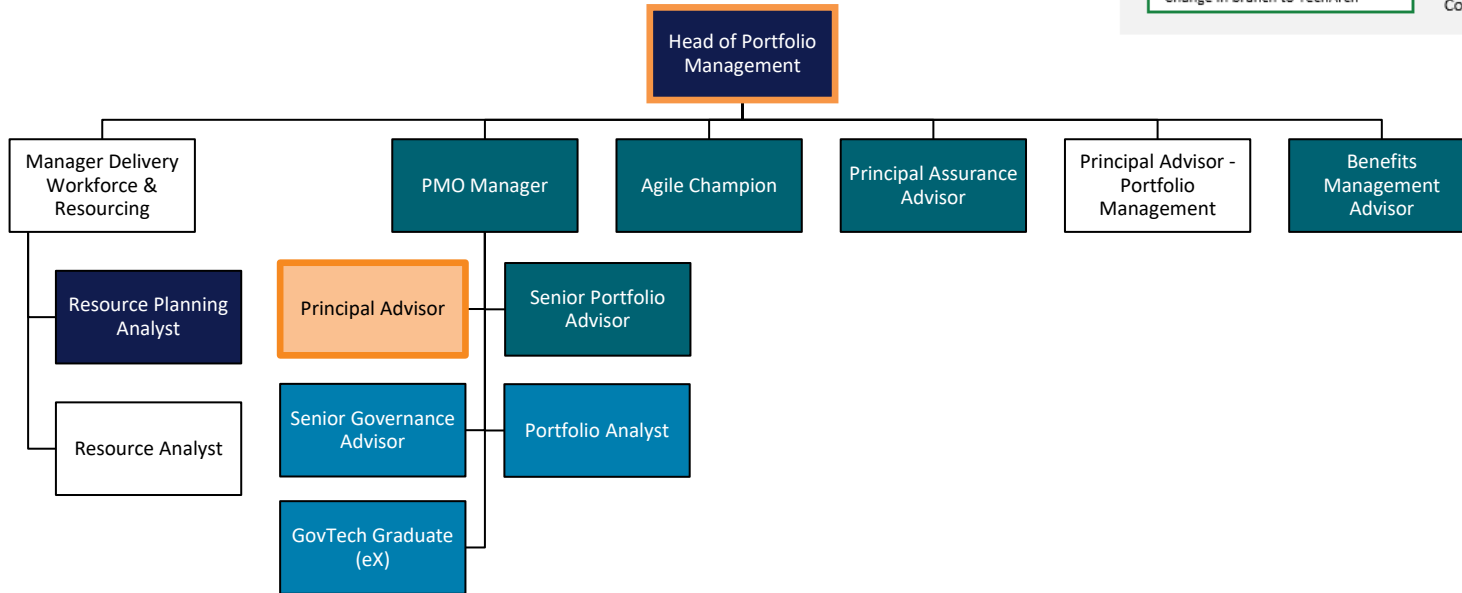
Digital & Programmes – Corporate



Current Organisational Structure – Partnerships & Programmes Portfolio Management Office

KEY (proposed change)

No change	Change of branch to DII
Disestablished position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)

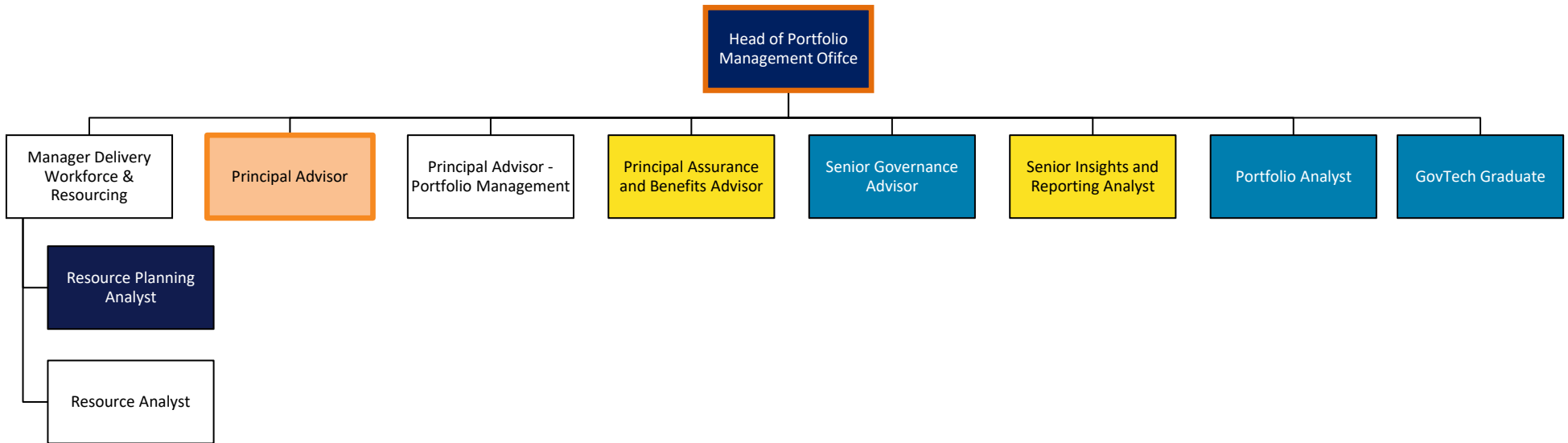


Proposed Organisational Structure – Partnerships & Programmes

Portfolio Management Office

KEY (proposed change)

No change	Change of branch to DII
New position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)

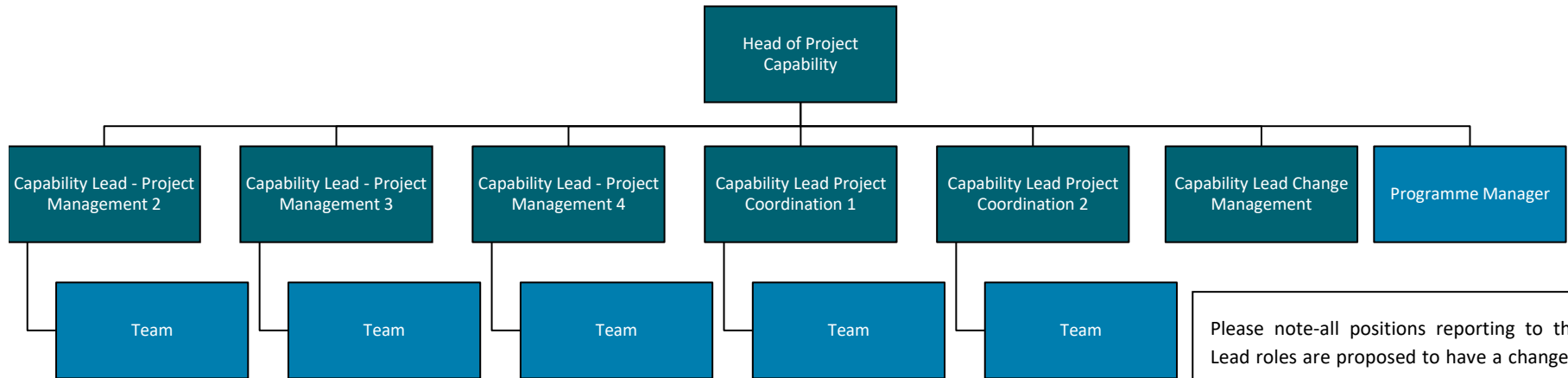


Current Organisational Structure – Partnerships & Programmes

Project Capability

KEY (proposed change)

No change	Change of branch to DII
Disestablished position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)



Please note-all positions reporting to the Capability Lead roles are proposed to have a change in reporting line to the proposed new Workstream Manager positions across the different Digital & Programmes portfolios. Specific reporting lines would be determined following the consultation process.

Proposal 4 – Digital Solution Delivery

Over the last two years, the Digital **Solution** Delivery (DSD) Branch has evolved its way of working significantly alongside the Partnerships and Programmes Branch. In the DSD Branch we need to achieve efficiency in our processes and clarity of functions across our operation. We have carefully considered the current demand for our services and how to provide more clarity about where capabilities sit and fit within our operating model. The following proposals set out in more detail ways in which we can make efficiency gains, both fiscally and operationally, whilst better aligning our operation to the business demand for our services.

The proposal would impact staff in:

- Software Engineering and Support
- Business Analysis
- Solution Architecture
- ADEPT Operations

Key drivers for change in **Digital Solution Delivery**

When we understand the operating environment and delivery cadence for the work we do, there is a need to continually monitor and optimise workflow to ensure that we have financially sustainable operations and clarity of roles. This is part of our ongoing focus on efficiency and cost effectiveness. Following the creation of DDI, the DDI Leadership Team developed a model to support MBIE's technical maturity, with a focus on establishing key strategic relationships with external delivery partners and optimising our delivery approach.

MBIE has historically used partners and various suppliers in the market to build and support technology solutions and outcomes. As signalled in the *Digital Solution Delivery and Digital Operations Proposal for Change* consultation document in March

2023, MBIE does not intend to routinely invest in internal development and support functions in the future.

As the financial models that underpin the work of Digital Solution Delivery branch mature and become more transparent, we have greater understanding of the demand for the services of the branch. Within our current operating environment, we need to ensure that the work of our branch is structured to ensure fiscal sustainability and aligns with the principles defined by the DDI Leadership team.

The focus is on clarity of functional alignment and roles and responsibilities. Understanding the separation of responsibilities between external partners and internal functions and between and within different areas in DDI is key to ensure that our delivery model is optimised to get the best outcomes for MBIE. This includes examining where particular functions are carried out, either within or external to MBIE.

Proposal 4.1 – Software Engineering and Support services

The work of the Software Engineering and Support business unit is cost-recoverable, and demand driven through provision of support for 35+ small, line-of-business business systems and facilitation of access requests to several MBIE tool sets. With the establishment of charging codes for each individual business application, and the introduction of cost recovery targets for all software engineering roles and Software Analysts, it is evident through data gathered that demand for active support of these business systems is lower than anticipated. With a limited number of business applications requiring ongoing support from the Software Engineering and Support business unit and cost recovery targets not being achievable, the current model is not financially viable on an ongoing basis.

On this basis, we are proposing to outsource the provisioning of user access to MBIE's tool sets and the support and maintenance of the remaining business systems. These proposed changes would result in all permanent positions in the business unit including the Manager, Software Engineering and Support being disestablished.

It is proposed to change the reporting line for 9 x contract Developer/technical support positions to the Manager, Architecture Governance Standards for the duration of their contract arrangements.

Proposal 4.2 – Technical Writer

The position of Technical Writer in the Business Analysis capability transferred into DDI in 2022. The role is demand driven from the business, with a primary focus on the documentation of existing business processes. Over recent months the demand has decreased significantly and is not considered sustainable in light of Digital Solution Delivery's cost recovery model and our fiscal environment. Should services of this nature be required at times in the future, it is envisaged that business process documentation can be accommodated within other roles in the Business Analysis Capability. On this basis, we are proposing to disestablish the position of Technical Writer.

Proposal 4.3 – Functional Consulting

Previously, MBIE's functional consulting expertise has been heavily dependent on contract resource, particularly as ADEPT was being built, and over the last few years permanent Functional Consultant positions have been established and demand has increased. It is timely to establish a dedicated function to support the capability building and growth of this important skill set.

It is proposed that a new Functional Consulting business unit is established in Digital Solution Delivery to establish and build the functional consulting capability. The intent is that this business unit will focus on the development of skill sets and a capability framework to leverage the Power Platform functionality to meet business outcomes, while staying within the confines of the out-of-the-box functionality. This is a key skill set to enable the ongoing configuration of new functionality and enhancements and to support the defect resolution in the configuration layer, initially for ADEPT, but potentially other business areas.

It is proposed to:

- Establish a new business unit called Functional Consulting.
- Establish a new position Manager Functional Consulting reporting to the General Manager Digital Solution Delivery.
- Change in reporting line for 5 x Functional Consultants to Manger Functional Consulting.
- Establishment of Principal Functional Consultant position reporting to Manager Functional Consulting.
- Establishment of one additional Functional Consultant position reporting to Manager Functional Consulting.
- Change in reporting line for contract Functional Consultant to Manager Functional Consulting.

Proposal 4.4 – Solution Architecture

It is proposed to realign the Solution Architecture function with the Technology and Architecture branch. This proposal would see the disestablishment of the Manager Solution Architecture role and two Capability Lead - Solution Architecture positions. All permanent Solution Architecture positions that report to the two Capability Lead – Solution Architecture positions would have a change in reporting line to the new position of Manager Architecture Services in the Technology and Architecture branch. All contractor resource would report to the Manager Architecture Governance Standards.

The current Solution Architect reporting to the Manager Solution Architecture, responsible for development of support operating models to support new applications coming into production, would have a change in position title to Solution Architect Service Design and a change in reporting line to Manager Architecture Governance Standards. This position title better reflects work done in practice by this position.

Please refer to proposal 5.1 for further details around this proposal.

Proposal 4.5 – ADEPT Operations Team

In November 2023, a proposal was released for consultation which made changes to the existing ADEPT Operations team and looked to establish a new Business Application Management Business Unit. A significant amount of feedback was received on the proposals. Feedback received on that proposal has been re-considered in light of a significant change in our operating environment; with the conclusion that establishment of a Business Application Management function is not the right way forward at this time. Instead, we have re-developed a proposal that would support achievement of both our current and longer-term priorities in the environment that we are operating within.

The fundamental principles outlined in the Proposal for change - Changes to the ADEPT Operations Team and the establishment of a new Business Application Management Business Unit document form the basis for the revised proposals. These have been summarised as follows:

- Delivery ('Change') and Support ('Run') structures are separated to ensure clear roles and responsibilities. This will ensure that there is no duplication of effort and that the ADEPT business support team is effectively resourced for 'run' activities in BAU. This is likely to be more predictable and enable stable work, whereas the 'change' activities are likely to expand and contract based on demand.
- 'Change' activities (new or enhancement functionality that is delivered through business case funding, including any configuration defect resolution that follows a defined change release process i.e. production support) will be led from the Partnerships and Programmes (P&P) branch. 'Run' activities (the

system is in a business as usual state in production and the function delivers business support) will be led from the Digital Solution Delivery (DSD) branch, through the ADEPT Support team.

- Ensuring single point of accountability for vendor support for 'change' activities lies with the Workstream Manager role in Partnerships and Programmes.
- Maintaining the integrity of the DDI capability and cost recovery models to ensure that resource allocation is in alignment with the funding arrangements for the work being undertaken.

For the purposes of clarity, the proposed change in the Proposal for change - Changes to the ADEPT Operations Team and the establishment of a new Business Application Management Business Unit document whereby discovery work for new features and enhancements was proposed to move into the Business Application Management Business Unit, this function will remain in the change/delivery workstreams to reflect the recent agreement with INZ for all future work to be channelled through the Head of Digital and Programmes, INZ. This is to ensure a single channel into DDI and is in anticipation of the establishment of a working group for all INZ ICT work. This will see a continuation of the existing established processes around discovery and refinement for enhancements and new features.

For ADEPT, there is a need to have a core internal support function in conjunction with DXC, our support partner for ADEPT.

This internal support function will be separated and delivered by different teams:

- production support of ADEPT in the configuration layer^[2], focusing on bug fixing of MBIE configured Power Automate, back end forms, Dynamics and

^[2] For an overview of the layers of the Power Platform (Core components/Common Services/Configuration sets) see the [Proposal for change - Changes to the ADEPT](#)

[Operations Team and the establishment of a new Business Application Management Business Unit](#)

automation configuration components and includes any work that requires release through the release management process. This function will transfer into the 'Change' structure delivered through Partnerships and Programmes. To provide more consistent support for INZ through the release cycle, the Release and Environment Manager is proposed to have a change in reporting line to the Head of Digital & Programmes (INZ), in alignment with the INZ Business Systems Release and Environment Manager position.

- business support with a focus on user queries and training/technical upskilling of users, proactive monitoring of the alerting and sweeping function and escalated data and reporting queries. This function will reside in Digital Solution Delivery within the ADEPT Support team.

The following changes are proposed to the current ADEPT Operations Team:

- Disestablish the Manager ADEPT Operations position.
- Establish a new Manager ADEPT Support position.
- Disestablish 2 x Team Leader positions.
- Disestablish one Senior Business Analyst position.
- Establish one Senior Business Application Analyst position.
- A minor scope change for 3 x Senior Business Analyst positions and a change in reporting line to Capability Lead Business Analysis.
- Disestablish one Business Analyst position.
- Establish one Business Application Analyst position reporting to Manager ADEPT Support.
- Minor scope change for one Business Analyst position and a change in reporting line to Capability Lead Business Analysis.

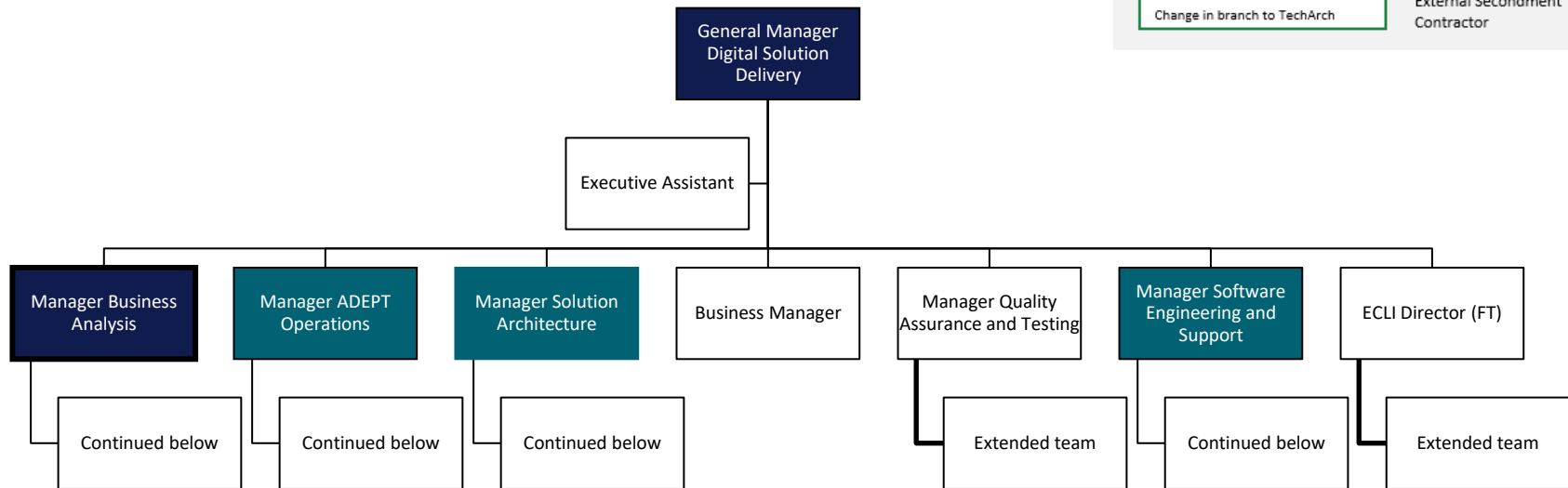
- Change in reporting line for Release and Environment Manager to Head of Digital and Programmes, INZ.
- Change in position title for Technical Writer – ADEPT Operations Team to Technical Writer and a change in reporting line to Manager ADEPT Support.
- Change in position tile for Principal Data Analyst to Senior BI Developer, minor scope change and change in reporting line to Manager ADEPT Support.
- Disestablish Senior Data Analyst position.
- Establish new Senior BI Developer reporting to Manager ADEPT Support.
- Change in reporting line for 5 x Functional Consultants to Capability Lead Functional Consulting.
- Change in reporting line for one Functional Consultant contractor position.

Current Organisational Structure – Digital Solution Delivery

Leadership Team

KEY (proposed change)

No change	Change of branch to DII
Disestablished position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)

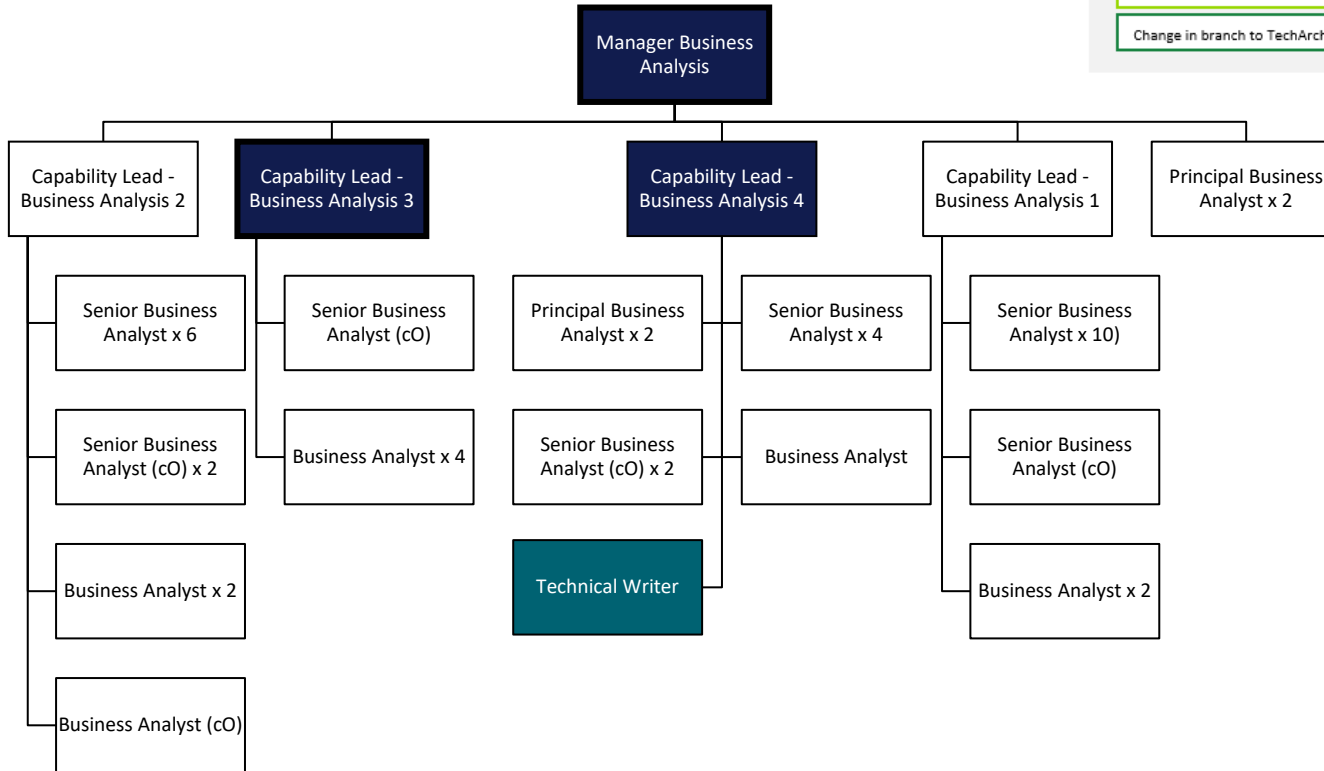


Current Organisational Structure – Digital Solution Delivery

Business Analysis

KEY (proposed change)

No change	Change of branch to DII
Disestablished position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)

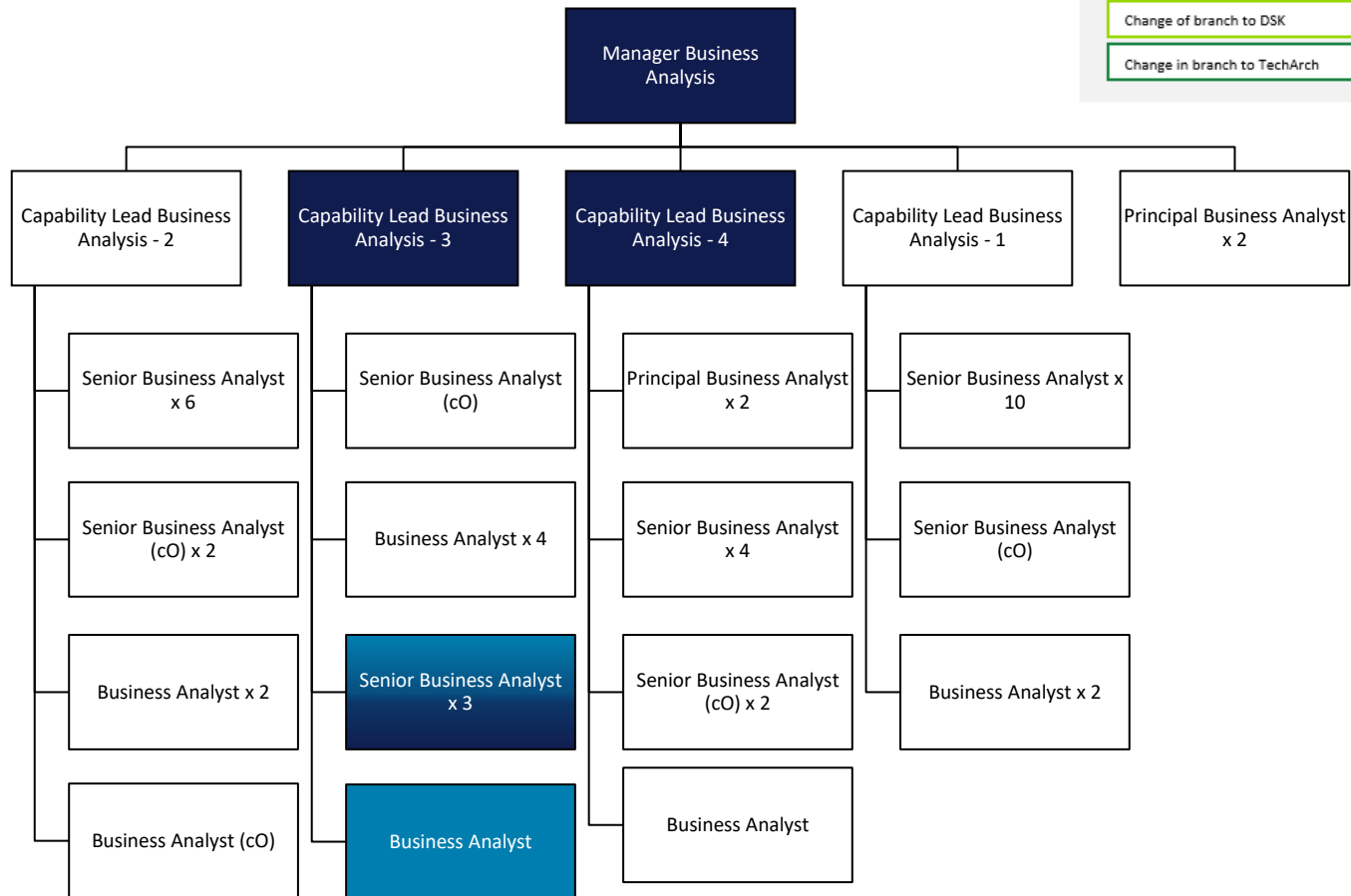


Proposed Organisational Structure – Digital Solution Delivery

Business Analysis

KEY (proposed change)

No change	Change of branch to DII
New position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)

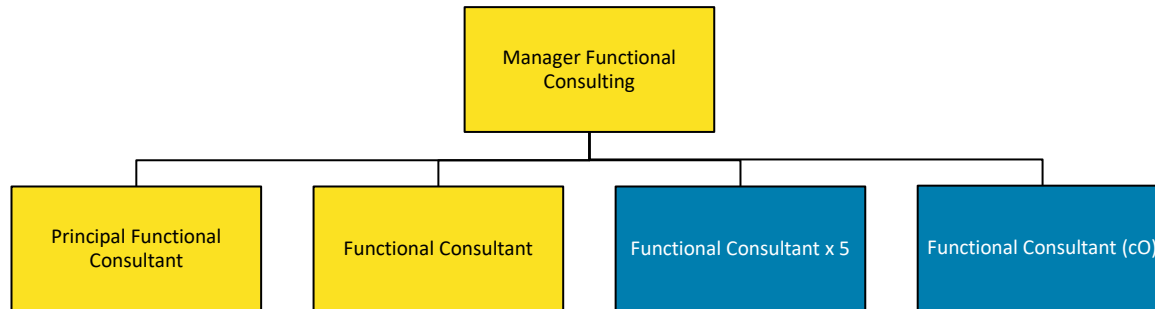


Proposed Organisational Structure – Digital Solution Delivery

Functional Consulting

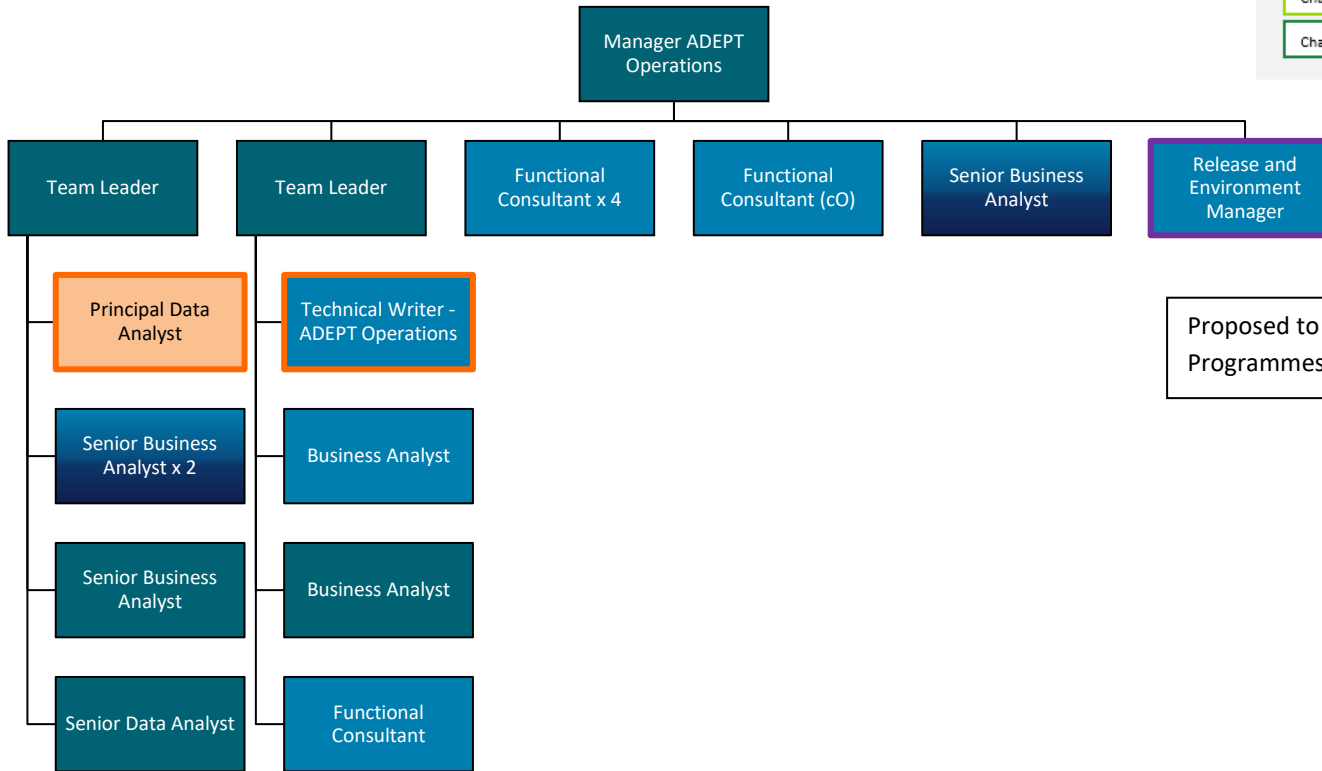
KEY (proposed change)

No change	Change of branch to DII
New position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)



Current Organisational Structure – Digital Solution Delivery ADEPT Operations

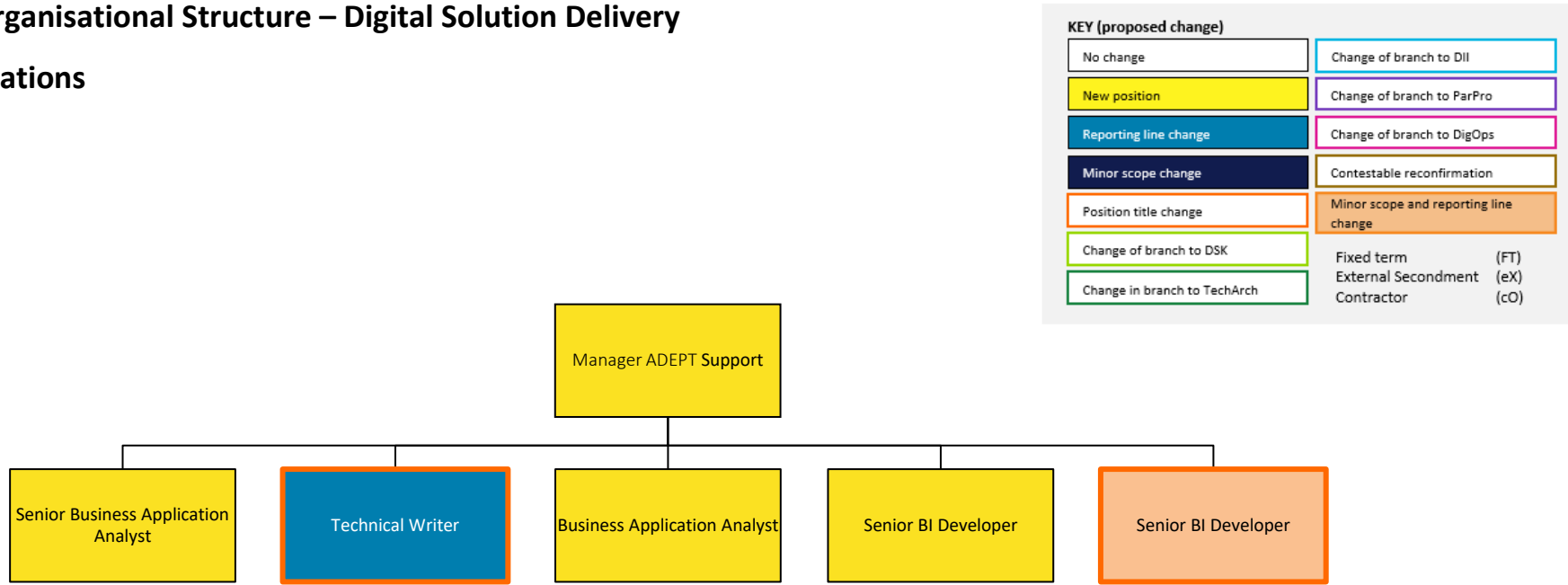
KEY (proposed change)	
No change	Change of branch to DII
Disestablished position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)



Proposed to move position to Partnerships and Programmes branch in DDI.

Proposed Organisational Structure – Digital Solution Delivery

ADEPT Operations

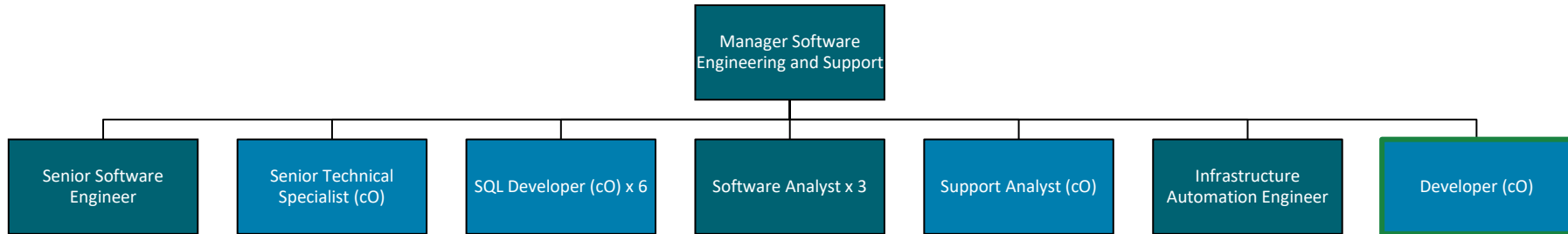


Current Organisational Structure – Digital Solution Delivery

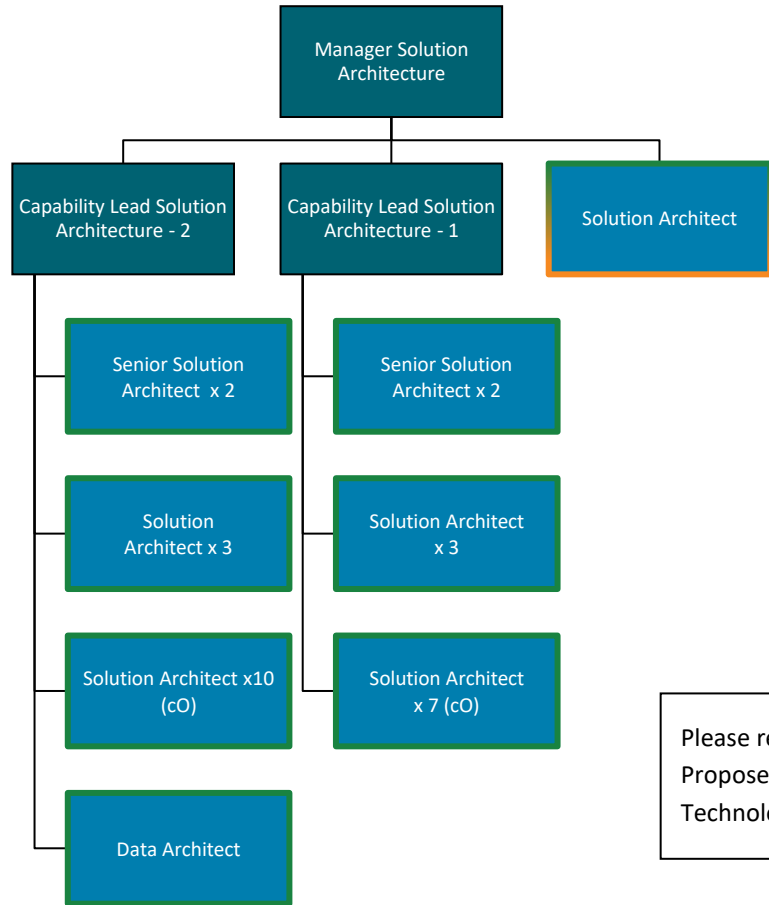
Software Engineering and Support

KEY (proposed change)

No change	Change of branch to DII
Disestablished position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)



Current Organisational Structure – Digital Solution Delivery Solution Architecture



KEY (proposed change)

No change	Change of branch to DII
Disestablished position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)

Please refer to page 58:
Proposed Organisational Structure
Technology & Architecture.

Proposal 5 – Technology and Architecture

The Technology & Architecture branch plays a key role in working with the business to ensure our digital and technology strategy delivers solutions that support the business to deliver on the key outcomes. This is achieved through understanding business capabilities and assessing them against technology solutions. It also owns the architectural roadmaps for our technology domains and governs the architecture and design practices to ensure our solutions meet the required standards and leverage existing patterns. We work closely with our Partnerships and Programmes branch to understand business strategy and identify investment opportunities that will lift our overall digital capability.

We have identified a digital transformation pathway to help us be efficient and cost effective through an ‘industrialisation’ approach which focuses on simplification across the organisation, reuse of existing assets, and a preference for new assets that can scale vertically and horizontally over point solutions that offer limited use within MBIE.

The proposal for change in the Technology and Architecture Branch is developed to align architecture functions and teams within one branch to ensure single line of sight between Strategy, Governance, High Level Design, and Detailed Design function.

The proposal would impact staff in:

- Architecture team
- Architecture Governance and Standards team

Key drivers for change in Technology and Architecture

The existing architecture capability is currently split across two separate branches. The Technology & Architecture branch is predominantly a group of MBIE resources that operate as technology stewards, design governance, and strategy. The Solution Architecture team within the Digital Solution Delivery branch carry out the critical function of supporting our project teams.

A key benefit of bringing the architecture functions together is to establish a deeper connection between our architectural ‘Plan and Design’ functions as well as centralise accountability and decision rights for solutions during the ‘Build’ function of project delivery. Two other benefits with the change are the ability to build a stronger career development plan between the specialist nature of each architecture skill, and the sharing and retention of knowledge. The intention of combining the architect workforce will also allow us to consider the establishment of a System Architect function within the Architecture team that will assist the new Manager Architecture Services position to review designs within a business domain, mentor and coach team members and ensure we retain knowledge and manage it as required to maintain our roadmaps and be aligned with business direction.

Proposal 5.1 – Solution Architecture

We are proposing to realign the Solution Architecture function into Technology & Architecture. This would see the disestablishment of the current Manager Architecture position and the establishment of a new Manager Architecture Services position, that also has responsibility for the permanent Solution Architecture function. Further proposed changes are as follows:

- Permanent Solution Architects are to have a change in reporting line to a new Manager Architecture Services position.
- Contract Solution Architects are to be realigned under Manager Architecture Governance and Standards who will oversee people management activities like onboarding, timesheets and people matters. Task management of activities will reside with the new Manager Architecture Services. This will provide time to assess the potential to identify where opportunity exists within the overall team to establish a system architect capability.
- The Solution Architect reporting to the Manager Solution Architecture would have a change in position title to Solution Architect Service Design and would have a change in reporting line to the Manager Architecture Governance & Standards.

We propose to establish from the existing solution architecture positions:

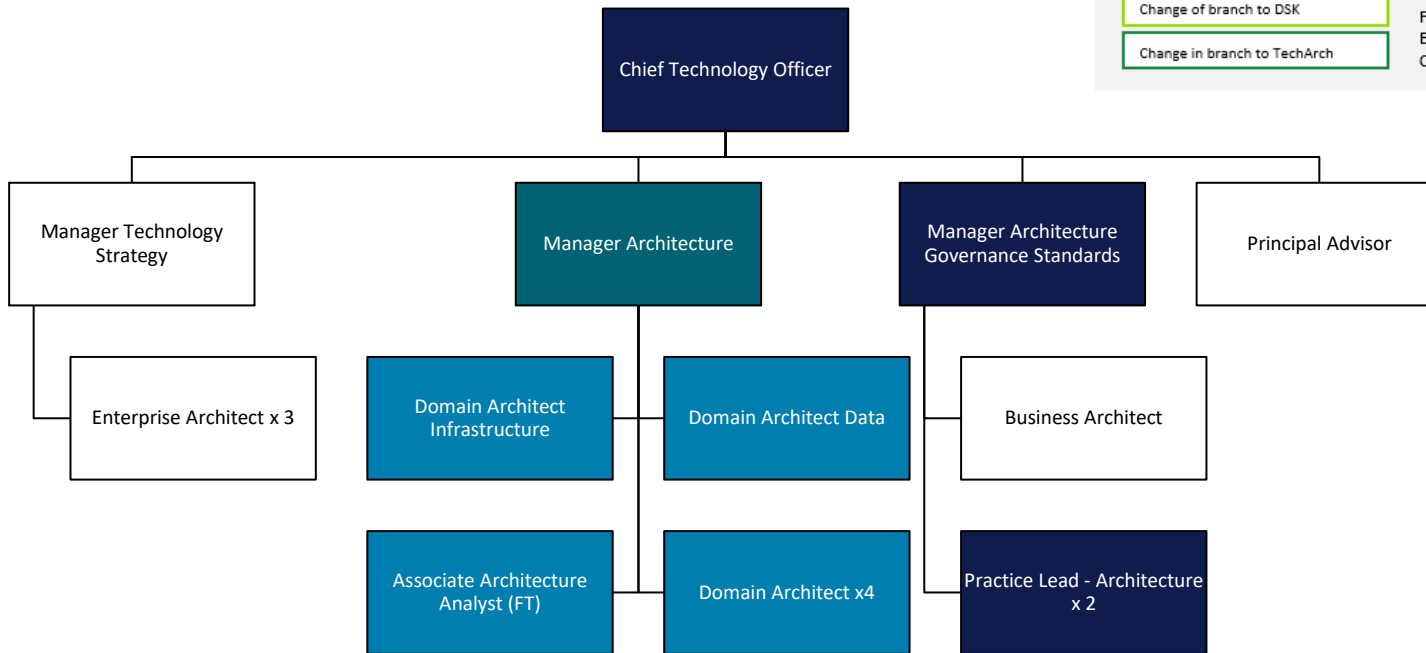
- A permanent team of Solution Architects that align with our business domains so that we build and retain knowledge of our business solutions. A focus on High Level Design and Detailed Design for new solutions will also contribute patterns for future use across the enterprise.
- The original intention was to establish System Architects within the branch. The new Manager Architecture position will assess whether this can be achieved with the existing Solution and Domain Architects into these roles to ensure the appropriate review of designs can occur and be more evenly spread across the team.
- To ensure people leadership can be managed, some of the people management component of onboarding, time sheeting and admin for contract architects will be managed through the Architecture Standards and Governance Practice function, while architecture tasks will be directed by the Manager Architecture Services.

Contract Solution Architects will be required to flex with workload. They will be contractually managed by a Practice Lead within Architecture Governance and Standards. The intention of this change will not increase overall headcount but look to realign resource for better enablement and leverage of scale.

Current Organisational Structure – Technology & Architecture

KEY (proposed change)

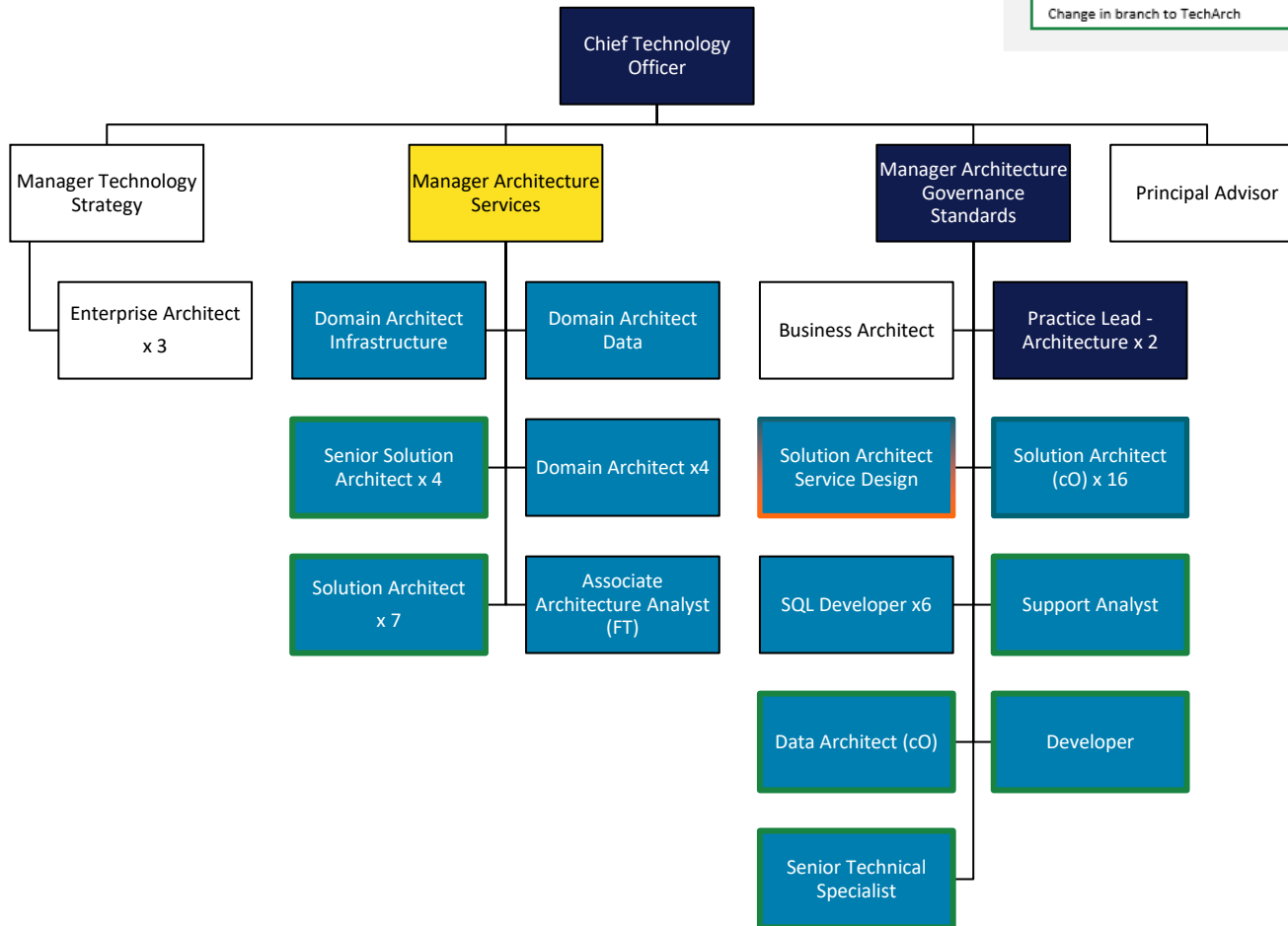
No change	Change of branch to DII
Disestablished position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)



Proposed Organisational Structure – Technology & Architecture

KEY (proposed change)

No change	Change of branch to DII
New position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)



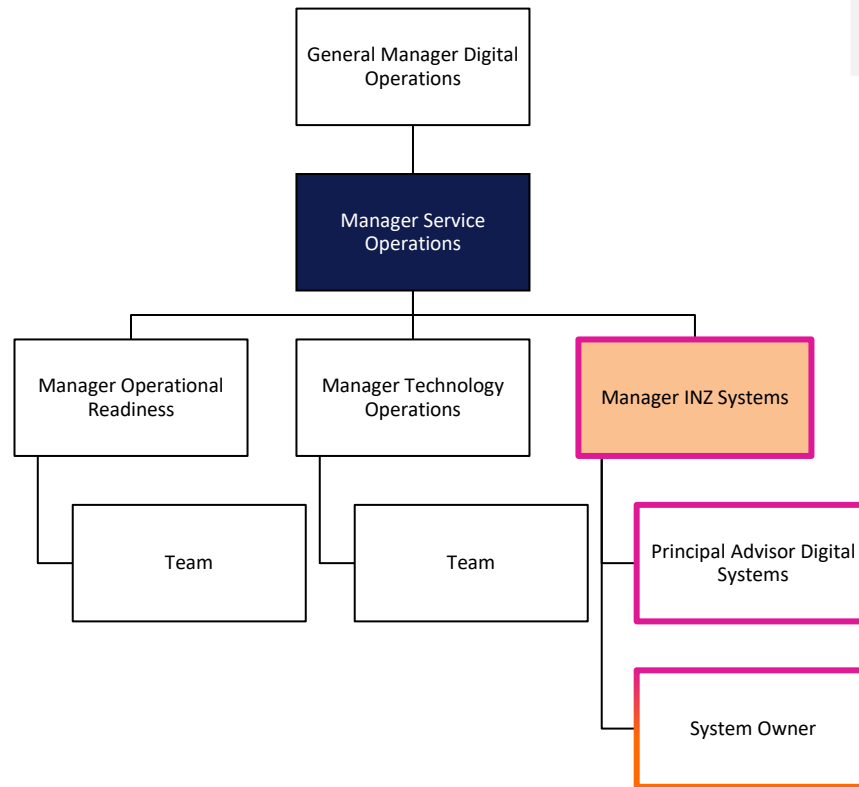
Proposal 6 – Digital Operations

As discussed under Proposal 2.1, the majority of the existing Immigration support team is proposed to move from Partnerships and Programmes Branch to Digital Operations. This is proposed to achieve better alignment of our run functions and mitigate risk by placing this function with the rest of our operations expertise and capacity.

It is proposed that the Adept System Owner role would have a change in title to Systems Owner.

Proposed Organisational Structure – Digital Operations

Service Operations



KEY (proposed change)

No change	Change of branch to DII
New position	Change of branch to ParPro
Reporting line change	Change of branch to DigOps
Minor scope change	Contestable reconfirmation
Position title change	Minor scope and reporting line change
Change of branch to DSK	Fixed term (FT)
Change in branch to TechArch	External Secondment (eX)
	Contractor (cO)

Summary of proposed changes

Proposed new positions

Position title	Branch	Unit	Reporting Manager	Indicative band
Principal Advisor - Demand Management	Data, Insights and Intelligence	Allocation and Coordination	Manager, Demand Management	V
Senior Business Advisor	Data, Insights and Intelligence	Allocation and Coordination	Manager, Demand Management	R
Business Analyst	Data, Insights and Intelligence	Allocation and Coordination	Head of Allocation and Coordination	J
Manager Demand Management	Data, Insights and Intelligence	Allocation and Coordination	Head of Allocation and Coordination	X
Principal Business Advisor	Data, Insights and Intelligence	Allocation and Coordination	Head of Allocation and Coordination	V
Senior Business Analyst	Data, Insights and Intelligence	Allocation and Coordination	Head of Allocation and Coordination	R
Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	J
Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	J
Lead Domain Analyst	Data, Insights and Intelligence	Data Service Delivery	Manager Domains	X
Senior Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	R
Senior Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	R
Senior Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	R
Senior Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	R

Position title	Branch	Unit	Reporting Manager	Indicative band
Senior Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	R
Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	J
Lead Domain Analyst	Data, Insights and Intelligence	Data Service Delivery	Manager Domains	X
Senior Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	R
Senior Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	R
Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Manager Data Analytics	J
Manager Data Science	Data, Insights and Intelligence	Data Service Delivery	Head of Data Service Delivery	20F
Manager Domains	Data, Insights and Intelligence	Data Service Delivery	Head of Data Service Delivery	20F
Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	J
Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	J
Lead Domain Analyst	Data, Insights and Intelligence	Data Service Delivery	Manager Domains	X
Senior Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	R
Senior Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	R
Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	J
Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	J

Position title	Branch	Unit	Reporting Manager	Indicative band
Lead Domain Analyst	Data, Insights and Intelligence	Data Service Delivery	Manager Domains	X
Senior Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	R
Senior Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	R
Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	J
Lead Domain Analyst	Data, Insights and Intelligence	Data Service Delivery	Manager Domains	X
Senior Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	R
Senior Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	R
Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	J
Lead Domain Analyst	Data, Insights and Intelligence	Data Service Delivery	Manager Domains	X
Senior Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	R
Senior Data Analyst	Data, Insights and Intelligence	Data Service Delivery	Lead Domain Analyst	R
Head of Data Service Delivery	Data, Insights and Intelligence	Data Service Delivery	General Manager Data, Insights and Intelligence	21F
PA/Team Administrator	Data, Insights and Intelligence	Data Service Delivery	Head of Data Service Delivery	E
Principal Advisor	Data, Insights and Intelligence	Data Service Delivery	Head of Data Service Delivery	V
Analyst Research and Data	Data, Insights and Intelligence	Research and Evaluation	Manager Insights	J

Position title	Branch	Unit	Reporting Manager	Indicative band
Analyst Research and Data	Data, Insights and Intelligence	Research and Evaluation	Manager Insights	J
Analyst Research and Data	Data, Insights and Intelligence	Research and Evaluation	Manager Insights	J
Manager Insights	Data, Insights and Intelligence	Research and Evaluation	Director Research and Evaluation	20F
Principal Data and Research Analyst	Data, Insights and Intelligence	Research and Evaluation	Manager Insights	V
Principal Data and Research Analyst	Data, Insights and Intelligence	Research and Evaluation	Manager Insights	V
Senior Analyst Research and Data	Data, Insights and Intelligence	Research and Evaluation	Manager Insights	R
Senior Analyst Research and Data	Data, Insights and Intelligence	Research and Evaluation	Manager Insights	R
Senior Analyst Research and Data	Data, Insights and Intelligence	Research and Evaluation	Manager Insights	R
Business Analyst	Data, Insights and Intelligence	Research and Evaluation	Manager Research and Evaluation	J
Manager Research and Evaluation	Data, Insights and Intelligence	Research and Evaluation	Director Research and Evaluation	X
Principal Research and Evaluation Advisor	Data, Insights and Intelligence	Research and Evaluation	Manager Research and Evaluation	V
Research and Evaluation Advisor	Data, Insights and Intelligence	Research and Evaluation	Manager Research and Evaluation	J
Research and Evaluation Advisor	Data, Insights and Intelligence	Research and Evaluation	Manager Research and Evaluation	J
Senior Research and Evaluation Advisor	Data, Insights and Intelligence	Research and Evaluation	Manager Research and Evaluation	R

Position title	Branch	Unit	Reporting Manager	Indicative band
Senior Research and Evaluation Advisor	Data, Insights and Intelligence	Research and Evaluation	Manager Research and Evaluation	R
Director, Research and Evaluation	Data, Insights and Intelligence	Research and Evaluation	General Manager Data, Insights and Intelligence	21F
PA/Team Administrator	Data, Insights and Intelligence	Research and Evaluation	Director Research and Evaluation	E
Head of Data Governance and Ethics	Data, Strategy and Knowledge	Data Governance and Ethics	Chief Data Officer	20F
Data Engineer - Ingestion	Data, Strategy and Knowledge	Data Platforms and Operations	Manager Data Platforms and Environments	T
Manager Test and Release	Data, Strategy and Knowledge	Data Platforms and Operations	Head of Data Platforms and Operations	T
Platform Data Architect	Data, Strategy and Knowledge	Data Platforms and Operations	Head of Data Platforms and Operations	X
Business Application Analyst	Digital Solution Delivery	ADEPT Support	Manager ADEPT Support	M
Manager ADEPT Support	Digital Solution Delivery	ADEPT Support	General Manager Digital Solution Delivery	X
Senior BI Developer	Digital Solution Delivery	ADEPT Support	Manager ADEPT Support	V
Senior Business Application Analyst	Digital Solution Delivery	ADEPT Support	Manager ADEPT Support	T
Functional Consultant	Digital Solution Delivery	Functional Consulting	Manager Functional Consulting	T

Position title	Branch	Unit	Reporting Manager	Indicative band
Manager Functional Consulting	Digital Solution Delivery	Functional Consulting	General Manager Digital Solutions Delivery	X
Principal Functional Consultant	Digital Solution Delivery	Functional Consulting	Manager Functional Consulting	W
Workstream Manager 1	Partnerships & Programmes	Digital & Programmes - Corporate	Head of Digital & Programmes - Immigration Corporate	X
Workstream Manager 2	Partnerships & Programmes	Digital & Programmes - Corporate	Head of Digital & Programmes - Immigration Corporate	X
Workstream Manager 3	Partnerships & Programmes	Digital & Programmes - Corporate	Head of Digital & Programmes - Immigration Corporate	X
Workstream Manager 1	Partnerships & Programmes	Digital & Programmes - Immigration NZ	Head of Digital & Programmes - Immigration NZ	X
Workstream Manager 2	Partnerships & Programmes	Digital & Programmes - Immigration NZ	Head of Digital & Programmes - Immigration NZ	X
Workstream Manager 3	Partnerships & Programmes	Digital & Programmes - Immigration NZ	Head of Digital & Programmes - Immigration NZ	X
Workstream Manager 1	Partnerships & Programmes	Digital & Programmes - TWSD	Head of Digital & Programmes - Immigration TWSD	X
Workstream Manager 2	Partnerships & Programmes	Digital & Programmes - TWSD	Head of Digital & Programmes - Immigration TWSD	X

Position title	Branch	Unit	Reporting Manager	Indicative band
Workstream Manager 3	Partnerships & Programmes	Digital & Programmes - TWSD	Head of Digital & Programmes - Immigration TWSD	X
Principal Assurance and Benefits Advisor	Partnerships & Programmes	Portfolio Management Office	Head of Portfolio Management	X
Senior Insights and Reporting Analyst	Partnerships & Programmes	Portfolio Management Office	PMO Manager	R
Manager Architecture Services	Technology & Architecture	Architecture	Chief Technology Officer	20F

Proposed disestablished positions

Proposal	Position title	Reporting line	Branch
Disestablished position	Principal Business Advisor	16207513 Head of Allocation and Coordination	Data, Insights and Intelligence
Disestablished position	Senior Programme Manager	16207513 Head of Allocation and Coordination	Data, Insights and Intelligence
Disestablished position	Programme Manager - Data Operations	16207511 Head of Data Operations	Data, Insights and Intelligence
Disestablished position	SAS Developer	16207511 Head of Data Operations	Data, Insights and Intelligence
Disestablished position	SAS Developer	16207511 Head of Data Operations	Data, Insights and Intelligence
Disestablished position	SECONDED OUT - Programme Manager - Data Operations	16207511 Head of Data Operations	Data, Insights and Intelligence
Disestablished position	Senior BI Developer	16207511 Head of Data Operations	Data, Insights and Intelligence
Disestablished position	Business Analyst	10187572 Manager Data Analytics	Data, Insights and Intelligence
Disestablished position	Team Administrator	16207525 Manager Reporting and Delivery	Data, Insights and Intelligence
Disestablished position	Associate Senior Analyst	16205066 Manager Tourism, Evidence and Insights	Data, Insights and Intelligence
Disestablished position	Associate Senior Analyst Research and Data	10152100 Manager Building System and Tenancy	Data, Insights and Intelligence
Disestablished position	Associate Senior Analyst Research and Data	Manager Workforce and Workplace	Data, Insights and Intelligence

Proposal	Position title	Reporting line	Branch
Disestablished position	Associate Senior Analyst Research and Data	10137000 Manager Science and Innovation	Data, Insights and Intelligence
Disestablished position	Associate Senior Analyst Research and Data	10137000 Manager Science and Innovation	Data, Insights and Intelligence
Disestablished position	Associate Senior Analyst Research and Data	10137000 Manager Science and Innovation	Data, Insights and Intelligence
Disestablished position	Associate Senior Analyst Research and Data	16205066 Manager Tourism, Evidence and Insights	Data, Insights and Intelligence
Disestablished position	Associate Senior Analyst Research and Data	10137010 Manager Workforce and Workplace	Data, Insights and Intelligence
Disestablished position	Associate Senior Research and Data Analyst	10136640 Manager Insights Stewardship and Practice Development	Data, Insights and Intelligence
Disestablished position	Extended leave-Governance Secretariat	16205066 Manager Tourism, Evidence and Insights	Data, Insights and Intelligence
Disestablished position	Governance Secretariat	16205066 Manager Tourism, Evidence and Insights	Data, Insights and Intelligence
Disestablished position	Head of Evidence and Insights	16207456 General Manager Data, Insights and Intelligence	Data, Insights and Intelligence
Disestablished position	Intern	10137000 Manager Science and Innovation	Data, Insights and Intelligence
Disestablished position	Manager Building System and Tenancy	16207512 Head of Evidence and Insights	Data, Insights and Intelligence

Proposal	Position title	Reporting line	Branch
Disestablished position	Manager Insights Stewardship and Practice Development	16207512 Head of Evidence and Insights	Data, Insights and Intelligence
Disestablished position	Manager Markets	16207512 Head of Evidence and Insights	Data, Insights and Intelligence
Disestablished position	Manager Regions, Sectors, Business and Economic Development	16207512 Head of Evidence and Insights	Data, Insights and Intelligence
Disestablished position	Manager Science and Innovation	16207512 Head of Evidence and Insights	Data, Insights and Intelligence
Disestablished position	Manager Tourism, Evidence and Insights	16207512 Head of Evidence and Insights	Data, Insights and Intelligence
Disestablished position	Manager Workforce and Workplace	16207512 Head of Evidence and Insights	Data, Insights and Intelligence
Disestablished position	Research and Data Analyst	10137980 Manager Markets	Data, Insights and Intelligence
Disestablished position	Research and Data Analyst	10137990 Manager Regions, Sectors, Business and Economic Development	Data, Insights and Intelligence
Disestablished position	Research and Data Analyst	10137990 Manager Regions, Sectors, Business and Economic Development	Data, Insights and Intelligence
Disestablished position	Research and Data Analyst	10137010 Manager Workforce and Workplace	Data, Insights and Intelligence
Disestablished position	SECONDED OUT - Manager Building System and Tenancy	16207512 Head of Evidence and Insights	Data, Insights and Intelligence
Disestablished position	SECONDMENT OUT - Senior Analyst Research and Data	10152100 Manager Building System and Tenancy	Data, Insights and Intelligence

Proposal	Position title	Reporting line	Branch
Disestablished position	Senior Analyst Research and Data	10152100 Manager Building System and Tenancy	Data, Insights and Intelligence
Disestablished position	Senior Analyst Research and Data	10152100 Manager Building System and Tenancy	Data, Insights and Intelligence
Disestablished position	Senior Analyst Research and Data	10152100 Manager Building System and Tenancy	Data, Insights and Intelligence
Disestablished position	Senior Analyst Research and Data	10152100 Manager Building System and Tenancy	Data, Insights and Intelligence
Disestablished position	Senior Analyst Research and Data	10152100 Manager Building System and Tenancy	Data, Insights and Intelligence
Disestablished position	Senior Analyst Research and Data	10152100 Manager Building System and Tenancy	Data, Insights and Intelligence
Disestablished position	Senior Analyst Research and Data	10152100 Manager Building System and Tenancy	Data, Insights and Intelligence
Disestablished position	Senior Analyst Research and Data	10136640 Manager Insights Stewardship and Practice Development	Data, Insights and Intelligence
Disestablished position	Senior Analyst Research and Data	10137980 Manager Markets	Data, Insights and Intelligence
Disestablished position	Senior Analyst Research and Data	10137980 Manager Markets	Data, Insights and Intelligence
Disestablished position	Senior Analyst Research and Data	Manager Workforce and Workplace	Data, Insights and Intelligence
Disestablished position	Senior Analyst Research and Data	Manager Workforce and Workplace	Data, Insights and Intelligence
Disestablished position	Senior Analyst Research and Data	Manager Workforce and Workplace	Data, Insights and Intelligence
Disestablished position	Senior Analyst Research and Data	Manager Workforce and Workplace	Data, Insights and Intelligence
Disestablished position	Senior Analyst Research and Data	Manager Workforce and Workplace	Data, Insights and Intelligence

Proposal	Position title	Reporting line	Branch
Disestablished position	Senior Analyst Research and Data	Manager Workforce and Workplace	Data, Insights and Intelligence
Disestablished position	Senior Analyst Research and Data	10137990 Manager Regions, Sectors, Business and Economic Development	Data, Insights and Intelligence
Disestablished position	Senior Analyst Research and Data	10137990 Manager Regions, Sectors, Business and Economic Development	Data, Insights and Intelligence
Disestablished position	Senior Analyst Research and Data	10137000 Manager Science and Innovation	Data, Insights and Intelligence
Disestablished position	Senior Analyst Research and Data	10137000 Manager Science and Innovation	Data, Insights and Intelligence
Disestablished position	Senior Analyst Research and Data	10137000 Manager Science and Innovation	Data, Insights and Intelligence
Disestablished position	Senior Analyst Research and Data	10137010 Manager Workforce and Workplace	Data, Insights and Intelligence
Disestablished position	Senior Analyst Research and Data	10137010 Manager Workforce and Workplace	Data, Insights and Intelligence
Disestablished position	Senior Research and Data Analyst	10152100 Manager Building System and Tenancy	Data, Insights and Intelligence
Disestablished position	Senior Research and Data Analyst	10136640 Manager Insights Stewardship and Practice Development	Data, Insights and Intelligence
Disestablished position	Senior Research and Data Analyst	10136640 Manager Insights Stewardship and Practice Development	Data, Insights and Intelligence
Disestablished position	Senior Research and Data Analyst	10137980 Manager Markets	Data, Insights and Intelligence
Disestablished position	Senior Research and Data Analyst	10137980 Manager Markets	Data, Insights and Intelligence

Proposal	Position title	Reporting line	Branch
Disestablished position	Senior Research and Data Analyst	Manager Workforce and Workplace	Data, Insights and Intelligence
Disestablished position	Senior Research and Data Analyst	16205066 Manager Tourism, Evidence and Insights	Data, Insights and Intelligence
Disestablished position	Senior Research and Data Analyst	16205066 Manager Tourism, Evidence and Insights	Data, Insights and Intelligence
Disestablished position	Senior Research and Data Analyst	10137010 Manager Workforce and Workplace	Data, Insights and Intelligence
Disestablished position	Manager Data Strategy and Governance	16207452 Chief Data Officer	Data, Strategy and Knowledge
Disestablished position	Change Manager, Empowered by Data	16207478 Manager Data Strategy and Governance	Data, Strategy and Knowledge
Disestablished position	Manager ADEPT Operations	16207454 General Manager Digital Solution Delivery	Digital Solution Delivery
Disestablished position	Team Leader	16203642 Manager ADEPT Operations	Digital Solution Delivery
Disestablished position	Senior Business Analyst	16206380 Team Leader	Digital Solution Delivery
Disestablished position	Senior Data Analyst	16206380 Team Leader	Digital Solution Delivery
Disestablished position	Team Leader	16203642 Manager ADEPT Operations	Digital Solution Delivery
Disestablished position	Business Analyst	16206381 Team Leader	Digital Solution Delivery
Disestablished position	Technical Writer	10134430 Capability Lead - Business Analysis 4	Digital Solution Delivery
Disestablished position	Manager Software Engineering and Support	16207454 General Manager Digital Solution Delivery	Digital Solution Delivery

Proposal	Position title	Reporting line	Branch
Disestablished position	Infrastructure Automation Engineer	16211042 Manager Software Engineering and Support	Digital Solution Delivery
Disestablished position	Senior Software Engineer	16211042 Manager Software Engineering and Support	Digital Solution Delivery
Disestablished position	Software Analyst	16211042 Manager Software Engineering and Support	Digital Solution Delivery
Disestablished position	Software Analyst	16211042 Manager Software Engineering and Support	Digital Solution Delivery
Disestablished position	Software Analyst	16211042 Manager Software Engineering and Support	Digital Solution Delivery
Disestablished position	Manager Solution Architecture	16207454 General Manager Digital Solution Delivery	Digital Solution Delivery
Disestablished position	Capability Lead - Solution Architecture 1	16207483 Manager Solution Architecture	Digital Solution Delivery
Disestablished position	Capability Lead - Solution Architecture 2	16207483 Manager Solution Architecture	Digital Solution Delivery
Disestablished position	Workstream Manager	16207514 Head of Digital & Programmes - Corporate & Policy	Partnerships & Programmes
Disestablished position	Workstream Manager	16207514 Head of Digital & Programmes - Corporate & Policy	Partnerships & Programmes

Proposal	Position title	Reporting line	Branch
Disestablished position	Workstream Manager	16207515 Head of Digital & Programmes - Immigration NZ	Partnerships & Programmes
Disestablished position	Workstream Manager	16207515 Head of Digital & Programmes - Immigration NZ	Partnerships & Programmes
Disestablished position	Principal Advisor Digital Systems	16210119 Manager INZ Systems	Partnerships & Programmes
Disestablished position	Systems Analyst	16210119 Manager INZ Systems	Partnerships & Programmes
Disestablished position	Workstream Manager	16207518 Head of Digital & Programmes - Te Whakatairanga Service Delivery	Partnerships & Programmes
Disestablished position	Workstream Manager	16207518 Head of Digital & Programmes - Te Whakatairanga Service Delivery	Partnerships & Programmes
Disestablished position	Workstream Manager	16207518 Head of Digital & Programmes - Te Whakatairanga Service Delivery	Partnerships & Programmes
Disestablished position	Agile Champion	16207519 Head of Portfolio Management	Partnerships & Programmes
Disestablished position	Benefits Management Advisor	16207519 Head of Portfolio Management	Partnerships & Programmes
Disestablished position	Principal Assurance Advisor	16207519 Head of Portfolio Management	Partnerships & Programmes
Disestablished position	PMO Manager	16207519 Head of Portfolio Management	Partnerships & Programmes
Disestablished position	Senior Portfolio Advisor	16207527 PMO Manager	Partnerships & Programmes

Proposal	Position title	Reporting line	Branch
Disestablished position	Head of Project Capability	16207457 General Manager Partnerships & Programmes	Partnerships & Programmes
Disestablished position	Capability Lead - Change Management	16207520 Head of Project Capability	Partnerships & Programmes
Disestablished position	Capability Lead - Project Coordination 1	16207520 Head of Project Capability	Partnerships & Programmes
Disestablished position	Capability Lead - Project Coordination 2	16207520 Head of Project Capability	Partnerships & Programmes
Disestablished position	Capability Lead - Project Management 2	16207520 Head of Project Capability	Partnerships & Programmes
Disestablished position	Capability Lead - Project Management 3	16207520 Head of Project Capability	Partnerships & Programmes
Disestablished position	Capability Lead - Project Management 4	16207520 Head of Project Capability	Partnerships & Programmes
Disestablished position	Manager Architecture	16206947 Chief Technology Officer	Technology & Architecture

Contestable Reconfirmation

Proposal	Position title	Reporting line	Branch
Contestable reconfirmation	Analyst	Manager Workforce and Workplace	Data, Insights and Intelligence
Contestable reconfirmation	Analyst	Manager Workforce and Workplace	Data, Insights and Intelligence
Contestable reconfirmation	Analyst	10137990 Manager Regions, Sectors, Business and Economic Development	Data, Insights and Intelligence
Contestable reconfirmation	Analyst	10137000 Manager Science and Innovation	Data, Insights and Intelligence
Contestable reconfirmation	Analyst	16205066 Manager Tourism, Evidence and Insights	Data, Insights and Intelligence
Contestable reconfirmation	Analyst Research and Data	10152100 Manager Building System and Tenancy	Data, Insights and Intelligence
Contestable reconfirmation	Analyst Research and Data	10152100 Manager Building System and Tenancy	Data, Insights and Intelligence
Contestable reconfirmation	Analyst Research and Data	10137980 Manager Markets	Data, Insights and Intelligence
Contestable reconfirmation	Analyst Research and Data	10137980 Manager Markets	Data, Insights and Intelligence
Contestable reconfirmation	Analyst Research and Data	10137010 Manager Workforce and Workplace	Data, Insights and Intelligence
Contestable reconfirmation	PA/Team Administrator	10137980 Manager Markets	Data, Insights and Intelligence
Contestable reconfirmation	PA/Team Administrator	10137000 Manager Science and Innovation	Data, Insights and Intelligence
Contestable reconfirmation	PA/Team Administrator	10137010 Manager Workforce and Workplace	Data, Insights and Intelligence

Proposal	Position title	Reporting line	Branch
Contestable reconfirmation	Principal Analyst	10136640 Manager Insights Stewardship and Practice Development	Data, Insights and Intelligence
Contestable reconfirmation	Principal Analyst	10136640 Manager Insights Stewardship and Practice Development	Data, Insights and Intelligence
Contestable reconfirmation	Principal Analyst	10137980 Manager Markets	Data, Insights and Intelligence
Contestable reconfirmation	Principal Analyst	Manager Workforce and Workplace	Data, Insights and Intelligence
Contestable reconfirmation	Principal Analyst	10137990 Manager Regions, Sectors, Business and Economic Development	Data, Insights and Intelligence
Contestable reconfirmation	Principal Analyst	10137990 Manager Regions, Sectors, Business and Economic Development	Data, Insights and Intelligence
Contestable reconfirmation	Principal Analyst	16205066 Manager Tourism, Evidence and Insights	Data, Insights and Intelligence
Contestable reconfirmation	Principal Analyst	10137010 Manager Workforce and Workplace	Data, Insights and Intelligence
Contestable reconfirmation	Principal Analyst Research and Data	10152100 Manager Building System and Tenancy	Data, Insights and Intelligence
Contestable reconfirmation	Principal Analyst Research and Data	10152100 Manager Building System and Tenancy	Data, Insights and Intelligence
Contestable reconfirmation	Principal Analyst Research and Data	10137980 Manager Markets	Data, Insights and Intelligence
Contestable reconfirmation	Principal Analyst Research and Data	10137000 Manager Science and Innovation	Data, Insights and Intelligence
Contestable reconfirmation	Principal Analyst Research and Data	10137000 Manager Science and Innovation	Data, Insights and Intelligence

Proposal	Position title	Reporting line	Branch
Contestable reconfirmation	Principal Analyst Research and Data	10137010 Manager Workforce and Workplace	Data, Insights and Intelligence

Proposed minor change

Minor change	Current position title	Current reporting line	Current branch
Minor scope change	General Manager Data, Insights and Intelligence	Deputy Secretary, Digital, Data and Insights	Data, Insights and Intelligence
Minor scope change	Head of Allocation and Coordination	16207456 General Manager Data, Insights and Intelligence	Data, Insights and Intelligence
Reporting line change	Business Coordinator	16217374 Senior Programme Manager	Data, Insights and Intelligence
Reporting line change	Senior Business Advisor	16217374 Senior Programme Manager	Data, Insights and Intelligence
Change of Branch	Technical Advisor	10021950 Manager Digital Data Tools	Data, Insights and Intelligence
Change of Branch	Senior Technical Advisor	10021950 Manager Digital Data Tools	Data, Insights and Intelligence
Change of Branch	Senior Technical Advisor	10021950 Manager Digital Data Tools	Data, Insights and Intelligence
Change of Branch	Senior Technical Advisor	10021950 Manager Digital Data Tools	Data, Insights and Intelligence
Change of Branch	Senior Data Warehousing and BI Developer	16207526 Manager Data Management and Modelling	Data, Insights and Intelligence
Reporting line change	Data Scientist	10187572 Manager Data Analytics	Data, Insights and Intelligence
Reporting line change	Data Scientist	10187572 Manager Data Analytics	Data, Insights and Intelligence
Change of Branch	Senior Data Warehousing and BI Developer	16207526 Manager Data Management and Modelling	Data, Insights and Intelligence
Change of Branch	Senior Data Warehousing and BI Developer	16207526 Manager Data Management and Modelling	Data, Insights and Intelligence
Change of Branch	Senior Data Warehousing and BI Developer	16207526 Manager Data Management and Modelling	Data, Insights and Intelligence

Minor change	Current position title	Current reporting line	Current branch
Reporting line change	Senior Advisor Data and Insights	16207478 Manager Data Strategy and Governance	Data, Strategy and Knowledge
Reporting line change	Programme Co-ordinator	16207478 Manager Data Strategy and Governance	Data, Strategy and Knowledge
Reporting line change	Principal Data Scientist	16207511 Head of Data Operations	Data, Insights and Intelligence
Minor scope change, change in position title and change in reporting line	Principal Data Operations Analyst	16207511 Head of Data Operations	Data, Insights and Intelligence
Minor scope change and change of branch	Principal Data Operations Analyst	16207511 Head of Data Operations	Data, Insights and Intelligence
Minor scope change and change in reporting line	Manager Data Analytics	16207511 Head of Data Operations	Data, Insights and Intelligence
Change of position title and change in reporting line	Manager Reporting and Delivery	16207511 Head of Data Operations	Data, Insights and Intelligence
Minor scope change and change in position title	Data Warehousing and BI Developer	16207525 Manager Reporting and Delivery	Data, Insights and Intelligence
Minor scope change and change in position title	Data Warehousing and BI Developer	16207525 Manager Reporting and Delivery	Data, Insights and Intelligence
Minor scope change and change in position title	Data Warehousing and BI Developer	16207525 Manager Reporting and Delivery	Data, Insights and Intelligence

Minor change	Current position title	Current reporting line	Current branch
Minor scope change and change in position title	EXTENDED LEAVE - Data Warehousing and BI Developer	16207525 Manager Reporting and Delivery	Data, Insights and Intelligence
Minor scope change and change in position title	Power BI SME	16207525 Manager Reporting and Delivery	Data, Insights and Intelligence
Reporting line change	GovTech Graduate	10137980 Manager Markets	Data, Insights and Intelligence
Reporting line change	GovTech Graduate	10137980 Manager Markets	Data, Insights and Intelligence
Reporting line change	GovTech Graduate	16208098 Manager Capability, Data Strategy and Knowledge	Data, Insights and Intelligence
Change of Branch	Principal Advisor, Digital Data Tools	10021950 Manager Digital Data Tools	Data, Insights and Intelligence
Reporting line change	Principal Advisor Data and Insights	16207478 Manager Data Strategy and Governance	Data, Strategy and Knowledge
Reporting line change	Principal Advisor Data and Information	16207452 Chief Data Officer	Data, Strategy and Knowledge
Reporting line change	Principal Advisor	16207478 Manager Data Strategy and Governance	Data, Strategy and Knowledge
Reporting line change	Principal Advisor	16207478 Manager Data Strategy and Governance	Data, Strategy and Knowledge

Minor change	Current position title	Current reporting line	Current branch
Position title change and change of branch	PA to the Head of Data Operations	16207511 Head of Data Operations	Data, Insights and Intelligence
Reporting line change	Manager, Records and Library Services	16207452 Chief Data Officer	Data, Strategy and Knowledge
Reporting line change	Manager Information Management	16207452 Chief Data Officer	Data, Strategy and Knowledge
Change of Branch	Manager Digital Data Tools	16207511 Head of Data Operations	Data, Insights and Intelligence
Change of Branch and reporting line	Director Data Sharing	16207452 Chief Data Officer	Data, Strategy and Knowledge
Change of Branch	Principal Advisor, Data and Information	16209265 Director Data Sharing	Data, Strategy and Knowledge
Change of Branch	Senior Advisor Data and Information	16209265 Director Data Sharing	Data, Strategy and Knowledge
Minor scope change, change in branch and change in position title	Manager Data Management and Modelling	16207511 Head of Data Operations	Data, Insights and Intelligence
Minor scope change and change in position title	Manager Capability, Data Strategy and Knowledge	16207452 Chief Data Officer	Data, Strategy and Knowledge

Minor change	Current position title	Current reporting line	Current branch
Minor scope change, change in Reporting Line, Position title and Branch	Head of Data Operations	16207456 General Manager Data, Insights and Intelligence	Data, Insights and Intelligence
Change of Branch	GovTech Graduate	16208098 Manager Capability, Data Strategy and Knowledge	Data, Insights and Intelligence
Change of Branch	EXTENDED LEAVE - Technical Advisor	10021950 Manager Digital Data Tools	Data, Insights and Intelligence
Minor scope change	Director, Data, Insights and intelligence	16207452 Chief Data Officer	Data, Strategy and Knowledge
Change of Branch	Data Warehousing and BI Developer	16207526 Manager Data Management and Modelling	Data, Insights and Intelligence
Change of Branch	Data Warehousing and BI Developer	16207526 Manager Data Management and Modelling	Data, Insights and Intelligence
Change of Branch	Data Warehousing and BI Developer	16207526 Manager Data Management and Modelling	Data, Insights and Intelligence
Change of Branch	Data Warehousing and BI Developer	16207526 Manager Data Management and Modelling	Data, Insights and Intelligence
Change of Branch	Data Warehousing and BI Developer	16207526 Manager Data Management and Modelling	Data, Insights and Intelligence

Minor change	Current position title	Current reporting line	Current branch
Change of Branch	Data Warehousing and BI Developer	16207526 Manager Data Management and Modelling	Data, Insights and Intelligence
Minor scope change	Chief Data Officer	16203268 Deputy Secretary Digital, Data & Insights	Data, Strategy and Knowledge
Minor scope change	Manager Service Operations	16207453 General Manager Digital Operations	Digital Operations
Minor scope change	General Manager, Digital Solutions Delivery	16203268 Deputy Secretary Digital, Data & Insights	Digital Solution Delivery
Reporting line change	Functional Consultant	16203642 Manager ADEPT Operations	Digital Solution Delivery
Reporting line change	Functional Consultant	16203642 Manager ADEPT Operations	Digital Solution Delivery
Reporting line change	Functional Consultant	16203642 Manager ADEPT Operations	Digital Solution Delivery
Reporting line change	Functional Consultant	16203642 Manager ADEPT Operations	Digital Solution Delivery
Reporting line change	Functional Consultant	16203642 Manager ADEPT Operations	Digital Solution Delivery
Change of Branch and Reporting Line	Release and Environment Manager	16203642 Manager ADEPT Operations	Digital Solution Delivery
Minor scope change and change in reporting line	Senior Business Analyst	16203642 Manager ADEPT Operations	Digital Solution Delivery
Minor scope change, change in position title and change in reporting line	Principal Data Analyst	16206380 Team Leader	Digital Solution Delivery

Minor change	Current position title	Current reporting line	Current branch
Minor scope change and change in reporting line	Senior Business Analyst	16206380 Team Leader	Digital Solution Delivery
Minor scope change and change in reporting line	Senior Business Analyst	16206380 Team Leader	Digital Solution Delivery
Reporting line change	Business Analyst	16206381 Team Leader	Digital Solution Delivery
Reporting line change	Functional Consultant	16206381 Team Leader	Digital Solution Delivery
Change of position title and change in reporting line	Technical Writer - ADEPT Operations Team	16206381 Team Leader	Digital Solution Delivery
Minor scope change	Manager Business Analysis	16207454 General Manager Digital Solution Delivery	Digital Solution Delivery
Minor scope change	Capability Lead - Business Analysis 3	10184630 Manager Business Analysis	Digital Solution Delivery
Change of Branch and Reporting Line	Developer	16211042 Manager Software Engineering and Support	Digital Solution Delivery
Change of Branch and Reporting Line	Senior Technical Specialist	16211042 Manager Software Engineering and Support	Digital Solution Delivery
Change of Branch and Reporting Line	SQL Developer	16211042 Manager Software Engineering and Support	Digital Solution Delivery
Change of Branch and Reporting Line	SQL Developer	16211042 Manager Software Engineering and Support	Digital Solution Delivery

Minor change	Current position title	Current reporting line	Current branch
Change of Branch and Reporting Line	SQL Developer	16211042 Manager Software Engineering and Support	Digital Solution Delivery
Change of Branch and Reporting Line	SQL Developer	16211042 Manager Software Engineering and Support	Digital Solution Delivery
Change of Branch and Reporting Line	SQL Developer	16211042 Manager Software Engineering and Support	Digital Solution Delivery
Change of Branch and Reporting Line	SQL Developer	16211042 Manager Software Engineering and Support	Digital Solution Delivery
Change of Branch and Reporting Line	Support Analyst	16211042 Manager Software Engineering and Support	Digital Solution Delivery
Change of Branch and Reporting Line	Senior Solution Architect	10155750 Capability Lead - Solution Architecture 1	Digital Solution Delivery
Change of Branch and Reporting Line	Senior Solution Architect	10155750 Capability Lead - Solution Architecture 1	Digital Solution Delivery
Change of Branch and Reporting Line	Solution Architect	10155750 Capability Lead - Solution Architecture 1	Digital Solution Delivery
Change of Branch and Reporting Line	Solution Architect	10155750 Capability Lead - Solution Architecture 1	Digital Solution Delivery
Change of Branch and Reporting Line	Solution Architect	10155750 Capability Lead - Solution Architecture 1	Digital Solution Delivery

Minor change	Current position title	Current reporting line	Current branch
Change of Branch and Reporting Line	Solution Architect	10155750 Capability Lead - Solution Architecture 1	Digital Solution Delivery
Change of Branch and Reporting Line	Solution Architect	10155750 Capability Lead - Solution Architecture 1	Digital Solution Delivery
Change of Branch and Reporting Line	Solution Architect	10155750 Capability Lead - Solution Architecture 1	Digital Solution Delivery
Change of Branch and Reporting Line	Solution Architect	10155750 Capability Lead - Solution Architecture 1	Digital Solution Delivery
Change of Branch and Reporting Line	Solution Architect	10155750 Capability Lead - Solution Architecture 1	Digital Solution Delivery
Change of Branch and Reporting Line	Solution Architect	10155750 Capability Lead - Solution Architecture 1	Digital Solution Delivery
Change of Branch and Reporting Line	Solution Architect	10155750 Capability Lead - Solution Architecture 1	Digital Solution Delivery
Change of Branch and Reporting Line	Data Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
Change of Branch and Reporting Line	Senior Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
Change of Branch and Reporting Line	Senior Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery

Minor change	Current position title	Current reporting line	Current branch
Change of Branch and Reporting Line	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
Change of Branch and Reporting Line	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
Change of Branch and Reporting Line	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
Change of Branch and Reporting Line	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
Change of Branch and Reporting Line	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
Change of Branch and Reporting Line	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
Change of Branch and Reporting Line	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
Change of Branch and Reporting Line	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
Change of Branch and Reporting Line	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
Change of Branch and Reporting Line	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
Change of Branch and Reporting Line	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery

Minor change	Current position title	Current reporting line	Current branch
Change of Branch and Reporting Line	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
Change of Branch and Reporting Line	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
Change of Branch and Reporting Line	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
Minor scope change	General Manager Partnerships & Programmes	16203268 Deputy Secretary Digital, Data & Insights	Partnerships & Programmes
Minor scope change	Head of Digital & Programmes - Corporate & Policy	16207457 General Manager Partnerships & Programmes	Partnerships & Programmes
Minor scope change	Head of Digital & Programmes - Immigration NZ	16207457 General Manager Partnerships & Programmes	Partnerships & Programmes
Minor scope change, change in reporting line and change in branch	Manager INZ Systems	16207515 Head of Digital & Programmes - Immigration NZ	Partnerships & Programmes
Change of Branch	Principal Advisor Digital Systems	16210119 Manager INZ Systems	Partnerships & Programmes
Reporting line change	Release and Environment Manager	16210119 Manager INZ Systems	Partnerships & Programmes

Minor change	Current position title	Current reporting line	Current branch
Position title change and change of branch	System Owner Adept	16210119 Manager INZ Systems	Partnerships & Programmes
Minor scope change	Head of Digital & Programmes - Te Whakatairanga Service Delivery	16207457 General Manager Partnerships & Programmes	Partnerships & Programmes
Minor scope change	Head of Portfolio Management	16207457 General Manager Partnerships & Programmes	Partnerships & Programmes
Minor scope change	Resource Planning Analyst	10184660 Manager Delivery Workforce & Resourcing	Partnerships & Programmes
Reporting line change	GovTech Graduate	16207527 PMO Manager	Partnerships & Programmes
Reporting line change	Portfolio Analyst	16207527 PMO Manager	Partnerships & Programmes
Minor scope change and change in reporting line	Principal Advisor	16207527 PMO Manager	Partnerships & Programmes
Reporting line change	Senior Governance Advisor	16207527 PMO Manager	Partnerships & Programmes
Reporting line change	Change Manager	16207528 Capability Lead - Change Management	Partnerships & Programmes
Reporting line change	Change Manager	16207528 Capability Lead - Change Management	Partnerships & Programmes

Minor change	Current position title	Current reporting line	Current branch
Reporting line change	Change Manager	16207528 Capability Lead - Change Management	Partnerships & Programmes
Reporting line change	Change Manager	16207528 Capability Lead - Change Management	Partnerships & Programmes
Reporting line change	Change Manager	16207528 Capability Lead - Change Management	Partnerships & Programmes
Reporting line change	Change Manager	16207528 Capability Lead - Change Management	Partnerships & Programmes
Reporting line change	Communications & Business Change Manager	16207528 Capability Lead - Change Management	Partnerships & Programmes
Reporting line change	Senior Change Manager	16207528 Capability Lead - Change Management	Partnerships & Programmes
Reporting line change	Senior Change Manager	16207528 Capability Lead - Change Management	Partnerships & Programmes
Reporting line change	Senior Change/Communications Manager	16207528 Capability Lead - Change Management	Partnerships & Programmes
Reporting line change	Project Coordinator	16204482 Capability Lead - Project Coordination 1	Partnerships & Programmes
Reporting line change	Project Coordinator	16204482 Capability Lead - Project Coordination 1	Partnerships & Programmes

Minor change	Current position title	Current reporting line	Current branch
Reporting line change	Project Co-ordinator	16204482 Capability Lead - Project Coordination 1	Partnerships & Programmes
Reporting line change	Senior Programme Coordinator	16204482 Capability Lead - Project Coordination 1	Partnerships & Programmes
Reporting line change	Senior Project Coordinator	16204482 Capability Lead - Project Coordination 1	Partnerships & Programmes
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Reporting line change	Senior Project Coordinator	16204482 Capability Lead - Project Coordination 1	Partnerships & Programmes
Reporting line change	Project Coordinator	10185160 Capability Lead - Project Coordination 2	Partnerships & Programmes
Reporting line change	Project Coordinator	10185160 Capability Lead - Project Coordination 2	Partnerships & Programmes

Minor change	Current position title	Current reporting line	Current branch
Reporting line change	Project Coordinator	10185160 Capability Lead - Project Coordination 2	Partnerships & Programmes
Reporting line change	Senior Project Coordinator	10185160 Capability Lead - Project Coordination 2	Partnerships & Programmes
Reporting line change	Senior Project Coordinator	10185160 Capability Lead - Project Coordination 2	Partnerships & Programmes
Reporting line change	Senior Project Coordinator	10185160 Capability Lead - Project Coordination 2	Partnerships & Programmes
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Reporting line change	Senior Project Coordinator	10185160 Capability Lead - Project Coordination 2	Partnerships & Programmes
Reporting line change	Senior Project Coordinator	10185160 Capability Lead - Project Coordination 2	Partnerships & Programmes

Minor change	Current position title	Current reporting line	Current branch
Reporting line change	Programme Manager SOP Review	16204331 Capability Lead - Project Management 1	Partnerships & Programmes
Reporting line change	Project Manager	16204331 Capability Lead - Project Management 1	Partnerships & Programmes
Reporting line change	Senior Project Manager	16204331 Capability Lead - Project Management 1	Partnerships & Programmes
Reporting line change	Senior Project Manager	16204331 Capability Lead - Project Management 1	Partnerships & Programmes
Reporting line change	Senior Project Manager	16204331 Capability Lead - Project Management 1	Partnerships & Programmes
Reporting line change	Senior Project Manager	16204331 Capability Lead - Project Management 1	Partnerships & Programmes
Reporting line change	Senior Project Manager	16204331 Capability Lead - Project Management 1	Partnerships & Programmes
Reporting line change	Senior Project Manager	16204331 Capability Lead - Project Management 1	Partnerships & Programmes
Reporting line change	Senior Business Analyst	16216891 Programme Manager SOP Review	Partnerships & Programmes
Reporting line change	Senior Programme Advisor	16216891 Programme Manager SOP Review	Partnerships & Programmes
Reporting line change	Senior Project Manager	16216891 Programme Manager SOP Review	Partnerships & Programmes

Minor change	Current position title	Current reporting line	Current branch
Reporting line change	Associate Project Manager	16204332 Capability Lead - Project Management 2	Partnerships & Programmes
Reporting line change	Project Manager	16204332 Capability Lead - Project Management 2	Partnerships & Programmes
Reporting line change	Senior Project Manager	16204332 Capability Lead - Project Management 2	Partnerships & Programmes
Reporting line change	Senior Project Manager	16204332 Capability Lead - Project Management 2	Partnerships & Programmes
Reporting line change	Senior Project Manager	16204332 Capability Lead - Project Management 2	Partnerships & Programmes
Reporting line change	Senior Project Manager	16204332 Capability Lead - Project Management 2	Partnerships & Programmes
Reporting line change	Senior Project Manager	16204332 Capability Lead - Project Management 2	Partnerships & Programmes
Reporting line change	Senior Project Manager	16204332 Capability Lead - Project Management 2	Partnerships & Programmes
Reporting line change	Senior Project Manager	16204332 Capability Lead - Project Management 2	Partnerships & Programmes
Reporting line change	Senior Project Manager	16204332 Capability Lead - Project Management 2	Partnerships & Programmes

Minor change	Current position title	Current reporting line	Current branch
Reporting line change	Senior Project Manager	16204332 Capability Lead - Project Management 2	Partnerships & Programmes
Reporting line change	Senior Project Manager	16204332 Capability Lead - Project Management 2	Partnerships & Programmes
Reporting line change	Project Manager	10134440 Capability Lead - Project Management 3	Partnerships & Programmes
Reporting line change	Senior Project Manager	10134440 Capability Lead - Project Management 3	Partnerships & Programmes
Reporting line change	Senior Project Manager	10134440 Capability Lead - Project Management 3	Partnerships & Programmes
Reporting line change	Senior Project Manager	10134440 Capability Lead - Project Management 3	Partnerships & Programmes
Reporting line change	Senior Project Manager	10134440 Capability Lead - Project Management 3	Partnerships & Programmes
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Reporting line change	Senior Project Manager	10134440 Capability Lead - Project Management 3	Partnerships & Programmes
Reporting line change	Senior Project Manager	10134440 Capability Lead - Project Management 3	Partnerships & Programmes

Minor change	Current position title	Current reporting line	Current branch
Reporting line change	Senior Project Manager	10134440 Capability Lead - Project Management 3	Partnerships & Programmes
Reporting line change	Senior Project Manager	10134440 Capability Lead - Project Management 3	Partnerships & Programmes
Reporting line change	Lead Scrum Master	10147610 Capability Lead - Project Management 4	Partnerships & Programmes
Reporting line change	Senior Project Manager	10147610 Capability Lead - Project Management 4	Partnerships & Programmes
Reporting line change	Senior Project Manager	10147610 Capability Lead - Project Management 4	Partnerships & Programmes
Reporting line change	Senior Project Manager	10147610 Capability Lead - Project Management 4	Partnerships & Programmes
Reporting line change	Senior Project Manager	10147610 Capability Lead - Project Management 4	Partnerships & Programmes
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Reporting line change	Senior Project Manager	10147610 Capability Lead - Project Management 4	Partnerships & Programmes

Minor change	Current position title	Current reporting line	Current branch
Reporting line change	Senior Project Manager	10147610 Capability Lead - Project Management 4	Partnerships & Programmes
Reporting line change	Senior Project Manager	10147610 Capability Lead - Project Management 4	Partnerships & Programmes
Minor scope change	Chief Technology Officer	16203268 Deputy Secretary Digital, Data & Insights	Technology & Architecture
Reporting line change	Associate Architecture Analyst	16209023 Manager Architecture	Technology & Architecture
Reporting line change	Domain Architect	16209023 Manager Architecture	Technology & Architecture
Reporting line change	Domain Architect	16209023 Manager Architecture	Technology & Architecture
Reporting line change	Domain Architect	16209023 Manager Architecture	Technology & Architecture
Reporting line change	Domain Architect	16209023 Manager Architecture	Technology & Architecture
Reporting line change	Domain Architect Data	16209023 Manager Architecture	Technology & Architecture
Reporting line change	Domain Architect Infrastructure	16209023 Manager Architecture	Technology & Architecture

Minor change	Current position title	Current reporting line	Current branch
Minor scope change	Manager Architecture Governance Standards	16206947 Chief Technology Officer	Technology & Architecture
Minor scope change	Practice Lead - Architecture	16209616 Manager Architecture Governance Standards	Technology & Architecture
Minor scope change	Practice Lead - Architecture	16209616 Manager Architecture Governance Standards	Technology & Architecture

Support through change

Work is a big part of your life. During organisational change, it's normal to have feelings of uncertainty, shock, anger, frustration, confusion, scepticism, and impatience. Please ask for support when you need it and remember to be understanding towards your colleagues who may be feeling anxious or distracted. You can talk to your People Leader, colleagues and/or union representative or the People and Culture team.

Wellbeing support options

We recognise that change may be difficult and encourage you to reach out to your support network and draw on the resources available to you. You can:

- Talk to your People Leader
- Contact your union delegate or representative ([PSA](#)) – Niki Williams, Mahi Tahī / ([NUPE](#))
- Reach out to the [Wellbeing, Health and Safety Team](#)
- Use our [Employee Assistance Programme](#), which provides support for both work and personal life
- Call or text [1737](#) to access free counselling services from the national telehealth service
- Access your [Te Puna Ora](#) dashboard both at work and remotely using your MBIE login details

Learning support options

Focusing on your personal growth and development is a helpful way to direct your attention during times of change and uncertainty – to reinforce your skills and explore career interests.

There are plenty of resources and directories to explore within MBIE, including:

- [Learn@MBIE](#) – our central learning platform that holds many free e-learning courses, including a series of e-learning modules focused on [change](#), suitable for all staff.
- [Percipio](#) – the world's largest online learning library. To access Percipio, select 'team/enterprise subscription' and then enter 'MBIE' in the site name field.
- [MBIE's library](#) – a large catalogue of books and scholarly works focused on subject expertise as well as broader skillsets like leadership capability.
- You can also reach out to People & Culture to discuss your development interests.

Career development support

Our Employee Assistance Programme can assist with general career advice and is available for self-referral. 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 information summarises the proposed standard change processes which would apply to any changes confirmed as a result of the consultation process. This includes reconfirmation, reassignment, selection, and redeployment.

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, a minor change 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.

Where there are more affected employees who could be considered for reconfirmation than the number of positions available in the new structure (i.e., where we are reducing the number of existing positions), then you may be proposed to be subject to “**contestable reconfirmation**” via an Expression of Interest (EOI) process. In this

situation we will use a contestable selection process to determine who is the best fit for the role. This process would be based on selection criteria from within the position description for the role.

Reassignment

As part of the consultation process you may be proposed to be “directly reassigned”. In these circumstances we are proposing to directly reassign you into a different but substantially similar role.

For direct reassignment to apply:

- The new or revised position description has been assessed as comparable to your current position and any change of duties are not so significant as to be unreasonable taking account of your skills, abilities and potential to be retrained; and
- You have the required skills, knowledge, experience, and abilities to undertake the position, as well as the potential for retraining on any new or unfamiliar aspects of the position; and
- The 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 you are confirmed to be directly reassigned as part of the final structure you will not need to take any action as you will automatically be directly offered reassignment into the position.

Where there are more affected employees who are a direct match or currently perform a comparable role than the number of positions available in the new structure (i.e., where we are reducing the number of existing positions), then you may be proposed

to be subject to “**contestable reassignment**” via an Expression of Interest (EOI) process. In this situation we will use a contestable selection process to determine who is the best fit for the role. This process would be based on selection criteria from within the position description for the role.

New positions

All new positions that are not filled via reconfirmation or direct reassignment, will be advertised internally first to employees affected by the change via an 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.

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 would have the following available options:

- 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.
- Express an interest in voluntarily ending your employment without actively seeking redeployment opportunities within MBIE. MBIE may decline any expression of interest on the grounds that you have skills and experience that need to be retained and a reassignment option is available.

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 to be 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 an affected employee if your substantive position is confirmed as having a change in business group, reporting line, job title or work location (where work location is within the “same local area” or region).

To participate in an EOI process you would need to submit an EOI form which would allow you to express interest in up to 5 available position/s for which you are suitably qualified. Using the EOI form you would provide information such as your capabilities, experience and examples, for the relevant selection criteria for the roles you are expressing an interest in. The selection criteria is in the draft position descriptions and will be outlined as part of the decision document along with final position descriptions. For People Leader roles selection criteria may also include the Leadership Success Profile. 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 would not be mandatory.

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

Where applicable, a panel interview would be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the selection criteria as outlined in the position description. Action would be taken to minimise the number of interviews that any affected employee would be asked to attend, i.e. combining panels where appropriate for employees who have an EOI for multiple vacant roles. There may also be instances where an assessment and decision can be

made based on the information provided in an applicant's EOI submission and no additional information or interview would be required.

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

- Demonstrated skill and experience level against the key accountabilities and deliverables as outlined in the position description.
- Consideration of skills, experience and qualifications against the person specifications as outlined in the position description.
- Consideration of skills and experience against the Leadership Success Profile.
- Presentation and/ or role specific testing.

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

Selection and Recruitment Timeline

Where possible 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 the change processes), this can be done via the MBIE careers site at any stage of the process.

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. In situations where there is more than one affected employee who meets the suitability requirements of the position an assessment will be made of the employee who is best for the role.

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 decisions confirmed 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.

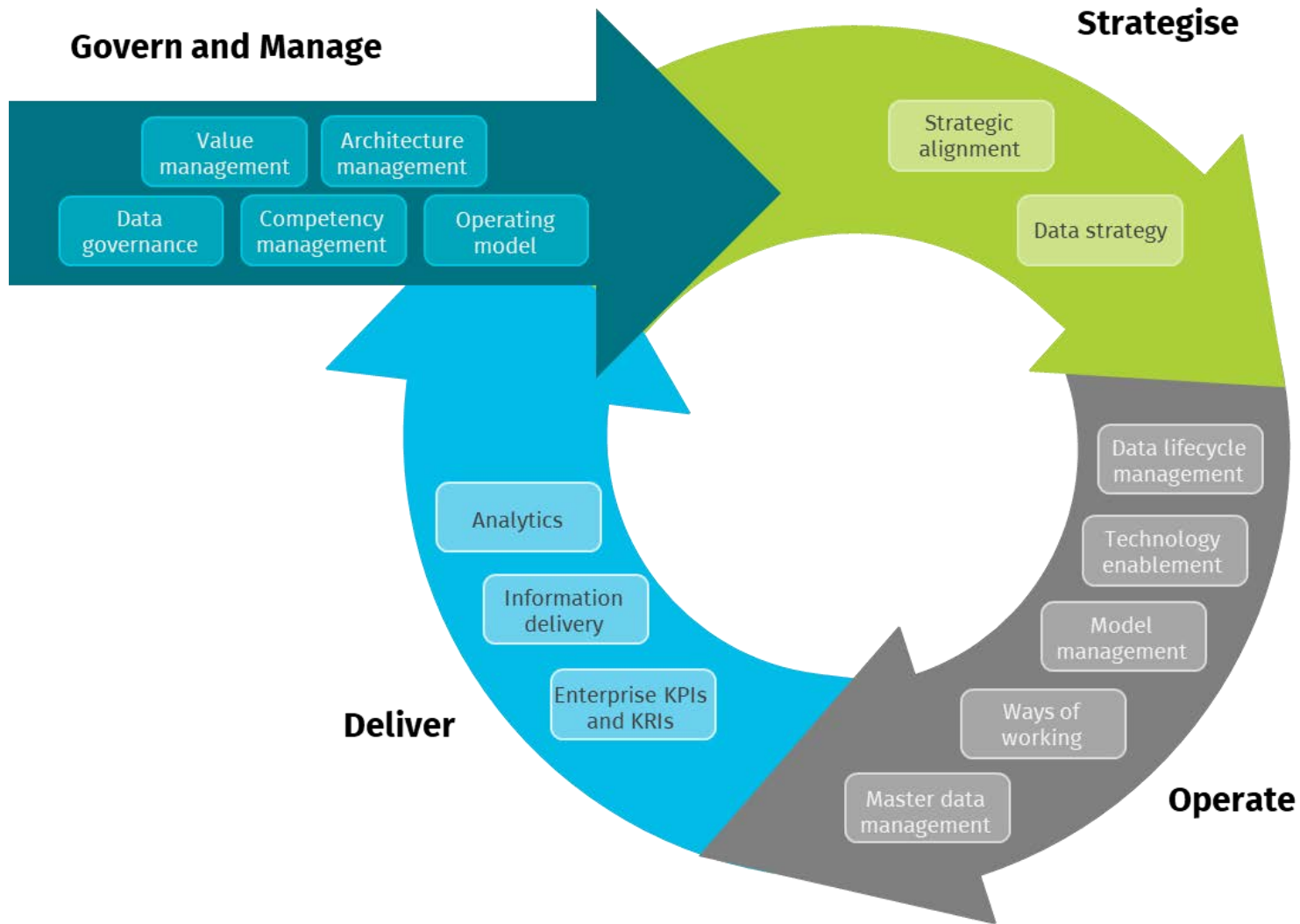
People will continue in their temporary position until the end of the term currently in place unless otherwise advised.

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.

Appendix one: Data capabilities framework

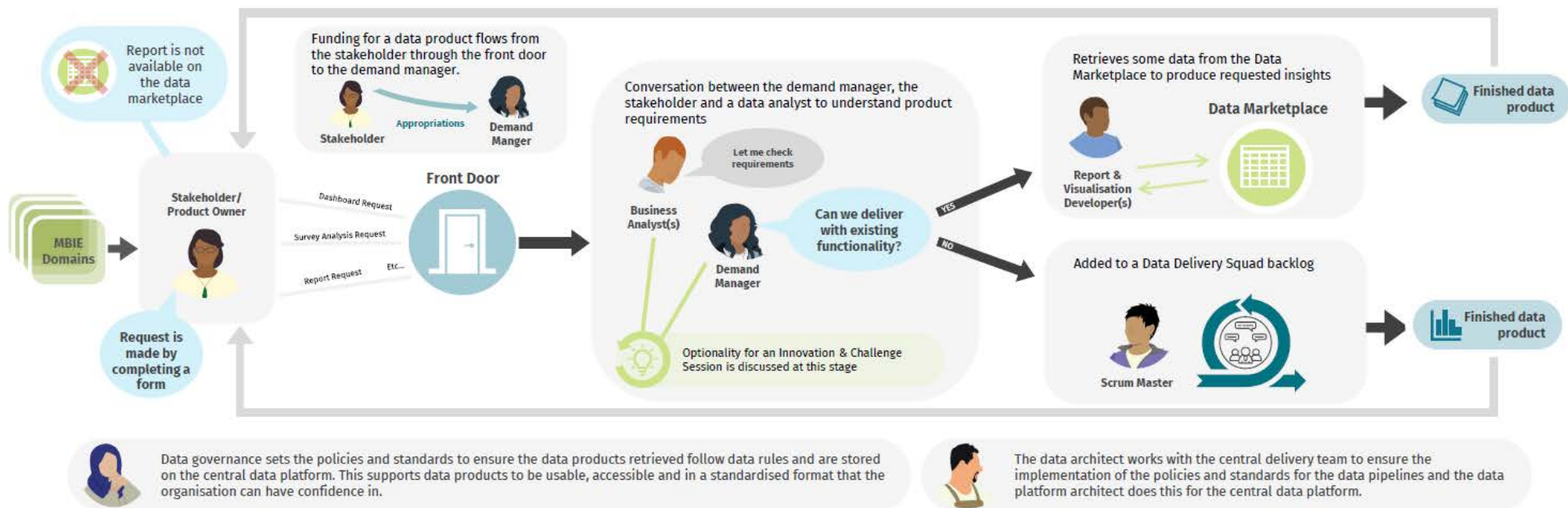


Appendix two: Front Door Future State

In the future state, data work will always be requested through the front door

Below details the process of how the business requests a piece of work from the data team at MBIE

- MBIE people requesting work are a stakeholder or a product owner. They can be a domain (MBIE business unit) specific product owner or a shared resource across domains.
- Data product requests go through the front door and are prioritised and allocated to data delivery teams by the demand manager.
- Data products are produced either using pre-existing functionality or data delivery squads are established to deliver new functionality. The finished data products are published on the data marketplace for all of MBIE to use.



Appendix three: Agile ways of working

MBIE's data request management process is underpinned by the Agile methodology to enable a more responsive, flexible, and efficient approach for requests fed through the Front Door.

A Data Delivery Squad will consist of various deliver roles depending on the requirements of the data product being produced. These could include; Business Analysts, Data Engineers, Report and Visualisation Developers, Data Specialists. The Stakeholder/Product Owner can be as involved in the process as they choose, this is generally through their attendance in Daily Stand-ups.

